



BOARD OF SUPERVISORS AGENDA ITEM REPORT
CONTRACTS / AWARDS / GRANTS

Requested Board Meeting Date: September 1, 2015

or Procurement Director Award ☐

Contractor/Vendor Name (DBA): Metropolitan Tucson Convention & Visitors Bureau/dba Visit Tucson

Project Title/Description:

Promote and Enhance Tourism, Business, Travel, Film Production & Youth, Amateur, Semi-Professional, & Professional Sports Development & Marketing

Purpose:

To Market

Procurement Method:

Direct Select/ Board Authorization Resolution #1991-181

Program Goals/Predicted Outcomes:

To promote and enhance tourism, business travel, film production, youth, amateur, semi-professional sports development and destination marketing

Public Benefit:

Increasing tourism will contribute to the overall economic growth of Pima County

Metrics Available to Measure Performance:

Contractor will submit quarterly reports

Retroactive:

Finance Dept. has instructed to follow Statute ARS 42-6108 which authorizes 50% Bed Tax collected from the AZ Dept. of Revenue to go to Visit Tucson via PC Treasurers Office July 1, 2015-June 30, 2016

Original Information

Document Type: CT Department Code: ED Contract Number (i.e., 15-123): 16*40

Effective Date: 07-01-2015 Termination Date: 06-30-2016 Prior Contract Number (Synergen/CMS):

☒ Expense Amount: \$ 3,330,000.00

☐ Revenue Amount: \$

Funding Source(s): General Fund

Cost to Pima County General Fund: 3,330,000.00

Contract is fully or partially funded with Federal Funds? ☐ Yes ☒ No ☐ Not Applicable to Grant Awards

Were insurance or indemnity clauses modified? ☐ Yes ☒ No ☐ Not Applicable to Grant Awards

Vendor is using a Social Security Number? ☐ Yes ☒ No ☐ Not Applicable to Grant Awards

If Yes, attach the required form per Administrative Procedure 22-73.

Amendment Information

Document Type: Department Code: Contract Number (i.e., 15-123):

Amendment No.: AMS Version No.:

Effective Date: New Termination Date:

☐ Expense ☐ Revenue ☐ Increase ☐ Decrease

Amount This Amendment: \$

Funding Source(s):

Cost to Pima County General Fund:

To: COB - 8-19-15 (3)
Ver. - 1
Pys - 30

Procure Dept 08/13/15 PM 11:58

Contact: Aurora Hernandez

Department: ED&T

Telephone: 724-7356

Department Director Signature/Date: Thomas R. Muller 8/13/15

Deputy County Administrator Signature/Date: B. H. Hra 8-12-15

County Administrator Signature/Date: C. R. D. Muller 8/13/15
(Required for Board Agenda/Addendum Items)

PIMA COUNTY DEPARTMENT OF: ECONOMIC DEVELOPMENT AND TOURISM										
PROJECT:	Promote and Enhance Tourism, Business Travel, Film Production & Youth, Amateur, Semi-Professional, & Professional Sports Development & Marketing									
CONTRACTOR:	Metropolitan Tucson Convention and Visitors Bureau, dba Visit Tucson	<table border="1"> <tr> <td colspan="2">CONTRACT</td> </tr> <tr> <td colspan="2"> NO. CT-ED-16 0000000000000000040 </td> </tr> <tr> <td colspan="2"> AMENDMENT NO. _____ </td> </tr> <tr> <td colspan="2"> This number must appear on all invoices, correspondence and documents pertaining to this contract. </td> </tr> </table>	CONTRACT		NO. CT-ED-16 0000000000000000040		AMENDMENT NO. _____		This number must appear on all invoices, correspondence and documents pertaining to this contract.	
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CONTRACT NO.:	CT ED 1600000 00000 000000040									
AMOUNT:	\$3,330,000.00									
FUNDING:	General Fund									

1. Parties; Effective Date

This Contract ("**Contract**") is between PIMA COUNTY, a body politic and corporate of the State of Arizona, ("**County**") and METROPOLITAN TUCSON CONVENTION AND VISITORS BUREAU, dba Visit Tucson, an Arizona non-profit corporation ("**Contractor**"). This Contract shall be effective as of July 1, 2015.

2. Background & Purpose

- 2.1. A.R.S. § 42-6108 provides for the levy and collection of a tax on the businesses falling within the transient lodging classification pursuant to A.R.S. § 42-5070;
- 2.2. A.R.S. § 42-6108 requires that at least Fifty Percent (50%) of the revenue from the tax be used by County to promote and enhance tourism through the recognized tourism promotion agency in Pima County;
- 2.3. Increasing tourism will contribute to the overall economic growth of Pima County;
- 2.4. Pursuant to A.R.S. § 42-6108, County passed *Resolution No. 1991-181* on August 6, 1991, naming Contractor as the official recognized tourism promotion agency for County;
- 2.5. *Resolution No. 1991-181* remains in effect so that Contractor is currently the official recognized tourism promotion agency for County;

2.6. A.R.S. § 42-6108 was amended and, effective January 1, 2006, the State of Arizona began to collect Six Percent (6%) tax on the gross proceeds of sales or gross income from the business of every person engaging or continuing in Pima County in a business taxed under Chapter 5 of A.R.S. Title 42 and classified under A.R.S. § 42-5070 from all unincorporated Pima County lodging institutions; and

2.7. Contractor may therefore receive and use Fifty Percent (50%) of the revenue received from the collection of the tax authorized by A.R.S. § 42-6108 to promote and enhance tourism, and business travel in Pima County for the purpose of bringing additional new business to resorts, hotels, attractions, sports venues and other businesses in Pima County and contributing to the overall economic growth of the tourism and hospitality industry.

3. **Term**

This Contract commences on the 1st day of July 2015 and terminates on June 30th, 2016 unless sooner terminated. This Contract is not effective until County's Board of Supervisors approves it. In no event is this Contract subject to automatic renewal.

4. **Scope**

Contractor's primary goal, in partnership with the County and other municipalities within the region, is to promote and enhance tourism, business travel, film production, youth, amateur, semi-professional and professional sports development and destination marketing of the Pima County region. To achieve that goal, Contractor will:

4.1. develop and implement a comprehensive marketing and sales plan, including dedicated marketing programs to develop and promote, youth and amateur sporting events, including tournaments at Kino Sports Complex, nature, cultural, arts and heritage activities and various visitor-based and County owned or funded Pima County attractions and venues, and maintain a partnership department for the Pima County business community and others who benefit from local tourism;

4.2. provide a leadership role in the development and enhancement of tourism related activities to include but not be limited to supporting infrastructure to complement the repair, expansion and potential repurposing of the Tucson Convention Center, downtown redevelopment and promotion of the region's annual events as long as such activities are within the scope of Contractor's mission; and

4.3. collect data as needed to measure the economic impact of Contractor's activities to determine if they are achieving the desired result of increasing the number of tourists, business/convention delegates and sport event participants or visitors to Pima County. Contractor will provide a list of projects currently underway that support Pima County Area Attractions as shown on **Exhibit A** and sport tournaments at Kino Sports Complex. County may request additional projects from time to time hereunder, and Contractor will implement and monitor those projects and will communicate their results in the quarterly reports as outlined below.

- 4.4. develop strategies and programs to support County's adopted 2015-2017 Economic Development Plan where it relates to the core mission of Contractor as outlined in Chapter 6.

5. **Comprehensive Marketing and Sales Plan**

5.1. **Initial Development of Plan**

Contractor will develop a comprehensive marketing and sales promotional plan ("**Marketing Plan**") for FY 2015 – 2016 and if appropriate through calendar year 2016. The Marketing Plan must include, but is not limited to:

- 5.1.1. Goals, Objectives, strategies and tactics directed at attracting and increasing the number of tourists, business visitors and convention delegates and sports related and tournament visitors to Pima County;
- 5.1.2. Objectives and programs to recruit film industry business which includes television and film production, professional photography shoots, music videos, documentaries, and other related industry segments. Contractor will develop specific performance measures that will measure County's success against its primary competitors.
- 5.1.3. A targeted sales and marketing plan to secure all types of youth and amateur sporting events. Contractor will expand regional partnerships that support the development and attraction of these types of events. In coordination with County, Contractor will develop a marketing and tournament sales program for professional sports and tourism-related sporting events at Kino Sports Complex. If Major League Soccer or Spring Training baseball exhibition games continue, or any other professional sports tournament occurs in FY 2015-2016, Contractor will market it appropriately and in coordination with County.
- 5.1.4. A marketing program will be executed for Pima County Family of Attractions ("**Leased Properties**"), which include the Arizona-Sonora Desert Museum, Crooked Tree Golf Course at Arthur Pack, Colossal Cave Mountain Park, Old Tucson Studios, Pima Air and Space Museum, Titan Missile Museum, Pima County Fairgrounds (including Tucson International Speedway, the Southwestern International Raceway and the new Southern Arizona Raceway Road Track), Rillito Park Racetrack, Musselman's Kart Circuit, MC Motorsports (Pima Motorsports Park),

the Ajo Chamber of Commerce tourism related facilities; and public-funded annual special events and activities including El Tour de Tucson, and other annual events such as the Tucson Conquistadores Classic Champions Tour Golf Tournament, Mariachi International, Gem and Mineral Shows; Tucson Meet Yourself, Tucson Book Festival, International Tucson Film Festival and other events, activities or entities which may be established by Contractor, Leased Properties or other entities.

Program development must include but not be limited to the following elements:

- 5.1.5. Develop and implement a plan in collaboration with University of Arizona, College of Science and Pima County to market Tucson's geo-tourism opportunities, hiking, cycling, astronomy, birding and attractions; along with culinary, arts, culture and heritage, events and festivals and other unique selling points to targeted audiences.
 - 5.1.6. Work with the Southern Arizona Attractions Alliance (SAAA) to promote the region's attractions to incoming visitors and the Tucson Attractions Passport.
 - 5.1.7. Airline Route Development Marketing Support – Assist Tucson Airport Authority with maintaining existing air service, creating and marketing new nonstop routes at Tucson International Airport.
 - 5.1.8. International Marketing, Mexico, and Canada Marketing – Emphasize the region's diverse tourism offerings to increase the length of stay, visitation to Pima County attractions, and the economic impact of Mexican business and leisure travelers. Contractor will describe the attractions where appropriate in Spanish and where appropriate French, throughout their promotional materials including but not limited to the attractions brochure, Tucson Attractions Passport and other advertising, and on Contractor's website.
- 5.2. Marketing Plan/Revision of Plan
Contractor will present the Marketing Plan to County for review and for comment no later than July 1, 2015. County has until July 20, 2015 to give comments and Contractor will within a reasonable time after receiving those comments, make any mutually agreeable revisions requested by County and submit a revised Marketing Plan to County.

5.3. Implementation of Plan

Following development of the Marketing Plan, Contractor will implement all elements of the Marketing Plan forthwith.

6. Strategic Operational Plan

Contractor will perform a review annually of its overall operations and services and recommend changes in order to improve the quality of service to its clients and the hospitality industry. The plan must include:

- 6.1.** Agreement on the challenges and opportunities of the community, review and adaptation of Contractor's mission, imperatives and objectives, identification of strategic priorities and discussion of Contractor's Board of Directors' role, responsibilities and functions; and
- 6.2.** Contractor will share the results of the plan with County and will implement any recommendations outlined in the plan as directed by Contractor's Board.

7. Partnership Programs

7.1. Partnership Department

Contractor will maintain a Partnership Department to encourage the Pima County business community and others who benefit from local tourism to invest in a joint effort to market Pima County as a leading convention, sports and visitor destination. The Partnership Department will focus its efforts on the following elements:

- 7.1.1.** Strategic objectives and programming, including member benefits, participation and involvement in the tourism industry;
- 7.1.2.** A dues structure that is fair and equitable with rates consistent with similar market-size Convention and Visitor Bureaus;
- 7.1.3.** Recruitment and retention programs for corporate and individual members of Contractor;
- 7.1.4.** A comprehensive service guide to inform members and potential members of the programs and benefits Contractor offers;
- 7.1.5.** On-going educational programs for the membership and public-at-large offered at a reasonable cost with a minimum of two (2), designed specifically for Pima County Attractions and SAAA membership;

- 7.1.6.** Contractor will provide input and guidance on the annual fall update to SAAA's electronic concierge handbook, the "Discovery Guide," and will assist annually in the electronic dissemination of the guide to all Visit Tucson partners with an introductory letter from the SAAA president and Visit Tucson's President & CEO.

7.1.6.1 Contractor will provide one annual educational session designed specifically for Pima County Attractions and SAAA members on the navigation, resources and available marketing opportunities on the VisitTucson.org website.

7.1.6.2 Contractor will continue to participate in the planning and implementation of the annual frontline familiarization program, the Tucson Ambassador FAM event, in conjunction with the leadership of SAAA and County.

- 7.1.7.** Continued participation in an ongoing program with the University of Arizona and its College of Science Department on promoting Geo-tourism and the attractions that capture the spirit of what makes Tucson unique to other regional destinations. Contractor will include County in any strategic planning sessions.

7.2. Sun Corridor, Inc. (formerly TREO)

- 7.2.1.** Contractor will collaborate with Sun Corridor, Inc. to facilitate the creation, retention, expansion or recruitment of high-quality, high-wage jobs to Southern Arizona. Focus areas for supporting the economic development mission of Sun Corridor, Inc. include participation in strategic planning in the appropriate segments of their five (5) key focus areas of High-Skilled/High Wage Jobs (Educational Excellence, Urban Renaissance, Livable Communities, Collaborative Governance, and Stewardship) and any new initiatives that will affect Tourism development.

- 7.2.2.** Contractor will assist Sun Corridor, Inc. with meeting planner arrangements (i.e. lodging and food) for mutually agreed-upon site selector visits; development and integration of collateral marketing material for business recruitment purposes; airline route development marketing efforts to support Tucson International Airport and any other economic development programs that benefit Pima County businesses and residents.

- 7.3.** Contractor will invest a minimum of Fifteen Thousand Dollars (\$15,000.00) in 2015-16 to support Kino Sports Complex facility planning and feasibility work conducted by a mutually agreeable third-party vendor.

7.4. Nature, Cultural, Art and Heritage Institutions

Contractor will collaborate and support institutions in Pima County that are developing and marketing the natural resources, culture, art and heritage of the region within the scope of Contractor's mission.

These institutions include but are not limited to the Pima County Economic Development and Tourism Department ("**ED&T**"), Tucson Pima Arts Council ("**TPAC**"), Santa Cruz Valley Heritage Alliance ("**SCVHA**"), Southern Arizona Arts and Cultural Alliance ("**SAACA**") and the Nature, Arts, Culture, and Heritage Alliance ("**NACHOS**"). Support shall be in the form of advertising and marketing support on Contractor's website, tourism videos and other marketing materials and opportunities that Contractor and hospitality segments deem appropriate.

7.5. Downtown Tucson

Promote the downtown area as an emerging entertainment and cultural hub of the greater Tucson community in coordination with the Downtown Tucson Partnership Inc. ("**DTP**"), a coalition of private individuals, community organizations, public bodies and small and large businesses for the purposes of advocating for and taking proactive action to stimulate the creation of a vibrant, livable, safe and attractive downtown, in all downtown marketing materials developed by Contractor.

7.6. Resort Golf and Spa Destinations

Continue marketing the resort/spa/golf industry located in unincorporated Pima County as one of the major destination drivers that creates both business and leisure tourism to the region. Contractor will encourage the marketing of regional attractions within these efforts.

7.7. Medical Tourism

Develop and market incentive packages for those seeking medical care within our community with regional medical centers, wellness facilities, Pima County Health Department, physicians, Banner-UAMC and Pima County

7.8. Regional Tourism Development

Contractor will promote attractions and tourism attributes in municipalities throughout Pima County that invest in Visit Tucson. County will work with the Contractor to encourage equitable financial participation to ensure full regional promotional coverage.

- 7.8.1.** Contractor will include within the Tucson Visitors Guide, sections promoting each individual town or area and their tourism attributes such as their unique attractions or culture or heritage areas; and

- 7.8.2.** Contractor will promote areas outside Pima County that historically draw out-of-area visitors to our region and utilize Tucson as their main destination stop. Some examples include City of Tombstone, Kartchner Caverns, area ranches, etc. Contractor will encourage these entities to co-promote the region in coordination with Contractor and County efforts.

7.9. Other Community Partnerships

Contractor will partner with primary contract sources including the City of Tucson, Town of Oro Valley, Pascua Yaqui Tribe, Tohono O'odham Nation, along with numerous local and regional agencies including the Tucson Metro Chamber of Commerce, Tucson Hispanic Chamber of Commerce, other area chambers, FEATsAZ and others to explore opportunities for collaboration, new event development and building and renovating tourism-related capital projects that will drive incremental meetings and leisure travel to Tucson and Southern Arizona area.

8. Performance Measures

8.1. Monitoring

The effectiveness of Contractor's efforts to promote and enhance tourism, convention travel, sports development and film production within Pima County will be evaluated by comparing forecasted and actual *Measurements of Performance* listed in **Exhibit B** and by monitoring Contractor's activities.

The performance measures will cover: how our market place is performing as compared to our major destination competitors as well as community indicators to include but not limited to bed tax collections, hotel occupancy, average daily rate and other indicators that measure tourism throughout the region.

8.2. Reporting/Meetings

Contractor will collect the data required to measure its performance and report the measurements to County. Beginning October 15th, 2015 and on the 15th of the month every three (3) months thereafter (January, April, and including the July 15 immediately following expiration of this Contract),

Contractor will submit quarterly reports containing:

- 8.2.1.** A report regarding Contractor's progress on the recruitment and retention of Contractor's partners;
- 8.2.2.** An update of the performance measures listed in **Exhibit B**;
- 8.2.3.** Narrative summary containing tourism highlights and trends, current area events and attraction marketing programs; and

8.2.4. Contractor and County will meet at mutually acceptable times quarterly in October, January, April, and July to review and discuss Contractor's progress reports.

8.3. **Tucson Competitive Set Comparison**

July 2015-June 2016 Contractor will continue to generate a report that indicates where Visit Tucson compares in key indicators such as but not limited to occupancy levels, RevPar, Room Revenue listed in **Exhibit C**.

8.4. **Modifications/Revisions**

Contractor will modify its activities or revise and resubmit the Marketing Plan or modify programs or specific activities if County determines that insufficient progress is being made to justify the expenditures of tax revenues or that an alternative approach or action may be more effective.

8.5. **Public Access to Records**

Contractor will allow any requesting member of the public access to all records relating to its funds and activities.

8.6. **Contractor Key Personnel**

Contractor will perform its obligations under this Contract in accordance with the terms of the Contract and to the best of Contractor's ability. Contractor will employ suitably trained and skilled professional personnel to perform all services under this Contract. Contractor's executive management team is listed below, and Contractor will provide notice to County within five (5) days of any change:

- Brent DeRaad- President & CEO
- Felipe Garcia- Executive Vice President
- Roni Thomas- Chief Financial Officer
- Allison Cooper- Vice President of Sales & Marketing
- Graeme Hughes- Director of Sales

9. **Payment**

In consideration of the services specified in this Contract, County will pay Contractor Fifty Percent (50%) of the revenue generated by the tax authorized by A.R.S. §42-6108 for fiscal year 2015-2016, **not to exceed a total of Three Million, Three Hundred and Thirty Thousand Dollars (\$3,330,000.00).**

10. **Financial Audit Requirements**

10.1 **State of Arizona Audit Requirements**

Since Contractor is a non-profit organization, as defined in A.R.S. § 10-3140, Contractor will comply with A.R.S. § 11-624 *"Audit of Non-Profit Corporations Receiving County Monies"*.

Each non-profit corporation that receives in excess of One Hundred Thousand Dollars (\$100,000.00) in County assistance in any fiscal year, shall file for each such fiscal year, at the corporation's expense, with the Board of Supervisors either audited financial statements prepared in accordance with federal single audit requirements or financial statements prepared in accordance with generally accepted accounting principles and audited by an independent certified public accountant.

10.2 Additional County Requirements for all Contractors

10.2.1 Contractor will establish and maintain a separate, identifiable accounting of all funds provided by County pursuant to this Contract.

10.2.2 County may require Contractor to provide a program-specific or financial audit at any time by providing written notice to Contractor. Such notice will specify the period to be covered by the audit, the type of audit and the time for completion and submission of the audit understanding that City of Tucson, Pima County, Oro Valley and any other funds collected by Contractor are used to promote the entire region.

10.2.3. All audits provided under this Section must be performed by a qualified independent accounting firm and will be submitted to County within three (3) months of the close of the Contract period being audited unless other time is specified by County. It will include any response Contractor wishes to make concerning any audit findings. Audits will be submitted to:

Thomas R. Moulton, Director
Pima County Economic Development & Tourism
33 N Stone Ave., Ste. 830
Tucson, AZ 85701-1408
Phone: 520.724.7355

10.2.4 Contractor will pay all costs for audits and County is not responsible for audit costs. Grant funds may be used to pay for an audit provided the cost is reasonable and the cost is specifically included in the grant budget approved by County.

11. Insurance

Contractor will obtain and maintain at its own expense, during the entire term of this Contract the following type(s) and amounts of insurance:

- 11.1. Commercial General Liability in the amount of \$ 2,000,000.00 Combined Single Limit Bodily Injury and Property Damage. County is to be named as an Additional Insured for all operations performed within the scope of the Contract between County and Contractor;
 - 11.2. Commercial or Business Automobile Liability coverage for owned, non-owned and hired vehicles used in the performance of this Contract with limits in the amount of \$1,000,000.00 Combined Single Limit or \$1,000,000.00 Bodily Injury, \$1,000,000.00 Property Damage;
 - 11.3. Professional Liability Insurance if this Contract involves professional services, Professional Liability insurance in the amount of \$1,000,000.00;
 - 11.4. Workers' Compensation Insurance if required by law, Workers' Compensation coverage including Employees Liability coverage; and
 - 11.5. Contractor will provide County with current Certificates of Insurance. All certificates of insurance must provide for guaranteed thirty (30) days written notice of cancellation, non-renewal or material change.
12. **Professional Standards and Levels of Service**

In carrying out its duties under this Contract, Contractor will perform in a humane and respectful manner and in accordance with any applicable professional accreditation standards. Contractor will obtain and maintain all applicable licenses, permits and authority required for its performance and the performance of its employees and agents under this Contract. County recognizes that achieving the economic development strategic objectives and the performance measure indicators is a community effort, and is in part dependent on local and national economic conditions, over which Contractor does not exercise control.
 13. **Record Retention**

Contractor will retain all records of participant activity, expenses, and equipment purchased through funding under this Contract for five (5) years after the last expenditure report has been submitted, or, if later, after all other pending matters have been closed.
 14. **Accountability**

To the greatest extent permissible by law, County, and any authorized federal, state, or local agency will at all reasonable times have the right of access to Contractor's facility, books, documents, papers, or other records which are pertinent to this Contract, in order to make audits, examinations, excerpts and transcripts and for the purpose of evaluating Contractor's performance and Contractor's compliance with this Contract. This provision must be included in all contracts between Contractor and its subcontractors providing goods or services pursuant to this Contract.

Contractor is responsible for subcontractors' compliance with this provision and for any disallowances or withholding or reimbursements resulting from noncompliance of said subcontractors with this provision.

15. Indemnification

Contractor will indemnify, defend, and hold harmless County, its officers, employees and agents from and against any and all suits, actions, legal administrative proceedings, claims or demands and costs attendant thereto, arising out of any act, omission, fault or negligence by Contractor, its agents, employees or anyone under its direction or control or on its behalf in connection with performance of this Contract.

16. Compliance with Laws

Contractor will comply with all federal, state, and local laws, rules, regulations, standards and Executive Orders, without limitation to those designated within this Contract. The laws and regulations of the State of Arizona govern the rights of the parties, the performance of this Contract, and any disputes hereunder. Any action relating to this Contract must be brought and maintained in a court of the State of Arizona in Pima County. Any changes in the governing laws, rules, and regulations during the terms of this Contract apply, but do not require an amendment.

17. Independent Contractor

The status of Contractor is that of an independent contractor. Neither Contractor, nor Contractor's officers, agents or employees are considered an employee of Pima County or are entitled to receive any employment-related fringe benefits under the *Pima County Merit System*. Contractor is responsible for payment of all federal, state and local taxes associated with the compensation received pursuant to this Contract and will indemnify and hold County harmless from any and all liability which County may incur because of Contractor's failure to pay such taxes. Contractor is solely responsible for program development and operation.

18. Subcontractor

Contractor will be fully responsible for all acts and omissions of any subcontractor and of persons directly or indirectly employed by any subcontractor and of persons for whose acts any of them may be liable to the same extent that Contractor is responsible for the acts and omissions of persons directly employed by it. Nothing in this Contract creates any obligation on the part of County to pay or see to the payment of any money due any subcontractor, except as may be required by law.

19. Assignment

Contractor will not assign its rights to this Contract, in whole or in part, without prior written approval of County.

20. Non-Discrimination

Contractor agrees that during the performance of this Contract, Contractor shall not discriminate against any employee, client or any other individual in any way because of that person's age, race, creed, color, religion, sex, disability or national origin. Contractor shall comply with the provisions of Arizona Executive Order 75-5, as amended by Executive Order 2009-09 issued by the Governor of the State of Arizona, which is incorporated into this Contract as if set forth in full herein.

21. Americans with Disabilities Act

Contractor shall comply with all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101-12213) and all applicable federal regulations under the Act, including 28 CFR Parts 35 and 36.

22. Authority to Contract

Contractor warrants its right and power to enter into this Contract. If any court or administrative agency determines that County does not have authority to enter into this Contract, County is not liable to Contractor or any third party by reason of such determination or by reason of this Contract.

23. Full and Complete Performance

The failure of either party to insist on one or more instances upon the full and complete performance of any of the terms or conditions of this Contract to be performed on the part of the other, or to take any action permitted as a result thereof, is not a waiver or relinquishment of the right to insist upon full and complete performance of the same, or any other covenant or condition, either in the past or in the future. The acceptance by either party of sums less than may be due and owing it at any time is not an accord and satisfaction.

24. Conflict of Interest

This Contract is subject to cancellation within three (3) years after its execution pursuant to A.R.S. § 38-511 if any person significantly involved in initiating, negotiating, securing, drafting, or creating this Contract on behalf of County is, at any time while this Contract or any extension of the Contract is in effect, an employee or agent of any other party to the Contract with respect to the subject matter of this Contract.

25. Legal Arizona Workers Act Compliance.

25.1. Contractor hereby warrants that it will at all times during the term of this Contract comply with all federal immigration laws applicable to Contractor's employment of its employees, and with the requirements of A.R.S. § 23-214 (A) (together the "*State and Federal Immigration Laws*"). Contractor will further ensure that each subcontractor who performs any work for Contractor under this Contract likewise complies with the State and Federal Immigration Laws.

- 25.2.** County has the right at any time to inspect the books and records of Contractor and any subcontractor in order to verify such party's compliance with the State and Federal Immigration Laws.

25.2.1. Any breach of Contractor's or any subcontractor's warranty of compliance with the State and Federal Immigration Laws, or of any other provision of this Section, is a material breach of this Contract subjecting Contractor to penalties up to and including suspension or termination of this Contract. If the breach is by a subcontractor, and the subcontract is suspended or terminated as a result, Contractor will be required to take such steps as may be necessary to either self-perform the services that would have been provided under the subcontract or retain a replacement subcontractor as soon as possible so as not to delay project completion.

- 25.3.** Contractor will advise each subcontractor of County's rights, and the subcontractor's obligations, under this Section by including a provision in each subcontract substantially in the following form:

"Subcontractor hereby warrants that it will at all times during the term of this Contract comply with all federal immigration laws applicable to subcontractor's employees, and with the requirements of A.R.S. 23-14 (A). Subcontractor further agrees that County may inspect the subcontractor's books and records to insure that the subcontractor is in compliance with these requirements. Any breach of this Paragraph by subcontractor is a material breach of this Contract subjecting subcontractor to penalties up to and including suspension or termination of this Contract."

- 25.4.** Any additional costs attributable directly or indirectly to remedial action under this Section are the responsibility of Contractor. In the event that remedial action under this Section results in delay to one or more tasks on the critical path of Contractor's approved construction or critical milestones schedule, such period of delay is an excusable delay for which Contractor is entitled to an extension of time, but not costs.

26. Termination/Suspension

26.1. Termination for Convenience

Each party reserves the right to terminate this Contract at any time and without cause by serving upon the other party sixty (60) days advance written notice specifying the effective date of termination, provided that County will follow the procedure in Section 26.5 below to the extent applicable. In the event of termination, County's only obligation is:

26.1.1. If Contractor terminates, payment for services rendered prior to the date of termination unless the parties agree otherwise; or

26.1.2. If County terminates, payment for services rendered prior to the date of termination and reasonable and actual obligations incurred prior to the date of notice of termination.

26.2. Non-appropriation

Notwithstanding any other provision in this Contract, this Contract may be terminated if, for any reason, there are not sufficient appropriated and available monies for the purpose of maintaining County or other public entity obligations under this Contract. In the event of such termination, County will have no further obligation to Contractor, other than for services rendered prior to termination.

26.3. Suspension for Cause

County may suspend operations and payments under this Contract immediately for violation of contractual requirements, unsafe working conditions, violation of Federal or State law, or lack of reasonable progress in accomplishing objectives and schedules contained in this Contract.

26.4. Administrative Suspension

County may temporarily suspend operations and payments under this Contract immediately at any time if County's Board of Supervisors or Administration determines that health, safety or other pressing public interest requires suspension of this Contract. In the event of such suspension, Contractor will assist County by providing information and documents to evaluate the status of the Contract and whether it should be continued.

26.5. Duties upon Termination

26.5.1 Unless County determines that health, safety or other pressing public interest requires immediate action, County will send Contractor's President written notice prior to taking action to terminate or suspend this Contract if the primary reason for termination or suspension is:

26.5.1.1 Services were not rendered as defined by this Contract;

26.5.1.2 Contractor failed to supply information or reports as required;

26.5.1.3 Contractor is not in compliance with agreed disbursement documentation, accounting procedures or performance;

26.5.1.4 Contractor failed to make required payments to subcontractors; or

26.5.1.5 County has a reasonable cause to believe Contractor is not in compliance with the nondiscrimination clause of this Contract.

26.5.2 Contractor's President will respond within fifteen (15) days of receipt of County's notice and will submit to County a written plan to cure the deficiency or deficiencies within a stated time frame of no more than sixty (60) days, together with any additional information or documents requested by County. Subject to County's right to take immediate action in the event that health, safety or other pressing public interest requires:

26.5.2.1 County will, within fifteen (15) days of receipt of the President's plan, either accept the proposed plan and time frame or require different or additional steps be taken or modify the timetable; and

26.5.2.2 If Contractor's President confirms within five (5) days of County's response that Contractor will proceed with the cure, as amended or modified by County, County will allow Contractor to implement the plan for cure during the timetable period so long as Contractor is making progress in accord with the plan and is responding promptly to any additional requests by County.

27. Notice

Any notice required or permitted to be given under this Contract must be in writing and served by personal delivery or by certified mail upon the other party as follows:

If to County:

Mr. Thomas R. Moulton, Director
Pima County Economic Development & Tourism
33 N Stone Ave., Ste. 830
Tucson, AZ 85701-1408
520-724-7355

If to Contractor:

Mr. Brent DeRaad, President and CEO
Metropolitan Tucson Convention & Visitors Bureau
100 S. Church Ave.
Tucson, AZ 85701-1631
520-624-1817

28. Non-Exclusive Contract

Contractor understands that this Contract is non-exclusive and is for the sole convenience of County. County reserves the right to obtain like services from other sources for any reason.

29. Other Documents

Contractor and County in entering into this Contract have relied upon information provided in Visit Tucson's marketing plan and information provided by Contractor. To the extent not inconsistent with the provisions of this Contract, these documents are hereby incorporated into and made a part of this Contract as if set forth in full herein.

30. Remedies

Either party may pursue any remedies provided by law for the breach of this Contract. No right or remedy is intended to be exclusive of any other right or remedy and each is cumulative and in addition to any other right or remedy existing at law or at equity or by virtue of this Contract.

31. Severability

Each provision of this Contract stands alone, and any provision of this Contract found to be prohibited by law will be ineffective to the extent of such prohibition without invalidating the remainder of this Contract.


32. Entire Agreement

This document constitutes the entire agreement between the parties pertaining to the subject matter hereof, and all prior or contemporaneous agreements and understandings, oral or written, are hereby superseded and merged herein. This Contract may be modified, amended, altered or extended only by a written amendment signed by the parties.

(Remainder of this page intentionally left blank.)

The parties hereto have executed this Contract on the day, month and year written below.

**CONTRACTOR: METROPOLITAN TUCSON CONVENTION AND VISITORS BUREAU,
dba Visit Tucson, an Arizona non-profit corporation:**



Brent DeRaad, President and CEO

8/12/15

Date

COUNTY: PIMA COUNTY, a body politic and corporate of the State of Arizona:

Sharon Bronson, Chair, Board of Supervisors

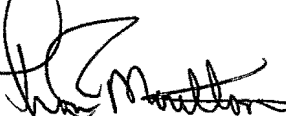
Date

ATTEST:

Robin Brigode, Clerk of Board


Date

APPROVED AS TO CONTENT:

 8/11/15

Tom Moulton, Director, Economic Development & Tourism

APPROVED AS TO FORM:

 8/12/15

Tobin Rosen, Deputy County Attorney, Civil Division

Exhibit A
List of Projects Underway to Support Pima County Attractions

List of Projects Underway to Support Pima County Attractions

Visit Tucson will market and otherwise support Pima County attractions in 2015-16 via the following tactics.

Tucson Attractions Passport

- Visit Tucson will promote the Tucson Attractions Passport on VisitTucson.org, and, as applicable, in other paid media that corresponds to promoting things to do, deals and/or attractions-related ads tied to "Free Yourself" campaigns and correlating landing pages.
- Visit Tucson will invest a maximum of fifteen thousand dollars (\$15,000.00) to:
 1. update the digital application of the passport;
 2. produce and print the passport.
- Visit Tucson will design the passport's cover and point-of-purchase flyers, and create advertising to promote the passport and the digital application.
- Visit Tucson will assist the Southern Arizona Attractions Alliance (SAAA) in developing a strategic plan to create awareness of the digital application to drive purchases.
- Visit Tucson will create 15-second video ads that promote attractions and the passport, which will be displayed on various paid and owned distribution channels.

Visit Tucson's summer 2015 media plan is valued at One Hundred Sixteen Thousand Dollars (\$116,000.00) and promotes metro Tucson summer deals, including Pima County Attractions. Inviting visitors to the attractions remained in the creative message in 2015.

Online Ticketing & Packaging

- Visit Tucson will develop and execute a marketing strategy in conjunction with SAAA and Pima County to maximize attraction ticket sales and encourage packages with the lodging industry through an online ticketing and dynamic packaging platform or other appropriate platform.

Promotion/Advertising

- Visit Tucson will invest a minimum of \$7,500 in 2015-16 to support the University of Arizona College of Science's area geo-tourism advertising, promotional initiatives including but not limited to the "Mt. Lemmon Science Tour" projects and "SeeTucson" campaign.
- Visit Tucson is working with Pima County, City of Tucson and Old Tucson to create a

local/regional multimedia incentive program to help attract feature films, television series and commercials.

- Attractions were featured in the 2015 Visit Tucson visitors guide and will be featured in the 2016 guide, as well.
- Visit Tucson has a section in its website (www.visittucson.org/things-to-do/attractions/) dedicated to attractions. Content will continue to be added to this section in the coming year and repurposed for social networks.
- Visit Tucson will continue to place tags on attractions-related pages of VisitTucson.org, which will provide intelligence about online users accessing these pages. This data will improve marketing effectiveness.
- Banners and web content about Pima County attractions will run on Visit Tucson-sponsored pages on Tripadvisor.com and on VisitTucson.org.
- E-newsletters will be sent to consumers in Visit Tucson's database of 200,000 customers promoting Pima County attractions.
- Visit Tucson will continue to explore with Pima County and its attractions to develop new strategies and programs to increase awareness and visitors through both marketing and sales programming.

Exhibit B

Visit Tucson 2015-16 Performance Indicators & Measures

Visit Tucson 2015-16					
Performance Indicators & Measures	Board	Pima County	Tucson	Oro Valley	
(Updated: July 27, 2015)	2015-16	2015-16	2015-16	2015-16	
	Goals	Proposed	Contract	Contract	Notes
Occupancy		60.0%			58.9% in FY 14-15; +2% in 15-16
Average Daily Rate		\$92.90			\$91.08 in FY 14-15; +2% in 15-16
Revenue Per Available Room		\$56.77			\$54.59 in FY 14-15; +4% in 15-16
Pima County Bed-Tax Collections		\$6,400,000			
*Tucson Bed-Tax Collections (6% base + surcharge)		*\$13,000,000			\$13,397,772 in 14-15
Oro Valley Bed-Tax Collections		\$950,000			OV budgeted \$950,000 in 15-16
Tucson International Airport Arrivals/Departures		3,200,000 (2015)			3,220,437 actual in 14-15
Visit Tucson Funding		\$3,200,000	\$3,312,627	\$215,000	
*Tucson includes 6% bed tax+\$2 per room per night					
Performance Measures-Meetings					
Meetings (Total)					
Bookings		309	309		293 actual in 14-15
Room Nights	161,080 (+4% over 14-15)	150,000	150,000		154,885 actual in 14-15
Delegates/Participants		90,000	90,000		90,923 actual in 14-15
Economic impact		\$52,900,000	\$52,900,000		\$49,859,871 actual in 14-15
Tucson Convention Center (part of regional goal)					
Bookings (Meetings+Sports)		10	10		11 actual in 14-15
Room Nights (Meetings+Sports)		35,000	35,000		36,174 actual in 14-15
Delegates/Participants (Meetings+Sports)		45,000	45,000		47,546 actual in 14-15
Economic Impact (Meetings+Sports)		\$17,000,000	\$17,000,000		\$18,384,194 actual in 14-15
Oro Valley (part of regional goal)					
Leads-OV properties (Meetings+Sports)				255	361 actual in 14-15
Site Inspections-OV properties (Meetings+Sports)				28	29 actual in 14-15
Bookings-OV properties (Meetings+Sports)				23	32 actual in 14-15
Room Nights-OV properties (Meetings+Sports)				10,500	13,866 actual in 14-15
Performance Measures-Sports					
Sports (Total)					
Bookings		40	40		50 actual in 14-15
Room Nights	43,539 (+5% over 14-15)	40,000	40,000		41,466 actual in 14-15
Delegates/Participants		23,000	23,000		23,230 actual in 14-15
Economic Impact		\$12 million	\$12 million		\$15,593,660 actual in 14-15
Kino Sports Complex/PCSTA funding		\$15,000			Invest \$15,000 in Kino facility planning
Town officials may attend trade shows with Visit Tucson. Town officials will be responsible for their travel expenses; however, Visit Tucson will cover reg fees for Town officials with fees counting toward Town rebate				yes	
Provide tourism-based direct spending & tourism-based impact numbers from Visit Tucson Sports events held in OV				yes	

Visit Tucson 2015-16					
Performance Indicators & Measures, page 2	Board	Pima County	Tucson	Oro Valley	
	2015-16	2015-16	2015-16	2015-16	
Performance Measures-Tourism	Goals	Proposed	Contract	Contract	
Leads				35	41 actual in 14-15
Promote Tucson/Oro Valley to tour operators		750	750	750	1,124 actual in 14-15
Tour operator brochure impressions		2,000,000	2,000,000	1,000,000	2,447,100 actual in 14-15
Performance Measures-Marketing					
Unique website visits	1,486,794 (+3% over 14-15)	1,400,000	1,400,000	1,100,000	1,443,489 actual in 14-15
Completed viewings of Visit Tucson videos			2,200,000		2,175,791 actual in 14-15
Promote downtown events			30		33 actual in 14-15
Generate events page views on Visit Tucson website			1,000,000		1,047,984 actual in 14-15
Digital & print attractions passport production		\$15,000			spend up to \$15,000 on attractions passport digital & print production
Attractions passports sold		2,000			2,195 actual in 14-15
Create 15-second video ads promoting attractions & passport & display on various distribution channels		yes			
Develop & execute marketing strategy to sell attractions tickets & package tickets with hotel stays		yes			
Feature attractions in 2016 visitor guide, website & social media		yes			
Replace City's investment in Tucson Rodeo Parade, Soccer Shoot-out & Science Festival			\$84,210		\$84,210 actual in 14-15
Feature OV Aquatic Center in Visit Tucson's online sports facilities guide				yes	
Generate visits to Town of OV's website				25,000	35,946 actual in 14-15
Feature Oro Valley & surrounding jurisdictions in visitors guide				yes	
Provide Oro Valley with 1/3-page ad in 2016 printed visitor guide & full-page ad in iPad version				yes	
Host visitorovalley.org & update site in consultation with Town of Oro Valley				yes	
Promote Oro Valley events & attractions on Visit Tucson's website & social media				yes	
Produce finished video of OV Aquatic Center & OV community & rec center, and El Con Golf & Tennis				yes	
Provide quarterly reports with monthly breakouts of unique visitors to pages with OV's microsite				yes	
Promote OV as a winter training destination for cycling & swimming on Visit Tucson's website & social media				yes	

Visit Tucson 2015-16					
Performance Indicators & Measures, page 3	Board	Pima County	Tucson	Oro Valley	
	2015-16	2015-16	2015-16	2015-16	
Performance Measures-Mexico Trade & Marketing	Goals	Proposed	Contract	Contract	
Reservations-Tucson hotels			5,000		4,863 actual in 14-15
Room nights-Tucson hotels			8,500		7,804 actual in 14-15
Room nights-total	8,038 (+3% over 14-15)	9,000			7,804 actual in 14-15
Economic impact-Tucson			\$5,500,000		\$5,279,482 actual in 14-15
Economic impact-total		\$6,200,000			\$5,279,482 actual in 14-15
Mexico Trade Coalition meetings led		6	6		6 actual in 14-15
Motor coach shopping tours generated		65	65		68 actual in 14-15
Motor coach shopping-estimated economic impact		\$600,000	\$600,000		\$627,662 actual in 14-15
Businesses assisted-working with Mexico		45	45		55 actual in 14-15
Facilitate export transactions from metro Tucson companies to Mexico		6	6		8 actual in 14-15
Performance Measures-Public Relations					
Print, broadcast & online circulation & impressions		31,000,000	31,000,000		31,866,262 actual in 14-15
Value of earned media	\$5,420,040 (+5% over 14-15)	\$3,700,000	\$3,700,000		\$5,161,943 actual in 14-15
Facebook posts		700	700		852 actual in 14-15
Twitter posts		1,600	1,600		1,798 actual in 14-15
* No specific number set, but Visit Tucson to post on Facebook & Twitter about Oro Valley					
Performance Measures-Film					
Definite projects-Southern Arizona		50	50		55 actual in 14-15
Production days-Southern Arizona		200	200		276 actual in 14-15
Direct spending-Southern Arizona		\$6,000,000	\$6,000,000		\$6,837,736 actual in 14-15
Tucson Festival of Films event attendees			8,000		
Scout Steam Pump Ranch & other OV sites for film/TV opportunities				yes	
Provide information on equipment, crew & local suppliers to film/TV producers				yes	
Provide info to film/TV companies about locations & accommodations in OV, as needed				yes	
Performance Measures-Partner Development					
Number of partners		515			534 actual in 14-15
Dues revenue		\$220,000			\$218,960 actual in 14-15
Partnership in-kind		\$125,000			\$402,531 actual in 14-15
Performance Measures-Visitor Center					
Visitor center customers served		27,000	27,000		27,675 actual in 14-15

Visit Tucson 2015-16					
Performance Indicators & Measures, page 4	Board	Pima County	Tucson	Oro Valley	
	2015-16	2015-16	2015-16	2015-16	
Performance Measures-Community Partnerships	Goals	Proposed	Contract	Contract	
Collaborative partnership events		18	18		21 actual in 14-15
Number of daily flight departures from TIA		55	55		49 actual in 14-15
Performance Measures-General Support					
County/Town official to serve on Visit Tucson's board of directors		yes		yes	
Rebate 5% of OV's 2015-16 investment in Visit Tucson into tourism-related activities that benefit the Town				\$10,750	\$16,450 actual in 14-15
Consult with Town on tourism sales & mktg initiatives, including promoting Town venues to special event operators, Mexico & leisure mktg & group sales initiatives				yes	
Definitions					
Performance Indicator: Illustrates the performance of the <u>travel and tourism industry</u> or one of its industry sectors: e.g. hotel occupancy, airport arrivals, attraction attendance, etc...					
Performance Measure: Number that measures the results of DMO activities.					
Definitions Source: Destination Marketing Association International in conjunction with Destination & Travel Foundation -- "Standard DMO Performance Reporting--A Handbook for Destination Marketing Organizations," May 2011					
Visit Tucson Report Card--2015-16 (to be reported to Pima County)					
* Occupancy, average daily rate & Revenue Per Available Room (RevPAR) for Tucson & competitive set (Phoenix, Scottsdale, Palm Springs, Santa Fe, Albuquerque, Denver, Austin & San Antonio)					
* Measure occupancy, average daily rate & RevPAR increases/decreases for competitive set vs. budget increases/decreases for those CVBs					
* Room revenue/CVB budget					
* Room revenue/Airline seats					
* CVB budget/population					
* Bed Tax Collections (Region-wide, includes City, County and all other collections)					

Exhibit C

Tucson Competitive Set Comparison--July 2014-June 2015

Updated: July 2015

Source: STR (Occupancy, Rate, RevPAR & Room Revenue)

	1-12/12-12		7-12/6-13		1-13/12-13		7-13/6-14		1-14/12-14		7-14/6-15							
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank						
Tucson	\$88.99	14	\$90.00	14	\$90.43	14	\$91.72	14	\$91.83	14	\$91.94	14						
Phoenix	\$105.97	8	\$108.32	8	\$109.01	8	\$112.42	8	\$114.05	9	\$120.40	7						
Scottsdale	\$149.09	2	\$152.53	2	\$156.09	2	\$163.18	2	\$167.81	2	\$177.94	2						
Albuquerque	\$71.80	15	\$71.56	15	\$72.82	15	\$74.46	15	\$75.86	15	\$76.52	15						
Palm Springs	\$126.68	4	\$131.39	4	\$133.67	4	\$139.69	3	\$143.73	3	\$148.72	3						
San Diego	\$131.60	3	\$132.76	3	\$135.84	3	\$139.15	4	\$142.58	4	\$146.71	4						
San Francisco	\$171.72	1	\$177.39	1	\$187.79	1	\$197.23	1	\$207.81	1	\$217.03	1						
Portland	\$99.89	10	\$102.86	9	\$106.41	9	\$109.37	9	\$115.00	8	\$120.08	8						
Denver	\$100.56	9	\$101.88	10	\$103.18	10	\$106.62	10	\$112.60	10	\$116.75	10						
Las Vegas	\$95.26	13	\$95.34	13	\$96.76	13	\$99.59	13	\$102.27	12	\$103.11	13						
Seattle	\$120.39	5	\$122.50	5	\$126.73	5	\$130.18	5	\$137.45	5	\$143.27	5						
San Antonio	\$97.01	11	\$99.99	11	\$101.82	11	\$102.68	11	\$104.64	11	\$105.07	11						
Santa Fe	\$110.63	7	\$110.89	7	\$112.82	7	\$114.58	7	\$116.86	7	\$116.99	9						
Colorado Springs	\$96.06	12	\$97.48	12	\$98.93	12	\$99.64	12	\$101.20	13	\$103.62	12						
Austin	\$113.08	6	\$117.08	6	\$119.57	6	\$123.72	6	\$127.33	6	\$132.02	6						

	1-12/12-12		7-12/6-13		1-13/12-13		7-13/6-14		1-14/12-14		7-14/6-15					
	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank				
Tucson	\$50.59	14	\$51.29	14	\$51.31	14	\$51.82	14	\$52.40	14	\$54.04	14				
Phoenix	\$61.17	11	\$63.15	11	\$65.07	10	\$68.98	10	\$71.92	9	\$78.01	9				
Scottsdale	\$92.16	3	\$96.14	2	\$100.46	2	\$105.87	2	\$111.06	2	\$119.22	2				
Albuquerque	\$40.60	15	\$40.48	15	\$42.13	15	\$43.39	15	\$44.71	15	\$45.91	15				
Palm Springs	\$72.79	6	\$76.13	6	\$77.42	6	\$81.22	6	\$83.96	7	\$86.86	8				
San Diego	\$93.01	2	\$93.92	3	\$97.29	3	\$102.29	3	\$106.39	3	\$111.63	3				
San Francisco	\$137.99	1	\$144.80	1	\$155.83	1	\$165.27	1	\$174.81	1	\$183.84	1				
Portland	\$67.32	8	\$70.73	7	\$74.42	7	\$77.32	8	\$83.04	8	\$88.56	7				
Denver	\$67.34	7	\$69.49	8	\$73.08	8	\$78.63	7	\$84.86	6	\$88.89	6				
Las Vegas	\$59.00	12	\$59.70	12	\$60.99	12	\$65.59	11	\$69.11	11	\$70.49	11				
Seattle	\$85.72	4	\$88.18	4	\$92.42	4	\$97.03	4	\$104.02	4	\$109.73	4				
San Antonio	\$61.51	10	\$63.43	10	\$64.02	11	\$64.60	12	\$67.60	12	\$68.82	12				
Santa Fe	\$62.54	9	\$64.59	9	\$67.15	9	\$69.21	9	\$71.70	10	\$73.33	10				
Colorado Springs	\$55.14	13	\$55.66	13	\$56.88	13	\$57.64	13	\$61.64	13	\$64.91	13				
Austin	\$77.07	5	\$81.48	5	\$85.22	5	\$88.48	5	\$92.08	5	\$97.38	5				
	1-12/12-12		7-12/6-13		1-13/12-13		7-13/6-14		1-14/12-14		7-14/6-15					
	Room Revenue	Rank	Room Revenue	Rank	Room Revenue	Rank	Room Revenue	Rank	Room Revenue	Rank	Room Revenue	Rank				
Tucson	\$294,568,084	12	\$297,022,717	12	\$298,811,570	12	\$302,261,291	12	\$305,361,203	12	\$314,744,243	12				
Phoenix	\$1,387,849,541	4	\$1,431,477,712	4	\$1,474,688,449	4	\$1,564,312,897	4	\$1,622,243,517	4	\$1,768,184,204	4				
Scottsdale	\$517,360,010	10	\$538,324,062	10	\$559,005,688	10	\$589,818,463	10	\$609,134,963	10	\$640,309,652	10				
Albuquerque	\$260,325,662	13	\$259,821,672	13	\$269,596,531	13	\$276,878,315	13	\$285,605,121	13	\$293,265,680	13				
Palm Springs	\$378,256,794	11	\$396,141,477	11	\$401,507,694	11	\$422,144,840	11	\$443,792,174	11	\$458,405,708	11				
San Diego	\$1,970,009,232	3	\$1,993,864,028	3	\$2,088,615,245	3	\$2,222,073,955	3	\$2,310,317,699	3	\$2,451,849,144	3				
San Francisco	\$2,577,113,325	2	\$2,707,282,565	2	\$2,911,398,649	2	\$3,089,833,763	2	\$3,272,189,673	2	\$3,433,890,202	2				
Portland	\$638,269,358	9	\$668,969,594	9	\$703,960,974	9	\$733,082,646	9	\$793,805,490	9	\$851,757,042	9				
Denver	\$996,769,411	6	\$1,036,947,122	6	\$1,096,761,567	6	\$1,190,415,378	6	\$1,303,038,464	6	\$1,380,095,500	6				
Las Vegas	\$3,637,449,725	1	\$3,687,544,841	1	\$3,760,331,967	1	\$4,050,426,342	1	\$4,293,386,709	1	\$4,365,817,993	1				
Seattle	\$1,273,974,925	5	\$1,311,236,062	5	\$1,373,420,567	5	\$1,444,355,975	5	\$1,555,801,980	5	\$1,654,054,983	5				
San Antonio	\$993,050,195	7	\$1,025,582,908	7	\$1,038,608,219	7	\$1,055,106,107	7	\$1,098,850,122	7	\$1,115,893,309	8				
Santa Fe	\$144,247,488	15	\$148,079,084	15	\$150,929,789	15	\$154,219,636	15	\$161,289,819	15	\$167,194,250	15				
Colorado Springs	\$206,569,581	14	\$209,509,347	14	\$215,017,924	14	\$220,658,835	14	\$237,352,819	14	\$251,499,390	14				
Austin	\$833,460,135	8	\$892,334,616	8	\$946,165,484	8	\$993,974,573	8	\$1,045,141,172	8	\$1,127,782,497	7				

[illegible]