

MEMORANDUM

May 1, 2009

TO: County Council

FROM: Justina J. Ferber, Legislative Analyst

SUBJECT: Worksession - Executive's Recommended FY10 Operating Budget  
**Conference and Visitor's Bureau (CVB) - Non-Departmental Account**  
**[\$692,650] \$700,490**

- **The Planning, Housing and Economic Development Committee unanimously recommends the Council approve the Conference and Visitor's Bureau (CVB) NDA for 3.5% of hotel/motel tax collections estimated at \$700,490.**

The following persons will be present for the worksession:

Kelly Groff, Executive Director, Conference and Visitor's Bureau  
Steve Silverman, Director, DED  
Tina Benjamin, Chief of Staff, DED  
Peter Bang, Chief, Finance, Administration and Special Projects Division, DED  
John Cuff, Management and Budget Specialist, OMB

The Non-Departmental Account for the Conference and Visitor's Bureau can be found on page 68-5 of the Executive's Recommended FY10 Operating Budget. A copy is attached at ©1B.

**Overview**

The Conference and Visitor's Bureau (CVB) promotes Montgomery County as a tourist destination. The CVB Non-Departmental Account was created in FY95. CVB funding is based on 3.5 % of revenue collected from the hotel/motel tax (room rental and transient tax). The County Executive's FY10 budget for the Conference and Visitor's Bureau originally recommended \$692,650 which was a decrease of \$2,800 from FY09 (\$695,450) due to a decrease in revenue projections for hotel/motel tax collections.

Subsequent to the PHED worksession, the County Executive submitted his FY10 Budget Adjustments dated April 20, 2009. The Budget Adjustments amend the FY10 budget by increasing the CVB NDA to \$700,490; an increase of \$7,840 over the FY10 budget submittal. The \$7,840 increase is the result of a recalculation of hotel/motel tax collection estimates.

## Issue

Organizations like Heritage Tourism Alliance of Montgomery County are not allowed to place tourism information on the CVB website. In order to advertise on the CVB website, organizations must pay a \$180 fee for membership. Since the CVB receives county tax dollars why not allow these local organizations to place their tourism information on the CVB website?

**PHED Committee Discussion:** Committee members felt the \$180 fee for CVB membership was reasonable and organizations should pay the fee to participate on the CVB web site.

## Budget Issues

Expedited Bill 16-09, Room Rental and Transient Tax – Amendments, introduced on March 31, 2009 would amend the law to provide the CVB the *budgeted* 3.5% contribution rather than 3.5% of actual collections. Currently, the 3.5% contribution to the CVB is based on actual collections and can differ from the budgeted amount depending on the tax collected. Under the proposed legislation, the CVB will receive a guaranteed amount of revenue from the County based on the amount designated in the budget. Since the CVB would receive guaranteed revenue, the Council should consider reducing the 3.5% contribution. The Council can increase, eliminate or reduce the 3.5% contribution. A decrease of 0.5% to 3% would reduce the contribution by approximately \$99,000 and increase the General Fund by \$99,000. The positive impact of the CVB on the County tourism and hotel and motel industry should be considered before making a change. See ©11-16 for Economic Impact Analysis of CVB Bookings for 2008, 2007, 2006.

**PHED Committee Discussion:** Committee members were not in favor of guaranteeing 3.5% of revenue collected from the hotel/motel tax to the CVB. Committee members agreed with the current policy of estimating 3.5% of tax collections for the budget and giving the CVB the actual 3.5% collected, even if the amount differs from the budget.

Executive staff explained the change was proposed so a specific amount would be allocated to the CVB. This guaranteed budgeted amount would avoid supplemental appropriations for increased collections or reducing payments to the CVB when collections do not achieve budgeted estimates. It was felt that fluctuations in tax collections hampered the CVB's ability to program funds. Subsequent to the worksession, Executive staff expressed the view that current law did not have to be changed at this time.

## Office of Legislative Oversight Comments

The County's contract with the Conference and Visitor's Bureau (CVB) represents DED's largest single contract funded by local dollars. The contract with the CVB is a non-competitive award. In reviewing the Executive's Recommended FY10 budget, OLO recommends the PHED Committee ask the Department to explain:

- How the role and performance of the CVB is coordinated with DED's other outreach and marketing activities; and

- How the Department decides which outreach and marketing tasks of the Department should be assigned to the CVB.

As DED proceeds during FY10 with refining the *Vision for Economic Development*, OLO recommends the County's contract with the CVB be revisited to ensure that the scope of services and specified deliverables are clearly defined, measurable, and aligned with the Department's priorities.

### **PHED Committee Discussion**

In response to questions about the hotel/motel industry, the CVB Director noted the decline in corporate business but advised student travel was strong. The CVB assists with housing for the Soccerplex which is about 14,000 room nights per year.

### **Recommendation**

**The Planning, Housing and Economic Development Committee unanimously recommends the Council approve the Conference and Visitor's Bureau (CVB) NDA for 3.5% of hotel/motel tax collections estimated at \$700,490.**

**The Committee accepted the comments and recommendations of OLO on the CVB contract.**

Attachments:      Budget Adjustment ©1A  
                          CVB NDA ©1B  
                          2008 CVB Annual Report ©2-5  
                          CVB Revenues and Expenses ©6  
                          Montgomery County Room Rental Transient Tax Collections ©7  
                          Trade Shows FY2010 ©8-10  
                          Economic Impact Analysis of CVB Bookings 2008, 2007, 2006 ©11-16  
                          Hotel/Motel Data by month 2002-2008 ©17-19  
                          Page 9 of Expedited Bill 16-09 ©20

f:\ferber\10 budget\fy10 operating budget\ded\cvb\cvb-cc 5-5-09.doc

## Detail on Recommended Budget Adjustments

Tax Supported

budgetary purposes. All County agencies except Montgomery College calculate the available beginning fund balance as the amount estimated to be available after the end of the previous fiscal year. Montgomery College calculates the fund balance available for the next fiscal year as the amount available at the end of the fiscal year two years ago. For example, the ending FY08 fund balance is considered the amount available for FY10, whereas, Montgomery County Government, Montgomery County Public Schools, and the Maryland-National Capital Park and Planning Commission calculate the estimated ending FY09 fund balance as the amount available for FY10. This recommended change would put the calculation of the College fund balance on the same basis as the other agencies.

### Other

**RELEASE OF FY09 SET ASIDE** 2,203,700

When the Executive recommended the FY10 Budget, \$11,584,070 was retained as a set aside for snow and storm removal costs and other unanticipated cost increases. Snow/Storm removal costs are estimated to be approximately \$2.2 million below estimates and this amount is recommended to be released and used to offset State Aid Reductions referenced above.

**Total Tax Supported Resources** -25,665,821

### EXPENDITURE AMENDMENTS

#### DOT-Transit Services

**RESTORE: RIDE-ON SERVICE** 600,000

Restore weekday service on route 53 and Saturday service on route 29; restore route 93 with less frequent service and less span; restore route 7 with same frequency of service and span, but eliminate part of the route.

#### Environmental Protection

**ADD: SUPPORT FOR THE MARYLAND CLEAN ENERGY CENTER** 270,000

To provide support for staffing the new Maryland Clean Energy Center, which will be located in Montgomery County at the Camille Kendall Academic Center at the Universities at Shady Grove. Under the joint proposal by the University of Maryland System and the County, Montgomery County pledged to provide funds for staffing the Center: \$270,000 in FY10 and \$286,200 in FY11. The FY10 total breaks down as follows:

Executive Director: \$130,000  
Senior Program Manager: \$90,000  
Analyst and Administrative: \$50,000  
TOTAL: \$270,000

#### NDA - Conference and Visitors Bureau

**INCREASE COST: ALLOCATION TO CONFERENCE AND VISITORS BUREAU** 7,840

The Executive recommends an additional \$7,840 for the Conference and Visitor's Bureau to make the total amount of that Non-departmental Account 3.5 percent of total Hotel Motel tax revenues as required by the County Code.

#### NDA - Productivity Enhancements and Personnel Cost Savings

**DECREASE COST: FY10 RETIREMENT INCENTIVE PROGRAM** -1,241,170

This represents additional projected tax supported savings, based on information from the County Executive's actuary. Details are provided in the Fiscal Impact Statement related to Expedited Bill 10-09, Personnel - Retirement Incentive Program.

#### NDA - Retiree Health Benefits Trust

## Compensation and Employee Benefits Adjustments

This NDA contains a General Fund (\$1,268,370) and a Grant Fund (\$67,520) appropriation, and provides funding for certain personnel costs related to adjustments in employee and retiree benefits, pay-for-performance awards for employees in the Management Leadership Service and non-represented employees, deferred compensation management, and unemployment insurance.

**Non-Qualified Retirement Plan:** This provides funding for that portion of a retiree's benefit payment that exceeds the Internal Revenue Code's §415 limits on payments from a qualified retirement plan. Payment of these benefits from the County's Employees' Retirement System (ERS) would jeopardize the qualified nature of the County's ERS. The amount in this NDA will vary based on future changes in the Consumer Price Index (CPI) affecting benefit payments, new retirees with a non-qualified level of benefits, and changes in Federal law governing the level of qualified benefits.

**Deferred Compensation Management:** These costs are for management expenses required for administration of the County's Deferred Compensation program. Management expenses include legal and consulting fees, office supplies, printing and postage, and County staff support.

**Management Leadership Service Performance-Based Pay Awards:** In FY99, the County implemented the Management Leadership Service (MLS) which includes high level County employees with responsibility for developing and implementing policy and managing County programs and services. The MLS was formed for a number of reasons, including improving the quality and effectiveness of service delivery through management training, performance accountability, and appropriate compensation; providing organizational flexibility to respond to organizational needs; allowing managers to seek new challenges; and developing and encouraging a government-wide perspective among the County's managers. MLS employees are not eligible for service increments.

**Unemployment Insurance:** The County is self-insured for unemployment claims resulting from separations of service. Unemployment insurance is managed by the Office of Human Resources through a third party administrator who advises the County and monitors claims experience.

<b>FY10 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY09 Approved</b>	<b>3,432,070</b>	<b>1.6</b>
Increase Cost: Administration of the ePerform Employee Evaluation System	26,430	0.0
Increase Cost: Deferred Compensation Management	3,170	0.0
Increase Cost: Service Increment	880	0.0
Increase Cost: Printing and Mail Adjustments	140	0.0
Increase Cost: Group Insurance Adjustment	80	0.0
Decrease Cost: Grant Funding for MLS Pay for Performance	-151,120	0.0
Eliminate: General Fund Non-represented Employee Pay for Performance Program in FY10	-809,420	0.0
Decrease Cost: General Fund MLS Pay for Performance	-1,166,340	0.0
<b>FY10 CE Recommended</b>	<b>1,335,890</b>	<b>1.6</b>

## Conference and Visitors Bureau

The Conference and Visitors Bureau (CVB) promotes Montgomery County as a tourist destination site to meeting planners, group tour operators, and travel writers; develops and distributes publications on points of interest to tourists; and conducts public information campaigns promoting tourism and event facilitation in Montgomery County. The CVB serves as a resource center assisting small and large hospitality businesses considering new product development and/or expansions. The CVB coordinates with the State Department of Tourism, State Film Office, and national and regional events to promote tourism growth, increased visitor spending and visitation in Montgomery County. The CVB operates on contract with the Department of Economic Development. Funding is based on 3.5 percent of the total hotel/motel tax revenues.

The CVB also creates additional marketing opportunities brought about by the opening of new cultural and recreational venues such as the Montgomery County Conference Center, the American Film Institute, the Music Center at Strathmore, the Soccerplex and new special events like the AT&T National and U.S. Open. In addition to maintaining a visitor information center in Germantown off of Interstate 270, the CVB also provides visitor information services at the Conference Center during peak periods.

<b>FY10 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY09 Approved</b>	<b>695,450</b>	<b>0.0</b>
Decrease Cost: Revenue Adjustment based on recent revenue projections	-2,800	0.0
<b>FY10 CE Recommended</b>	<b>692,650</b>	<b>0.0</b>



Dear Industry Partners,

On behalf of the CVB staff and Board of Directors we are pleased to present the Fiscal Year 2008 Annual Report.

We compile information and statistics for this report as a review of the fiscal year. The statistics you will find in this report include our countywide occupancy and average daily rate, room tax collections, website statistics and sales division successes. New information we have been able to provide this year is tourism sales and use tax codes by county.

Some of the highlights from this year include the launch of the CVB's new brand and website, approval of the new Tourism Promotion Act of 2008 and passage of new legislation for additional room taxes in our municipalities.

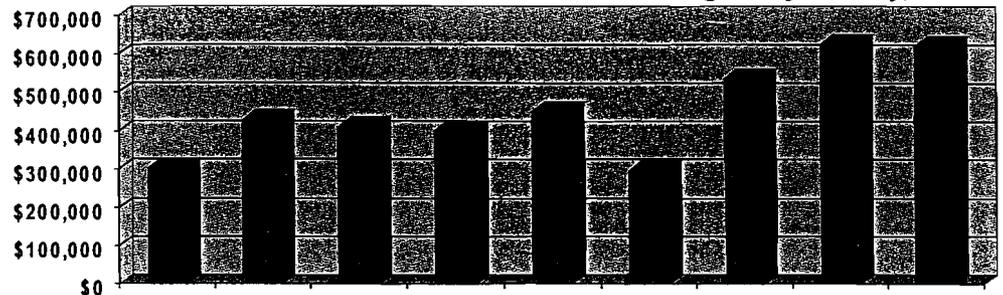
We hope you will find this information helpful. I want to thank the CVB staff and membership for their continued support of the industry and our organization.

Jackie Gale  
Timpano Chophouse and Martini Bar  
CVB Board President

Room Rental Transient Tax (RRT)

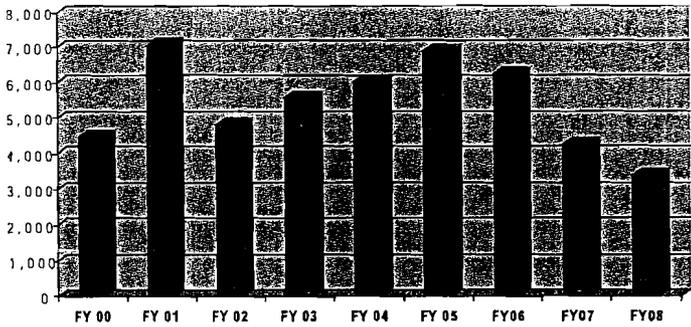
Revenue for the month of	Revenue (\$)	3.5% of Revenue (\$)
JUL	\$1,356,770.05	\$47,486.95
AUG	\$1,274,764.48	\$44,616.76
SEPT	\$1,365,784.31	\$47,802.45
OCT	\$2,115,531.46	\$74,043.60
NOV	\$1,333,712.24	\$46,679.93
DEC	\$1,099,772.86	\$38,492.05
JAN	\$1,067,369.93	\$37,357.95
FEB	\$1,232,070.94	\$43,122.48
MAR	\$1,563,411.95	\$54,719.42
APR	\$1,771,058.05	\$61,987.03
MAY	\$1,685,263.82	\$58,984.00
JUN	\$1,874,438.07	\$65,605.00
<b>Total</b>	<b>\$17,999,748.16</b>	<b>\$628,897.62</b>

CVB Allocated Hotel/Motel Tax Revenues- Montgomery County, MD

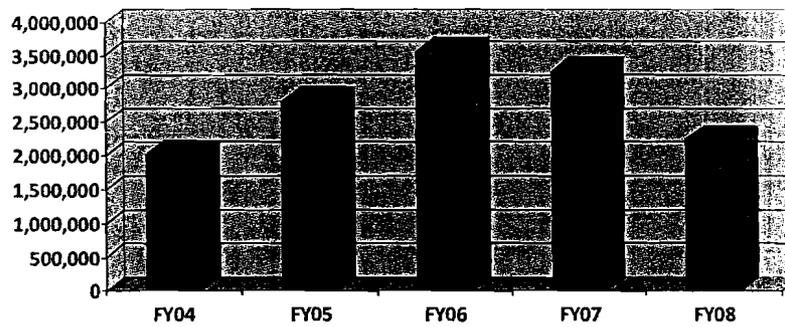


**Conference and Visitors Bureau General Information**  
 111 Rockville Pike, Suite 200  
 Rockville, MD 20850  
 Tel: 301-771-0100  
 Fax: 301-771-0100  
 Director  
 Rob Gray  
 202-771-0100  
 rgroff@visitmontgomery.com  
 Sales Director  
 Jeff Rice  
 301-771-0100  
 jrice@visitmontgomery.com  
 Community Outreach Specialist  
 Michael Bondy  
 301-771-0100  
 mbondy@visitmontgomery.com  
**Print Program Staff**  
 Account Executive  
 Jeff Swartz  
 301-771-0100  
 jswartz@visitmontgomery.com  
 Admin Sales Coordinator  
 Angela Smith-Anderson  
 301-771-0100  
 asmith@visitmontgomery.com  
 Visitor Information Center  
 1200 Rockville Pike, Suite 200  
 Germantown, MD 20874  
 Visitor Information Inquiries  
 301-916-6593  
 visitinfo@aol.com or  
 sgulfon@visitmontgomery.com

Visitor Information Center Traffic- FY 2000 - FY 2008



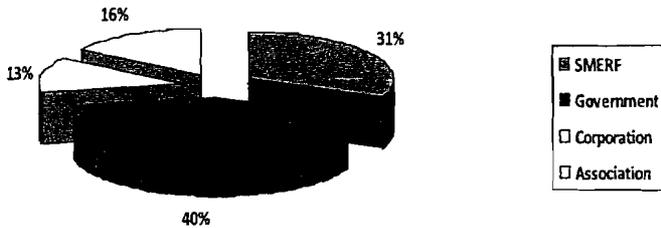
Website Hit Comparisons- FY 2004- FY 2008



CVB Sales Booking Chart Analysis

Fiscal Year	Booked	Cost	Total Potential Revenue Generated by CVB
2004	\$305,000	\$675,000	\$980,000
2005	\$1,557,622	\$5,193,682	\$6,751,304
2006	\$1,907,370	\$3,194,906	\$5,102,276
2007	\$4,135,321	\$5,169,391	\$9,304,712
2008	\$1,530,792	\$2,150,960	\$4,682,752

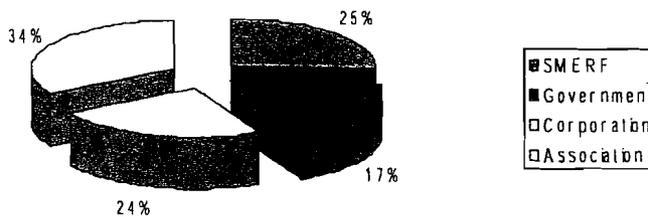
CVB Market Segment for Fiscal Year 2008



Pilot Program Sales Booking Chart Analysis

Fiscal Year	Booked	Cost	Total Potential Revenue Generated by Program
2008	\$570,883	\$3,844,160	\$4,414,993

Pilot Program Market Segment for Fiscal Year 2008



Meeting Professional's International (MPI) Pittsburgh Chapter Meeting

The CVB sponsored the Meeting Professional's International (MPI) Pittsburgh Chapter Meeting Industry Luncheon in October 2007. The event attracted over 100 meeting professionals from MPI, SGMP and ASAE chapters within their local area. During the event the CVB's new CD was premiered showcasing the new brand, Montgomery County, MD. The Upside of Downtown. Indulge! In addition to the industry luncheon, a sales mission was held in the Pittsburgh area October 23-26, calling on meeting planners within numerous corporation and association clients.

The sponsorship investment for the Industry Day event was \$3,000.

Business Appreciation Week

The CVB staff participated with the Montgomery County Department of Economic Development in Business Appreciation Week 2008 (BAW). Business Appreciation Week was held April 14-18, 2008 as an initiative of the County Executive. The event was coordinated on behalf of the County by the Department of Economic Development. Members of the CVB staff visited several businesses during the week including the American Nurses Association, TIG Global, BF Saul Company, Hotel Division and RMA Chauffeured Limousine. The goal of BAW was to renew and expand ties with the County's existing business community, especially during these challenging economic times.



**CVB Unveils New Branding Campaign**

The Conference and Visitors Bureau (CVB) of Montgomery County, MD, Inc. unveiled the new brand for the CVB and the tourism and hospitality industry of the County in Fiscal Year 2008. "Montgomery County, Maryland. The Upside of Downtown"

This new slogan is a memorable and relevant brand that facilitates the sales efforts of the Conference and Visitors Bureau and help travelers identify and participate in activities that generate additional revenue for the county. Montgomery County, Maryland, The Upside of Downtown will generate inter-county pride, elevate awareness, increase trial, and lead to economic growth for arguably one of the most important suburban areas in the United States.

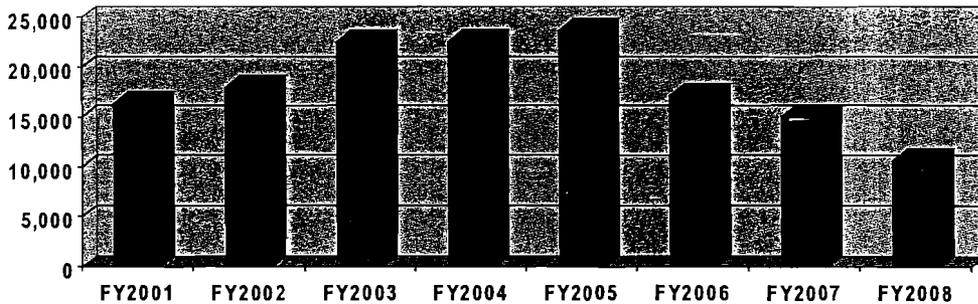
The CVB hired mbox communications, llc to create a brand for the CVB that will aide in promoting the county as a tourist destination that will result in more visitor spending into the local economy.

Focus groups were held with the local business community, county government representatives, elected officials, county residents, CVB members and CVB Board of Directors to induce free-flowing thoughts. The focus groups validated the assumptions that Montgomery County has a wealth of resources, the people who live and work in the county are very proud of the county, there exists tremendous diversity, and the county feels real competition from Washington D.C. and Northern Virginia.

After launching the new slogan, the Conference and Visitors Bureau re-developed the current website, [www.visitmontgomery.com](http://www.visitmontgomery.com). In March 2008, the website was launched with the new look. The number of visitors to the CVB website increased by 29% from March 2008 – June 2008 compared to the previous 4 months November 2007– February 2008. The number of pages viewed by visitors to the site has increased 86%.



**Print Advertisina Inauiries- FY 2001- FY 2008**



**International Market**

CVB, British Air, CRUSA Host Tour Operators

The CVB along with British Air and Capital Region USA (CRUSA), hosted 12 tour operators, who bring hundreds of tourists into the USA, in Montgomery County for a familiarization (FAM) tour. Attendees enjoyed complimentary hotel accommodations, dining, tours of Washington, D.C., performing art theatres, and all the shopping Montgomery County has to offer. The CVB gave a presentation on Montgomery County highlighting Montgomery County venues, history, art and entertainment.

Capital Region USA Receptive Operators Mission to California

The CVB attended a mission to California to make presentations to tour operators servicing the Asian market. The attendees included the staff of Kintetsu, Nippon Travel, R&C (Northwest/Continental Vacations), Beikoku Travel Network, Jalpак, TTI (Top Tour), Trans Pacific Travel, Hokubei USA, Go West Tours, Ito Tours, Unicom Consulting and Ala Carte Tours. These receptive operators handle groups, students, meetings, FIT, incentives, technical tours and corporate travel. During this mission, the CVB hosted a lunch for 20 members, including senior managers and product managers of the Japanese Tour Association.

**Tourism Sales and Use Tax Codes by County- Not Adjusted for Sales Tax Increase (2008)**  
**From Comptroller's Revenue Accounting Division Summary by Subdivision and Business Activity Reports**

County	FY2007 Total Collections in Tourism Codes	FY2008 Total Collections in Tourism Codes	% Change
Frederick	21,169,618	24,094,636	13.8%
Montgomery	105,052,013	117,204,232	11.6%
Prince George's	76,395,640	89,401,320	17.0%
Capital Region	202,617,271	230,700,188	14.4%

The eight tax codes measured in the revenue above include: restaurants, hotels and motels selling food, nite clubs, general merchandise, automobile, bus and truck rentals, airlines (commercial), hotels, motels, apartments, cottages and recreation and amusement places.

Source: MD Department of Business and Economic Development

**Montgomery County Hotel Occupancy and Average Daily Rate FY 2008**

Month	Occupancy	Inc/Dec	ADR	Inc/Dec
July 2007	67.3%	3.5%	\$121.08	2.5%
August 2007	62.8%	.6%	\$120.80	3.5%
September 2007	65.4%	.6%	\$138.35	6.2%
October 2007	74.4%	3.6%	\$143.75	6.8%
November 2007	60.9%	1%	\$133.47	2.0%
December 2007	46.2%	1.2%	\$124.97	4.4%
January 2008	47.2%	-4.1%	\$134.44	6.8%
February 2008	56.7%	5.2%	\$136.26	3.2%
March 2008	67.0%	-4.3%	\$141.01	5.5%
April 2008	76.1%	4.8%	\$142.83	10.1%
May 2008	76.0%	-1.1%	\$139.83	1.6%
June 2008	77.3%	2.3%	\$140.34	7.9%

Source: Smith Travel Research

**New Legislation**

Tourism Promotion Act 2008

A new Bill was introduced on behalf of the tourism industry by Senator Astle as Senate Bill 458 Tourism Promotion Act of 2008 in the 2008 legislation session. It was also supported by Senator Jennie Forehand from Montgomery County.

The bill provides for the following:

- Requires the Maryland Tourism Development Board (TDB), beginning in FY 2011, to provide annual grants to Destination Marketing Organizations (DMOs) of at least \$2.5 million and (undefined) financial assistance to OTD.
- Requires the Governor to budget \$6 million for the TDB Fund in FY 2008 and FY 2009 and not less than \$10 million in FY 2010
- For FY 2011 and thereafter, requires the Governor to budget an amount equal to 95% of the prior year's appropriation for the TDB Fund
- Beginning in FY 2011, allocates ½ of the increase over 3% in annual sales tax revenues derived from tourist-oriented goods and services to the TDB Fund in addition to the budget appropriation, and
- Limits the total funding to the TDB Fund to the prior year's appropriation plus \$5 million

This legislation provides for a more stable funding source and budget increases based on growth in certain SIC codes.

Senate Bill 178 and House Bill 131

These bills were introduced and passed during the 2008 Legislative Session. The bills provided the authority for municipalities to leverage hotel taxes above those charged by counties in which the municipalities are located. In Montgomery County, the City of Gaithersburg and City of Rockville each passed ordinances in fall 2008 for charging an additional 2% hotel tax above the 7% Montgomery County hotel tax. Each municipality implemented the new taxes beginning October 1, 2008.

# Conference and Visitors Bureau of Montgomery County, Maryland

## Fiscal Year 2010 Budget - DRAFT

REVENUES	FY 2008	FY 2009	FY 2009	FY 2010	Inc/Dec
	Actual	Projected	through 1/09	Projected	
<b>Public Revenues</b>					
Occupancy Tax	\$620,897.62	\$695,450	\$329,235.05	692,650	(\$2,800)
MD Office of Tourism Grant	\$91,469.50	\$55,000	\$26,521.50	\$55,000	\$0
AT&T Tournament Grant	\$19,300.00	\$0	\$0.00	\$0	\$0
Supplemental Funding	\$0.00	\$0	\$0.00	\$0	\$0
<b>Private Revenues</b>					
Membership Dues	\$32,823.00	\$30,000	\$30,191.73	\$30,900	\$900
Membership Events	\$2,420.00	\$5,000	\$225.00	\$5,200	\$200
Miscellaneous Income	\$16,831.73	\$1,500	\$7,989.46	\$1,500	\$0
<b>Visitor Center Revenues</b>					
Souvenir Sales	\$471.22	\$3,000	\$608.68	\$3,000	\$0
<b>Marketing &amp; Promotions Revenues</b>					
Hotel Reservation Service Commissions	\$121,575.50	\$45,000	\$111,652.34	\$75,000	\$30,000
Cooperative Trade Shows	\$41,065.00	\$9,900	\$10,430.00	\$9,900	\$0
Coop Advertising/Print	\$9,798.00	\$14,500	\$10,530.00	\$10,000	(\$4,500)
CVB Collateral Advertising	\$17,275	\$40,000	\$3,350.00	\$35,000	(\$5,000)
Advertising Revenues on CVB website	\$0	\$3,000	\$0.00	\$3,000	\$0
<b>TOTAL REVENUES</b>	<b>\$973,926.57</b>	<b>\$902,350</b>	<b>\$530,733.76</b>	<b>\$921,150</b>	<b>18,800</b>
EXPENSES	FY 2008	FY 2009	FY 2009	FY 2010	Inc/Dec
	Actual	Projected	through 1/09	Projected	
Accounting/Payroll Services	\$25,505.54	\$23,000	\$17,823.69	\$27,000	\$4,000
Advertising and Advertising Production	\$204,584.00	\$181,800	\$48,564.75	\$178,990	(\$2,810)
Brochure Distribution	\$250.00	\$0	\$0.00	\$3,000	\$3,000
Consulting/Management	\$0.00	\$1,000	\$0.00	\$1,000	\$0
Depreciation	\$3,016.00	\$2,000	\$0.00	\$2,000	\$0
Dues/Subscriptions	\$7,337.00	\$9,389	\$2,429.00	\$7,000	(\$2,389)
Equipment/R&M/ADMIN	\$856.00	\$1,700	\$9,149.10	\$1,700.00	\$0
Equip/R&M/VIC	\$1,941.79	\$2,700	\$1,577.73	\$2,700	\$0
Insurance/Commercial & Board	\$2,903.95	\$3,000	\$1,090.25	\$3,000	\$0
Insurance/Health	\$24,416.25	\$26,857	\$13,148.25	\$28,000	\$1,143
Legal Counsel	\$0.00	\$2,000	\$0.00	\$2,000	\$0
Maintenance/ADMIN	\$5,165.31	\$22,000	\$3,538.00	\$21,809	(\$191)
Maintenance/VIC	\$2,926.71	\$3,900	\$2,601.52	\$3,900	\$0
MINT Convention Database Subscription	\$5,136.00	\$500	\$0.00	\$0.00	(\$500)
Miscellaneous/Mileage/ADMIN	\$11,077.58	\$8,500	\$2,878.78	\$8,500	\$0
Miscellaneous/Mileage/VIC	\$0.00	\$100	\$0.00	\$100	\$0
Pilot Marketing Program	\$67,473.60	\$75,000	\$19,027.21	\$60,000	(\$15,000)
Postage/Shipping/ADMIN	\$23,529.97	\$25,000	\$916.90	\$17,000	(\$8,000)
Postage/Shipping/VIC	\$672.77	\$5,277	\$140.08	\$6,000	\$723
Publications/Collateral	\$10,735.58	\$62,089	\$38,745.74	\$57,500	(\$4,589)
Promotions	\$59,377.97	\$45,000	\$6,909.95	\$40,000	(\$5,000)
Professional Development/ADMIN	\$2,060.59	\$7,000	\$842.37	\$7,000	\$0
Research	\$2,749.00	\$5,000	\$1,700.00	\$6,000	\$1,000
Salaries/Benefits Administration	\$238,059.76	\$249,000	\$146,710.19	\$260,136	\$11,136
Salaries/Visitor Center & Part Time Staff	\$11,444.13	\$50,000	\$6,792.75	\$30,000	(\$20,000)
Sales-International *	\$0.00	\$10,000	\$0.00	\$9,650	(\$350)
Sales - Meetings/Conventions Trade Shows	\$29,720.76	\$29,205	\$19,234.43	\$34,565	\$5,360
Sales - Group Tour Trade Shows	\$18,234.01	\$8,740	\$6,345.22	\$1,875	(\$6,865)
Sales - Sports Marketing Trade Shows	\$2,165.30	\$8,480	\$0.00	\$3,725	(\$4,755)
Sports Rebates/Group Housing Expense	\$30,000.00	\$24,670	\$38,232.61	\$30,000	\$5,330
Souvenirs/VIC	\$2,914.78	\$2,000	\$0.00	\$2,000	\$0
Supplies/ADMIN	\$7,315.11	\$4,000	\$2,782.80	\$4,500	\$500
Supplies/VIC	\$345.33	\$1,000	\$140.22	\$1,000	\$0
Technical Support	\$19,743.87	\$11,000	\$8,215.48	\$13,000	\$2,000
Telecommunications/ADMIN	\$8,157.99	\$6,000	\$7,334.63	\$6,000	\$0
Telecommunications/VIC	\$2,067.50	\$1,500	\$1,500.98	\$500	(\$1,000)
Volunteer Rewards/VIC	\$453.33	\$800	\$0.00	\$0	(\$800)
Website SEO/SEM	\$30,320.00	\$10,000	\$0.00	\$40,000	\$30,000
<b>TOTAL EXPENSES</b>	<b>\$862,657.48</b>	<b>\$902,350</b>	<b>\$408,372.63</b>	<b>\$921,150</b>	<b>(\$8,057)</b>

## Montgomery County Room Rental Transient Tax Collections

	Income Rec'd	Income Rec'd	Income Rec'd	Actual RRTT	Income Rec'd	Actual RRTT	Income Rec'd	Inc/Dec
Room Tax	by CVB	by CVB	by CVB	Revenue	by CVB	Revenue	by CVB	
Month of	FY 05	FY 2006	FY 2007	FY 2008	FY 2008	FY 2009	FY 2009	
Payment of Overage			\$125,000		\$32,440			
JUL	39,033.52	\$43,550.29	\$45,547.73	\$1,356,770.05	\$47,486.95	\$ 1,431,108.25	\$ 50,088.79	5.50% received
AUG	36,733.07	\$41,639.57	\$40,797.33	\$1,274,764.48	\$44,616.76	\$ 1,554,454.42	\$ 54,405.90	21% received
SEPT	36,707.07	\$42,621.73	\$46,514.28	\$1,365,784.31	\$47,802.45	\$ 1,680,058.61	\$ 58,802.05	23% received
OCT	47,260.56	\$57,831.46	\$64,242.62	\$2,115,531.46	\$74,043.60	\$ 1,465,933.84	\$ 51,307.68	-30% received
NOV	40,280.48	\$51,701.88	\$50,065.41	\$1,333,712.24	\$46,679.93	\$ 1,451,920.67	\$ 50,817.22	8.50% received
DEC	33,958.07	\$31,114.60	\$39,778.11	\$1,099,772.86	\$38,492.05	\$ 1,005,777.55	\$ 35,202.21	-8.50% received
JAN	32,333.95	\$30,575.45	\$36,396.33	\$1,067,369.93	\$37,357.95	\$ 1,387,114.00	\$ 48,548.99	30%
FEB	34,683.15	\$40,577.83	\$38,345.61	\$1,232,070.94	\$43,122.48		\$ 38,000.00	ESTIMATED
MAR	47,485.94	\$53,551.20	\$54,746.78	\$1,563,411.95	\$54,719.42			
APR	47,484.94	\$53,106.32	\$53,806.04	\$1,771,058.05	\$61,987.03			
MAY	48,234.02	\$31,829.67	\$61,987.34	\$1,685,263.82	\$58,984.00			
JUN	52,512.80	\$56,899.91	\$ 93,104.97	\$ 1,874,438.07	\$65,605.00			
TOTALS	496,707.57	\$534,999.91	\$625,332.55	\$17,739,948.16	\$620,897.62	\$9,976,367.34	\$387,172.84	
MARC	\$472,850.00	\$478,100.00	\$592,000.00		\$644,350.00		\$695,450	
VARIANCE					(\$23,452.38)			

Conference and Visitors Bureau of Montgomery County, Maryland, Inc. (CVB)

**TRADE SHOWS - FISCAL YEAR 2010**

<b>Meetings &amp; Conventions Market</b>	<b>Exhibit Fees</b>	<b>Registration Fees</b>	<b>Travel</b>	<b>Miscellaneous Expenses</b>	<b>Total Expenditure</b>	<b>Staff Attending</b>	<b>Income/ Partnerships</b>	<b>Comments</b>
<b>MPI World Education Conference*</b> July 11 - 14, 2009 - Salt Lake City, UT	\$1,300	\$625	\$500	\$1,900	\$4,325	Taffy Rice	N/A	
<b>ASAE Annual Meeting &amp; Exposition *</b> August 15 - 18, 2009 - Toronto, Canada	\$2,200	\$595	\$700	\$1,900	\$5,395	Taffy Rice	N/A	
<b>Connect Marketplace</b> August 27 - 30, 2009 - Las Vegas, NV	\$4,000	\$0	\$500	\$1,900	\$6,400	Taffy Rice	Yes	
<b>Rejuvenate Marketplace</b> October 27 - 30, 2009 - Birmingham, AL	\$5,000	\$0	\$400	\$1,900	\$7,300	Taffy Rice	Yes	
<b>DMAI's Destination Showcase Washington DC</b> February 25, 2010 - Washington DC	\$2,950	\$350	\$100	\$1,900	\$5,300	Taffy Rice	Yes	
<b>Springtime</b> April 8, 2010 - Washington DC	\$3,845	\$0	\$100	\$1,900	\$5,845	Taffy Rice	Yes	
<b>SUB-TOTAL</b>					<b>\$34,565</b>			
<i>*portion of fees underwritten by MD Office of Tourism</i>								
<i>Miscellaneous Expenses includes shipping fees, material handling, booth furnishing, lead retrieval, mailings, give-away accommodation expenses, meals, cab fare, etc.</i>								



<b>Group Tour/Consumer Markets</b>	<b>Exhibit</b>	<b>Registration</b>	<b>Travel</b>	<b>Miscellaneous</b>	<b>Total</b>	<b>Staff</b>	<b>Income/</b>	<b>Comments</b>
	<b>Fees</b>	<b>Fees</b>		<b>Expenses</b>	<b>Expenditure</b>	<b>Attending</b>	<b>Partnerships</b>	
<b>National Tour Association Convention</b>	\$1,090	\$0	\$500	\$700	\$2,290	Kelly Groff	N/A	DELETED
November 14 - 18, 2009 - Reno, NV								
<b>American Bus Association Convention</b>	\$0	\$1,225	\$150	\$500	\$1,875	Kelly Groff	N/A	
January 15 - 19, 2010								
Gaylord National, National Harbor, MD								
<b>Pow Wow International *</b>	\$0	\$2,000	\$400	\$1,900	\$4,300	Taffy Rice	N/A	
May 15 - 19, 2010 - Orlando, FL								
<b>Receptive Operators Mission to NY - International</b>	\$0	\$1,500	\$700	\$500	\$2,700	Taffy Rice	N/A	
<b>Receptive Operators Mission to NY - West Coast</b>	\$0	\$1,500	\$700	\$500	\$2,700	Taffy Rice	N/A	DELETED
<b>Canadian Sales Mission</b>	\$850		800	\$1,000	\$2,650	Taffy Rice	N/A	
April 2010								
<b>National Recreation &amp; Parks Association</b>	\$2,000	\$0	500	1900	\$4,400		Yes	DELETED
2009 Congress & Exposition								
January 13 - 16, 2009 - Salt Lake City, Utah								
<b>SUB-TOTAL - Group Tour/Consumer</b>					<b>\$11,525</b>			
<i>*portion of fees underwritten by MD Office of Tourism</i>								
<i>Miscellaneous Expenses includes shipping fees, material handling, booth furnishing, lead retrieval, mailings, give-away accommodation expenses, meals, cab fare, etc.</i>								

<b>Sports Market</b>	<b>Exhibit Fees</b>	<b>Registration Fees</b>	<b>Travel</b>	<b>Miscellaneous Expenses</b>	<b>Total Expenditure</b>	<b>Staff Attending</b>	<b>Income/ Partnerships</b>	<b>Comments</b>
<b>TEAMS</b>	\$2,525	\$0	\$400	\$800	\$3,725	Kelly Groff	N/A	
October 13 - 17, 2009 - New Orleans, LA								
<b>National Association of Sports Commissions</b>	\$0	\$800	\$200	\$800	\$1,800	Kelly Groff	N/A	<b>DELETED</b>
April 13 - 15, 2010 - Columbus OH								
<b>SUB-TOTAL</b>					<b>\$3,725</b>			
<i>Miscellaneous Expenses includes shipping fees, material handling, booth furnishing, lead retrieval, mailings, give-away accommodation expenses, meals, cab fare, etc.</i>								
<b>GRAND TOTAL ALL MARKETS</b>					<b>\$49,815</b>			

Last Updated: March 23, 2009

**FISCAL YEAR 2008 ECONOMIC IMPACT ANALYSIS OF CVB BOOKINGS**

The Destination Marketing Association International (DMAI) provides an online calculator that enables a CVB to estimate the direct spending for meetings, conventions and trade shows. Generally, DMAI provides the following guidelines for direct spending from individual meetings: delegates spend an average of \$957 per event, 65% of which is for lodging. The average length of stay is 3.6 days. Based on these formulas, the CVB has been able to generate the following cumulative economic impact figures from bookings made through the CVB sales effort. The nationwide industry standard provided by DMAI of overnight delegate spending of \$266 per day was increased for this D.C. metropolitan market by 10%.

<b>GROUP NAME</b>	<b>DELEGATE SPENDING</b>	<b>EVENT ORG. SPENDING</b>	<b>TOTAL IMPACT</b>
American College of Medical Genetics	\$ 4,380	\$ 106,251	\$ 110,631
Goodwill Industries Ltd.	\$ 24,820	\$ 106,251	\$ 131,071
Digital Reveiver Tech, 10th Anniversary	\$ 94,900	\$ 106,251	\$ 201,151
NIH Division of Extramural Activities	\$ 4,964	\$ 106,251	\$ 111,215
Henry M. Jackson Foundation	\$ 116,800	\$ 106,251	\$ 223,051
Xtria LLC-HSUP-Curriculum	\$ 7,008	\$ 106,251	\$ 113,259
El-Shaddai Ministries	\$ 87,600	\$ 212,502	\$ 300,102
The Baker Family Renuion	\$ 56,940	\$ 318,753	\$ 375,693
Restoration Industry Association	\$ 73,000	\$ 212,502	\$ 285,502
Montgomery County Public Library	\$ 149,504	\$ 106,251	\$ 255,755
International Public Management Association	\$ 87,600	\$ 106,251	\$ 193,851
National Association of Professional Organizers	\$ 37,960	\$ 106,251	\$ 144,211
The Geiger Expo	\$ 131,400	\$ 212,502	\$ 343,902
Fielding Graduate University	\$ 49,056	\$ 637,506	\$ 686,562
Society of Women Engineers	\$ 15,184	\$ 212,502	\$ 227,686
Red River Trails, Inc.	\$ 23,652	\$ 318,753	\$ 342,405
America Speaks	\$ 74,460	\$ 318,753	\$ 393,213
Joseph Priestly District of the UUA	\$ 350,400	\$ 318,753	\$ 669,153
Montgomery County Police Department	\$ 58,400	\$ 106,251	\$ 164,651
Rockville Economic Development	\$ 160,600	\$ 106,251	\$ 266,851
Caring Communities	\$ 51,100	\$ 106,251	\$ 157,351

<b>GROUP NAME</b>	<b>DELEGATE SPENDING</b>	<b>EVENT ORG. SPENDING</b>	<b>TOTAL IMPACT</b>
Office of Minority Health	\$ 262,800	\$ 318,753	\$ 581,553
French International School	\$ 122,640	\$ 106,251	\$ 228,891
The Rebulation	\$ 1,752,000	\$ 318,753	\$ 2,070,753
Richard Montgomery 30 Year Renuion	\$ 29,200	\$ 106,251	\$ 135,451
Hannover Fairs USA, Inc.	\$ 219,000	\$ 318,753	\$ 537,753
National Oceanic/Atmospheric Admin.	\$ 175,200	\$ 425,004	\$ 600,204
NIH Admin. Fellows Annual Retreat	\$ 20,440	\$ 106,251	\$ 126,691
NIH Division of Extramural Activities	\$ 14,600	\$ 106,251	\$ 120,851
Montgomery County Revenue Authority	\$ 4,380	\$ 106,251	\$ 110,631
Montgomery County Medical Society	\$ 29,200	\$ 106,251	\$ 135,451
Forrester Construction Company	\$ 18,980	\$ 106,251	\$ 125,231
<b>GRAND TOTAL OF ECONOMIC IMPACT</b>	<b>\$ 4,308,168</b>	<b>\$ 6,162,558</b>	<b>\$ 10,470,726</b>

**FISCAL YEAR 2007 ECONOMIC IMPACT ANALYSIS OF CVB BOOKINGS**

<b>GROUP</b>	<b>DELEGATE SPENDING</b>	<b>EVENT ORG. SPENDING</b>	<b>TOTAL IMPACT</b>
Sandy Spring Bank	\$ 76,504	\$ 106,251	\$ 182,755
National Association of Professional Organizers	\$ 39,420	\$ 106,251	\$ 145,671
US Regulatory Overflow	\$ 116,800	\$ 425,004	\$ 541,804
Chevy Chase Bank	\$ 280,320	\$ 425,004	\$ 705,324
WMADA	\$ 58,400	\$ 106,251	\$ 164,651
WETA	\$ 9,344	\$ 106,251	\$ 115,595
Xtria Head Start	\$ 18,688	\$ 425,004	\$ 443,692
American College of Medical Genetics	\$ 36,792	\$ 318,753	\$ 355,545
MHA Office of Forensic Services	\$ 65,700	\$ 106,251	\$ 171,951
Montgomery County Coalition	\$ 87,600	\$ 106,251	\$ 193,851
National Association of Professional Advisors	\$ 11,680	\$ 106,251	\$ 117,931
Frederic H. Jones Association	\$ 131,400	\$ 106,251	\$ 237,651
Lockheed Martin	\$ 73,000	\$ 212,502	\$ 285,502
Tera Tech Overflow	\$ 146,000	\$ 531,255	\$ 677,255
Sodexo	\$ 87,600	\$ 106,251	\$ 115,011
Primary Care Coalition	\$ 16,352	\$ 425,004	\$ 441,356
Integrated Laboratory Systems	\$ 175,200	\$ 318,753	\$ 493,953
National Institute of Mental Health	\$ 58,400	\$ 106,251	\$ 164,651
Booz Allen	\$ 43,800	\$ 106,251	\$ 150,051
Campbell Family Reunion	\$ 116,800	\$ 425,004	\$ 541,804
HBW Group	\$ 11,680	\$ 106,251	\$ 117,931
Booz Allen	\$ 26,280	\$ 106,251	\$ 132,531
LaFarge	\$ 58,400	\$ 106,251	\$ 164,651
Asian American Business Women	\$ 189,800	\$ 212,502	\$ 402,302
International Public Managing Association	\$ 87,600	\$ 106,251	\$ 193,851
Montgomery County Executive Transition	\$ 4,964	\$ 106,251	\$ 111,215
Nuclear Regulatory Commission	\$ 788,400	\$ 318,753	\$ 1,107,153
McCarthy Wilson Law Firm	\$ 5,256	\$ 212,502	\$ 217,758
National Federation for the Blind	\$ 219,000	\$ 318,753	\$ 537,753

<b>GROUP</b>	<b>DELEGATE SPENDING</b>	<b>EVENT ORG. SPENDING</b>	<b>TOTAL IMPACT</b>
CareFirst Blue Cross Blue Shield	\$ 91,980	\$ 106,251	\$ 198,231
Western CPE-FTU Conference	\$ 8,760	\$ 212,502	\$ 221,262
Plan Smart	\$ 52,560	\$ 318,753	\$ 371,313
Montgomery County Infants & Toddlers	\$ 87,600	\$ 106,251	\$ 193,851
National Council for Entrepreneur Tech. Transfer	\$ 73,000	\$ 106,251	\$ 179,251
International Quality and Productivity Center	\$ 56,940	\$ 318,753	\$ 375,693
Rocky Mountain Poision Control Center	\$ 52,560	\$ 212,502	\$ 265,062
Prichett Controls	\$ 29,200	\$ 106,251	\$ 135,451
American Nurses Association	\$ 32,120	\$ 531,255	\$ 563,375
National Hispanic College Fairs	\$ 350,400	\$ 106,251	\$ 456,651
McKissock Appraisal	\$ 116,800	\$ 531,255	\$ 648,055
Montgomery County DHHS Commission on Health	\$ 9,344	\$ 106,251	\$ 115,595
Xtria-EHSR Consortium Meeting	\$ 14,600	\$ 106,251	\$120,851
<b>GRAND TOTAL OF ECONOMIC IMPACT</b>	<b>\$ 4,017,044</b>	<b>\$ 9,137,586</b>	<b>\$13,075,790</b>

**FISCAL YEAR 2006 ECONOMIC IMPACT ANALYSIS OF CVB BOOKINGS**

<b>GROUP</b>	<b>DELEGATE SPENDING</b>	<b>EVENT ORG. SPENDING</b>	<b>TOTAL IMPACT</b>
Sandy Spring Bank	\$ 76,504	\$ 106,251	\$ 182,755
Chevy Chase Bank	\$ 280,320	\$ 425,004	\$ 705,324
WMADA	\$ 58,400	\$ 106,251	\$ 164,651
WETA	\$ 9,344	\$ 106,251	\$ 115,595
American College of Medical Genetics	\$ 36,792	\$ 318,753	\$ 355,545
MHA Office of Forensic Services	\$ 65,700	\$ 106,251	\$ 171,951
Montgomery County Coalition	\$ 87,600	\$ 106,251	\$ 193,851
Frederic H. Jones Association	\$ 131,400	\$ 318,753	\$ 450,153
Lockheed Martin	\$ 73,000	\$ 212,502	\$ 285,502
Sodexo	\$ 8,760	\$ 106,251	\$ 115,011
Primary Care Coalition	\$ 16,352	\$ 425,004	\$ 441,356
Integrated Laboratory Systems	\$ 175,200	\$ 318,753	\$ 493,953
National Institute of Mental Health	\$ 58,400	\$ 106,251	\$ 164,651
Booz Allen	\$ 26,280	\$ 106,251	\$ 132,531
Campbell Family Reunion	\$ 116,800	\$ 425,004	\$ 541,804
HBW Group	\$ 11,680	\$ 106,251	\$ 117,931
GSA Federal Mail Symposium	\$ 87,600	\$ 106,251	\$ 193,851
J.C. Owens Military Reunion	\$ 26,280	\$ 106,251	\$ 132,531
Arbonne Internal	\$ 20,440	\$ 106,251	\$ 126,691
Homenetment	\$ 876,000	\$ 531,255	\$ 1,407,255
Chevy Chase Bank	\$ 210,240	\$ 318,753	\$ 528,993
Montgomery County Church of Christ	\$ 70,080	\$ 212,502	\$ 282,582
Native American Management Service	\$ 87,600	\$ 318,753	\$ 406,353
Dahn Yoga	\$ 58,400	\$ 106,251	\$ 164,651
Adva Med	\$ 197,100	\$ 318,753	\$ 515,853
Booz Allen (June 06)	\$ 131,400	\$ 531,255	\$ 662,655
Booz Allen (May 06)	\$ 131,400	\$ 637,506	\$ 768,906
USAF Reserve	\$ 122,640	\$ 743,757	\$ 866,397
Adva Med	\$ 408,800	\$ 850,008	\$ 1,258,808
WETA	\$ 9,344	\$ 106,251	\$ 115,595

<b>GROUP</b>	<b>DELEGATE SPENDING</b>	<b>EVENT ORG. SPENDING</b>	<b>TOTAL IMPACT</b>
Indian Affairs National Travel Meeting	\$ 87,600	\$ 318,753	\$ 406,353
American College of Medical Genetics	\$ 13,140	\$ 318,753	\$ 331,893
Concordia Consulting	\$ 17,520	\$ 318,753	\$ 336,273
Integrated Laboratory Systems	\$ 175,200	\$ 318,753	\$ 493,953
Chrons and Colitis Foundation	\$ 116,800	\$ 106,251	\$ 223,051
American Society of Naval Engineers	\$ 219,000	\$ 318,753	\$ 537,753
<b>GRAND TOTAL OF ECONOMIC IMPACT</b>	<b>\$ 4,299,116</b>	<b>\$ 10,093,845</b>	<b>\$ 14,392,871</b>

16



**United Kingdom**  
Blue Fin Building  
110 Southwark Street  
London SE1 0TA  
Phone: +44 (0)20 7922 1930  
Fax: +44 (0)20 7922 1931

**United States**  
735 East Main Street  
Hendersonville  
TN 37075  
Phone: +1 (615) 824 8664  
Fax: +1 (615) 824 3848

www.strglobal.com

## Montgomery County, MD

January 2002 to December 2008

Currency: USD - US Dollar

Job Number: 237411\_SADUM Staff: SS Created: February 12, 2009

	Tab
<b>Table of Contents</b>	1
Data by Measure	2
Percent Change by Measure	3
Percent Change by Year	4
Twelve Month Moving Average	5
Day of Week Analysis	6
Raw Data	7
Classic	8
Response Report	9
Help	10
Terms and Conditions	11



17

# Tab 2 - Data by Measure

Montgomery County, MD

Job Number: 237411\_SADUM Staff: SS Created: February 12, 2009

Occupancy (%)														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Dec YTD
2002	49.4	54.4	64.4	74.6	73.0	75.6	69.8	65.5	63.8	66.6	62.2	47.8	63.9	63.9
2003	46.0	54.0	64.8	68.1	73.0	77.2	72.9	66.3	69.3	73.3	63.3	47.9	64.7	64.7
2004	49.3	58.5	70.9	77.3	79.4	81.1	73.1	69.2	69.2	76.2	63.7	48.3	68.0	68.0
2005	52.8	60.0	70.4	79.0	77.3	79.0	72.4	67.4	67.9	72.8	66.1	47.1	67.6	67.6
2006	48.8	57.9	73.4	75.0	76.8	76.8	65.0	62.4	65.0	71.8	61.4	46.7	65.0	65.0
2007	49.3	53.9	70.1	72.6	76.8	75.1	67.3	62.8	65.4	74.4	60.9	46.2	64.6	64.6
2008	47.2	56.7	67.1	76.1	76.0	76.8	73.0	63.8	66.7	70.6	58.5	45.8	64.9	64.9
Avg	49.0	56.5	68.8	74.7	76.1	77.3	70.4	65.3	66.7	72.3	62.3	47.1	65.5	65.5

ADR (\$)														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Dec YTD
2002	99.07	98.14	100.00	105.85	102.99	103.71	101.38	99.93	106.88	109.63	105.26	96.94	102.79	102.79
2003	98.04	97.53	98.82	99.73	101.20	101.12	97.85	93.76	102.56	103.44	99.84	94.33	99.26	99.26
2004	96.50	100.72	102.82	101.90	106.63	105.07	100.12	100.36	107.20	109.25	105.69	99.50	103.34	103.34
2005	107.89	111.21	113.20	113.40	115.45	115.60	108.45	108.86	118.67	119.90	120.36	111.03	113.76	113.76
2006	119.57	124.27	128.43	126.99	133.23	133.49	118.16	116.69	130.30	134.65	130.87	119.67	126.98	126.98
2007	125.87	131.99	133.70	129.80	136.82	130.10	121.08	120.81	138.38	143.77	133.48	124.98	131.33	131.33
2008	134.39	136.20	140.92	142.76	138.97	140.24	124.74	119.95	146.30	146.77	134.96	131.19	136.82	136.82
Avg	111.99	114.80	117.63	117.82	120.02	118.82	110.35	108.63	121.36	124.31	118.69	111.22	116.66	116.66

RevPAR (\$)														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Dec YTD
2002	48.93	53.35	64.39	78.99	75.14	78.45	70.79	65.46	68.18	73.05	65.45	46.35	65.73	65.73
2003	45.13	52.67	64.07	67.90	73.83	78.09	71.38	62.16	71.03	75.87	63.22	45.17	64.21	64.21
2004	47.60	58.94	72.88	78.74	84.70	85.21	73.20	69.41	74.13	83.30	67.32	48.01	70.23	70.23
2005	56.97	66.72	79.73	89.54	89.19	91.35	78.54	73.37	79.20	87.30	79.60	52.26	76.94	76.94
2006	58.40	71.99	94.24	95.27	102.29	102.47	76.83	72.84	84.71	96.68	80.42	55.91	82.60	82.60
2007	62.02	71.16	93.68	94.20	105.12	97.68	81.53	75.88	90.47	106.98	81.23	57.72	84.87	84.87
2008	63.50	77.28	94.52	108.69	105.65	107.76	91.06	76.49	97.57	103.66	78.91	60.09	88.74	88.74
Avg	54.86	64.85	80.88	87.99	91.28	91.90	77.74	70.92	80.97	89.84	73.94	52.37	76.45	76.45

Supply														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Dec YTD
2002	246,946	223,048	245,148	237,240	246,791	238,830	246,791	246,791	238,830	246,791	238,830	246,791	2,902,827	2,902,827
2003	246,791	222,908	246,791	235,890	243,753	235,890	243,753	235,890	243,753	235,890	243,753	235,890	2,878,815	2,878,815
2004	243,753	220,184	243,753	235,890	243,753	235,890	243,753	235,890	243,753	235,890	245,040	253,208	2,888,600	2,888,600
2005	253,208	228,704	253,208	245,040	253,208	245,040	253,208	258,757	254,310	262,787	254,310	262,787	3,024,567	3,024,567
2006	263,283	237,804	258,385	250,050	264,895	252,900	262,105	262,105	253,650	262,105	258,270	266,879	3,092,431	3,092,431
2007	266,879	241,052	266,879	258,270	266,879	258,270	266,879	261,795	253,350	261,795	253,350	261,795	3,117,193	3,117,193
2008	261,795	236,460	261,795	253,350	261,795	253,350	255,161	255,161	246,930	255,161	246,930	262,291	3,050,179	3,050,179
Avg	254,665	230,020	253,708	245,104	254,439	245,739	253,093	253,159	245,550	253,735	247,517	256,786	2,993,516	2,993,516

Demand														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Dec YTD
2002	121,972	121,240	157,862	177,053	180,056	180,652	172,333	161,660	152,338	164,452	148,510	117,991	1,856,119	1,856,119
2003	113,614	120,389	160,007	160,605	177,833	182,176	177,795	161,591	163,372	178,786	149,360	116,728	1,862,256	1,862,256
2004	120,247	128,831	172,662	182,288	193,631	191,298	178,213	168,584	163,119	185,843	156,084	122,175	1,963,075	1,963,075
2005	133,714	137,208	178,338	193,487	195,616	193,632	183,374	174,393	172,641	191,325	168,189	123,682	2,045,599	2,045,599
2006	128,599	137,752	189,613	187,585	203,381	194,130	170,422	163,615	164,903	188,189	158,702	124,693	2,011,584	2,011,584
2007	131,500	129,947	186,993	187,423	205,053	193,903	179,693	164,441	165,647	194,794	154,169	120,899	2,014,462	2,014,462
2008	123,694	134,174	175,604	192,891	199,021	194,684	186,253	162,706	164,677	180,210	144,383	120,130	1,978,427	1,978,427
Avg	124,763	129,934	174,454	183,047	193,513	190,068	178,298	165,284	163,814	183,371	154,200	120,900	1,961,646	1,961,646

Revenue (\$)														
	January	February	March	April	May	June	July	August	September	October	November	December	Total Year	Dec YTD
2002	12,083,499	11,898,851	15,785,680	18,740,415	18,544,264	18,735,772	17,471,050	16,155,379	16,282,620	18,028,577	15,631,995	11,438,206	190,796,308	190,796,308
2003	11,138,586	11,741,549	15,811,486	16,017,895	17,997,283	18,421,263	17,398,022	15,150,956	16,756,231	18,493,778	14,912,047	11,010,527	184,849,623	184,849,623
2004	11,603,847	12,975,460	17,763,909	18,575,026	20,646,792	20,099,623	17,842,688	16,919,237	17,486,743	20,303,477	16,496,387	12,156,207	202,869,376	202,869,376
2005	14,426,130	15,258,402	20,187,983	21,940,623	22,583,300	22,384,498	19,887,718	18,983,930	20,141,828	22,940,652	20,243,206	13,732,972	232,711,242	232,711,242
2006	15,376,146	17,118,722	24,351,454	23,822,151	27,095,730	25,915,367	20,136,589	19,092,727	21,486,201	25,340,008	20,769,753	14,921,526	255,426,374	255,426,374
2007	16,552,344	17,152,210	25,001,462	24,328,338	28,054,953	25,226,720	21,757,450	19,865,996	22,921,812	28,005,953	20,579,197	15,110,022	264,556,257	264,556,257
2008	16,623,560	18,274,630	24,745,832	27,537,720	27,658,860	27,302,019	23,233,950	19,516,124	24,092,065	26,448,916	19,485,965	15,760,022	270,679,673	270,679,673
Avg	13,972,016	14,917,118	20,521,115	21,566,024	23,225,883	22,583,609	19,675,351	17,954,907	19,881,043	22,794,480	18,302,650	13,447,069	228,841,265	228,841,265

318



