

BOARD OF SUPERVISORS AGENDA ITEM REPORT CONTRACTS / AWARDS / GRANTS

C Award C Contract C Grant

Requested Board Meeting Date: July 6, 2021

* = Mandatory, information must be provided

or Procurement Director Award

*Contractor/Vendor Name/Grantor (DBA):

Metropolitan Tucson Convention and 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:

Visit Tucson is a 501 (c)(6) nonprofit organization that provides destination marketing services for Pima County. As Pima County's designated official tourism promotion agency, Visit Tucson is entitled to receive 50% of Pima County's bed tax revenue under A.R.S. 41.S108 to promote and enhance tourism. Visit Tucson is taking an active role in building a strong region, engaging with others to drive economic development and growth while leveraging that

growth to increase overall regional visitation.

*Procurement Method:
Pima County Board of Supervisors Policy D 29.6 C, Direct Selection

*Program Goals/Predicted Outcomes:
The goal of this contract is to continue to promote and enhance tourism, travel, film production, economic development and sports (professional, semi-professional and youth) locally and regionally. The primary goal is to increase visitation to Pima County through various marketing, sales and advertising programs nationally and clobally. Pima County through various marketing, sales and advertising programs nationally and globally.

*Public Benefit:

Tourism affects businesses in Tucson and the region as well as the public by stimulating economic growth, such as increasing employment opportunities, various revenues and infrastructure funding. Increasing tourism benefits the overall economic development of Pima County and the Southern Arizona Region. Travel and Tourism is the number one export industry in Arizona.

*Metrics Available to Measure Performance:

Contractor will submit quarterly written reports to County outlining progress toward all aspects of this Agreement, including the contractor's 2021-22 performance measures as provided in Exhibit A of this contract.

Yes. Visit Tucson Board of Directors approved their budget at their June 23, 2021 meeting. This contract is retroactive to July 1, 2021.

TO: COB 6-30-21 () vers. 1 P95:16

Page 1 of 2

Contract / Award Information	
Document Type: CT Department Code: ED	Contract Number (i.e.,15-123): 21*510
Commencement Date: <u>7-1-2021</u> Termination Date: <u>6-30-20</u>	Prior Contract Number (Synergen/CMS):20*388
Expense Amount: \$* 2,850,000.00	Revenue Amount: \$
*Funding Source(s) required:	
Funding from General Fund?	2,850,000.00 %
Contract is fully or partially funded with Federal Funds?	☐ Yes ⊠ No
If Yes, is the Contract to a vendor or subrecipient?	
Were insurance or indemnity clauses modified? If Yes, attach Risk's approval.	⊠ Yes □ No
Vendor is using a Social Security Number?	☐ Yes ⊠ No
If Yes, attach the required form per Administrative Procedure	22-10.
Amendment / Revised Award Information	
Document Type: Department Code:	Contract Number (i.e.,15-123):
Amendment No.:	AMS Version No.:
Commencement Date:	New Termination Date:
•	Prior Contract No. (Synergen/CMS):
CExpense or CRevenue CIncrease CDecrease	Amount This Amendment: \$
Is there revenue included? CYes CNo If Y	/es\$
*Funding Source(s) required:	
Funding from General Fund? CYes CNo If Y	/es\$ %
Grant/Amendment Information (for grants acceptance and	awards) C Award C Amendment
	Grant Number (i.e.,15-123):
Commencement Date: Termination Date:	Amendment Number:
Match Amount: \$	Revenue Amount: \$
*All Funding Source(s) required:	
*Match funding from General Fund? (Yes (No If)	/es\$ %
*Match funding from other sources? CYes CNo If	
*Funding Source:	
*If Federal funds are received, is funding coming directly Federal government or passed through other organization	
Contact: Diane Frisch	
Department: Attractions and Tourism	Telephone: <u>520-724-7355</u>
Department Director Signature/Date:	
	2 DRISCH 6/25/21
Deputy County Administrator Signature/Date:	25/35/a)
Deputy County Administrator Signature/Date: County Administrator Signature/Date: (Required for Board Agenda/Addendum Items)	Jun 6 23 2029 Deletern 6/28/21



Memorandum

Date: June 25, 2021

To:

Chuck H. Huckelberry

County Administrator

From: Ms. Diane Frisch

Director, Attractions & Tourism

Via:

Jan Lesher

Chief Deputy County

Administrator

Re:

Request for Direct Selection Procurement of Professional Services for

Attractions & Tourism

Pursuant to Pima County Board of Supervisors 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 the County, I am requesting the direct selection procurement for professional services for the Metropolitan Tucson Convention and Visitors Bureau, dba Visit Tucson. Scope of work includes the Contractor's primary goal of attracting a growing number of visitors to Pima County and Southern Arizona and generating increased direct spending and economic impact from those travelers. Contractor will be measured by performance goals over the 2021-2022 year as set forth by this contract.

Thank you for your consideration of this request.

C. H. Huckelberry, County Administrator

6/28/21

Cc:

Terri Spencer, Procurement Director

Pima County Attractions & Tourism

Pima County Department of Attractions & 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

115 North Church Avenue, Suite200, Tucson, Arizona 85701

Amount: \$2,850,000.00

Contract No.: CT-ED-21*510

Funding: General Fund

PROFESSIONAL SERVICES CONTRACT

1. Parties and Background.

- 1.1. <u>Parties</u>. This Contract is between Pima County, a body politic and corporate of the State of Arizona ("<u>County</u>"), and METROPOLITAN TUCSON CONVENTION AND VISITORS BUREAU, dba Visit Tucson, an Arizona non-profit corporation ("Contractor"). This Contract is effective as of July 1, 2021.
- 1.2. <u>Authority</u>. County selected Contractor pursuant to and consistent with Board of Supervisors Policy D29.6.
- 1.3. <u>A.R.S. § 42-6108</u> provides for the levy and collection of a tax on the gross proceeds of sales or gross income of businesses falling within the transient lodging classification, or online lodging marketplace classification, pursuant to <u>A.R.S. §§ 42-5070</u> and <u>42-5076</u>, respectively, located in unincorporated areas.
- 1.4. Pima County has levied a tax under A.R.S. § 42-6108, at the rate of 6%.
- 1.5. 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.
- 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.
- 1.7. Resolution No. 1991-181 remains in effect so that Contractor is currently the official recognized tourism promotion agency for County.
- 1.8. Increasing tourism will contribute to the overall economic growth of Pima County.

2. Term.

- 2.1. This Contract commences on the July 1, 2021 and terminates on June 30, 2022 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.
- 3. Scope of Services. Contractor's primary goals are to attract a growing number of visitors to Pima County and Southern Arizona, and to generate increased direct spending and economic impact from those travelers. Contractor will use its best efforts to meet the 2021-22 goals set forth in the performance measures attached as Exhibit A, (two pages) the "2021-22 Goals".
 - 3.1 Contractor will develop an annual marketing plan/program of work, with upfront input from the County, to help accomplish those goals.
 - 3.2 Contractor will use County's investment, along with revenue from additional public and private sources, to hire and deploy a professional staff and contractors, and to plan and implement programs that help attract visitors and their spending.
- 4. County Priorities. Contractor agrees to execute the following 2021-22 County priorities:
 - 4.1 Marketing. Contractor will market, promote and advertise in targeted domestic and international feeder markets: Pima County attractions and venues; events; lodging, golf and spas; unique dining; medical tourism; geo-tourism; cycling, The Loop and outdoor adventure opportunities; guest ranches; downtown; Mt. Lemmon and other areas outside metro Tucson within unincorporated Pima County; and additional regional attributes that distinguish Pima County and Southern Arizona from competitive destinations.
 - 4.2 **Public Relations.** Contractor will target regional, national and international media with story ideas to generate positive coverage about travel to and within County and Southern Arizona.
 - 4.3 **Convention Sales & Services.** Contractor will work with hotels, resorts and venues throughout County to bring in additional meeting room nights. Contractor will work with planners of incoming meetings to connect them to Visit Tucson partner businesses that can enhance their meeting experiences.
 - 4.4 **Mexico Marketing.** Contractor will market and sell travel assets in County and Southern Arizona to Mexican travelers. Contractor will work with U.S. and Mexico officials to enhance the processes for Mexican visitors to travel between Mexico and County/Southern Arizona. Contractor will work to create and sustain additional travel options for Mexican travelers to and from County/Southern Arizona. Contractor will provide County with office space at Contractor's Hermosillo visitor center to meet with Mexican businesses looking to expand into County.
 - 4.5 **Sports.** Contractor will market and promote the use of County venues, in cooperation with County, to youth, amateur and professional organizations, groups and teams from outside Southern Arizona. Contractor will actively market the Kino Complex expansion

- throughout the term of this Contract. Contractor will engage in similar efforts for municipalities in Pima County with which it contracts.
- 4.6 **Tourism.** Contractor will work to grow the number of domestic and international tour operators and travel agents who sell County/Southern Arizona itineraries. Contractor will also work with motor coach tour operators to increase trips to and stops in County and Southern Arizona.
- 4.7 **Film.** Contractor will help to grow direct spending in County and Southern Arizona by targeting producers of independent films, reality and other television series, music videos, and print, digital and television commercials, to film their productions in County and Southern Arizona. Contractor will work with Pima County to upload Pima County properties into database to attract film scouts to possible locations. Contractor will provide quarterly information on filming within Pima County including film permit locations.

5. Partnership and Other Services.

- 5.1 **Partnership.** Contractor will operate a partnership (membership) program for companies operating in Pima County and Southern Arizona to invest in and benefit from Visit Tucson's programs. The private-sector revenue generated from this program will augment Visit Tucson's bed-tax (public) funding, while better connecting these businesses with incoming travelers and groups.
- Visitor Services. Contractor will support Pima County in operation of the Regional Visitor Center in the Historic Courthouse by providing at its expense one and a half trained employees to help staff the Regional Visitor Center during its normal operating hours. Contractor will continue to distribute visitor guides and gem show materials. Contractor will pay all costs associated with purchasing, leasing, installing and maintaining kiosks in the Regional Visitor Center. Contractor and Pima County will mutually agree on the design, style, size and location of any kiosk before it is installed in the Regional Visitor Center. Contractor will work with and refer visitor center volunteers to Pima County, should Pima County opt to create a volunteer program to help with the operation of the Regional Visitors Center. Contractor will provide a CTA training program within the market.
- 5.3 Collaboration. Contractor will collaborate with its partner businesses, County, other public funding stakeholders and with economic development, attractions, lodging, arts and cultural, and other regional organizations on initiatives that benefit tourism, economic development and quality of life throughout Pima County. Contractor will work to increase its revenue, and leverage the County's investment in Contractor, by entering into investment agreements from municipalities throughout Pima County and with partner businesses.
- 5.4 **Events.** Contractor will market, and, in some cases, invest in, existing and new events in Pima County that Contractor believes have promise to attract visitors from outside Southern Arizona.
- 5.5 **Capital Projects.** Contractor will work with public and private stakeholders to identify capital projects throughout Pima County, and possible funding sources for those

projects, that have the potential to attract additional travelers to the region.

- 6. **Reporting.** Contractor will provide quarterly written reports to County outlining progress toward all aspects of this Agreement, including the Contractor's 2021-22 Goals. Reports for the previous quarter's results and activities will be due to County on October 25, 2021, January 24, 2022, April 25, 2022 and July 25, 2022.
 - 6.1 Contractor will provide County with Metro Tucson competitive set lodging reports in August 2021 covering July 2020-June 2021 lodging, and in February 2022 covering January-December 2021 lodging as set forth in **Exhibit B (one page)**. The reports will cover, but are not limited to, Metro Tucson's performance against cities in the western and southwestern United States regarding hotel occupancy, average daily rates, and revenue per available room.
- 7. **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. **Public Access to Records.** Contractor will allow any requesting member of the public access to all records relating to its funds and activities, including the Fiscal Year 2021-22 Budget as set forth in **Exhibit C (one page)**.
- 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 2021-2022, not to exceed a total of \$2,850,000.00. County will distribute the funds as they are received by the County from the Department of Revenue.

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." Contractor will, at its expense, provide the Board of Supervisors with either audited financial statements prepared in accordance with federal single audit regulations or financial statements prepared in accordance with generally accepted accounting principles and audited by an independent certified public accountant, covering the fiscal year covered by this Contract. The audit requirements in this Section 11, and the reporting obligations in Section 7, survive expiration of the term of this Contract.

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, in addition to the financial reporting required in Section 10.1 above, may require Contractor to provide a program-specific or financial audit at any time by providing written notice to Contractor, to confirm that City of Tucson, Pima County, Oro Valley and any other funds collected by Contractor are

used to promote the entire region. 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.

10.3. All audits provided under this Section must be performed by a qualified independent accounting firm and a written audit report submitted to County. The annual audit required by Section 10.1 must be submitted no later than three (3) months after the close of the fiscal year covered by this Contract unless other time is specified by County. It must include any response Contractor wishes to make concerning any audit findings. Audits must be submitted to:

Diane Frisch, Director Pima County Attractions & Tourism 115 North Church Avenue, Suite 221 Tucson, Arizona 85701 520.724.7355

- 10.4. Contractor will pay all costs for audits and County is not responsible for audit costs. Funds provided by Pima County under this Contract may be used to pay for an audit provided the cost is reasonable and is specifically included in the budget attached as Exhibit C.
- 11. **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.
- 12. 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.
- 13. Insurance. Contractor will procure and maintain at its own expense insurance policies (the "Required Insurance") satisfying the below requirements (the "Insurance Requirements") until all its obligations under this Contract have been met. The below Insurance Requirements are minimum requirements for this Contract and in no way limit Contractor's indemnity obligations under this Contract. The County in no way warrants that the required insurance is sufficient to protect the Contractor for liabilities that may arise from or relate to this Contract. If necessary, Contractor may obtain commercial umbrella or excess insurance to satisfy the Insurance Requirements.

13.1. Insurance Coverages and Limits:

- 13.1.1. Commercial General Liability (CGL) Occurrence Form covering liability arising from premises, independent contractors, personal injury, bodily injury, broad form contractual liability and products-completed operations with minimum limits not less than \$2,000,000.00 Each Occurrence and \$2,000,000.00 General Aggregate.
- 13.1.2. <u>Business Automobile Liability</u> Coverage for any owned, leased, hired, and/or non-owned autos assigned to or used in the performance of this Contract with minimum limits not less than \$1,000,000.00 Each Accident.
- 13.1.3. Workers' Compensation and Employers' Liability Workers' Compensation with Employers Liability limits of \$1,000,000.00 each accident and \$1,000,000.00 each employee disease. Workers' Compensation statutory coverage is compulsory for employers of one or more employees.

13.2. Additional Coverage Requirements:

- 13.2.1. Claims Made Coverage: If any part of the Required Insurance is written on a claims-made basis, any policy retroactive date must precede the effective date of this Contract, and Contractor must maintain such coverage for a period of not less than three (3) years following Contract expiration, termination or cancellation.
- 13.2.2. Additional Insured Endorsement: The General Liability, Business Automobile Liability shall each be endorsed to include Pima County, its departments, districts, officials, agents, and employees as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Contractor.
- 13.2.3. <u>Subrogation Endorsement</u>: The General Liability, Business Automobile Liability, Workers' Compensation and Technology E&O Policies shall each contain a waiver of subrogation endorsement in favor of Pima County, and its departments, districts, officials, agents, and employees for losses arising from work performed by or on behalf of the Contractor.
- 13.2.4. <u>Primary Insurance Endorsement</u>: The Required Insurance policies must stipulate that they are primary and that any insurance carried by County, or its agents, officials, or employees, is excess and not contributory insurance.
- 13.2.5. The Required Insurance policies may not obligate County to pay any portion of Contractor's deductible or Self Insurance Retention (SIR).
- 13.2.6. <u>Subcontractors</u>: Contractor must either (a) include all subcontractors as additional insureds under its Required Insurance policies, or (b) require each subcontractor to separately meet all Insurance Requirements and verify that each subcontractor has done so, Contractor must furnish, if requested by County, appropriate insurance certificates for each subcontractor. Contractor must obtain County's approval of any subcontractor request to modify the Insurance Requirements as to that subcontractor.

13.3. Notice of Cancellation:

Contractor must notify County, within two (2) business days of Contractor's receipt of notice from an insurer, if any Required Insurance policy is suspended, voided, or cancelled for any reason. Notice must include the Pima County project or contract number and project description.

13.4. Verification of Coverage:

- 13.4.1. Contractor must furnish County with a certificate of insurance (valid ACORD form or equivalent approved by Pima County) for each Required Insurance policy, which must specify that the policy has all the required endorsements, and must include the Pima County project or contract number and project description. Each certificate must be signed by an authorized representative of the insurer.
- 13.4.2. County may at any time require Contractor to provide a complete copy of any Required Insurance policy or endorsement. Note: Contractors for larger projects must provide actual copies of the additional insured and subrogation endorsements.
- 13.4.3. Contractor must provide the certificates to County before work commences. Each Required Insurance policy must be in effect at least 10 days before work under this Contract commences. Contractor must provide County a renewal certificate not less than 15 days prior to a Required Insurance policy's expiration date. Failure to maintain the Required Insurance policies, or to provide evidence of renewal, is a material breach of this Contract.
- 13.4.4. All insurance certificates must be sent directly to the appropriate County Department.

13.5. Approval and Modifications:

The Pima County Risk Manager may modify the Insurance Requirements at any point during the Term of this Contract. This can be done administratively, with written notice from the Risk Manager and does not require a formal Contract amendment. Neither the County's failure to obtain a required insurance certificate or endorsement, the County's failure to object to a non-complying insurance certificate or endorsement, nor the County's receipt of any other information from the Contractor, its insurance broker(s) and/or insurer(s), constitutes a waiver of any of the Insurance Requirements.

14. **Indemnification**. To the fullest extent permitted by law, Contractor will defend, indemnify, and hold harmless Pima County and any related taxing district, and the officials and employees of each of them (collectively, "<u>Indemnitees</u>") from and against any and all claims, actions, liabilities, losses, and expenses (including reasonable attorney fees) (collectively, "<u>Claims</u>") arising out of actual or alleged injury of any person (including death) or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by any act or omission of Contractor or any of Contractor's directors, officers, agents, employees, volunteers, or subcontractors. This indemnity includes any claim or amount arising or recovered under the Workers' Compensation Law or arising out of the failure of Contractor to conform to any federal, state or local law, statute, ordinance, rule, regulation

or court decree. The Indemnitee will, in all instances, except for Claims arising solely from the acts or omissions of the Indemnitee, be indemnified by Contractor from and against any and all Claims. Contractor is responsible for primary loss investigation, defense and judgment costs for any Claim to which this indemnity applies. This indemnity will survive the expiration or termination of this Contract.

15. Laws and Regulations.

- 15.1. <u>Compliance with Laws</u>. Contractor will comply with all federal, state, and local laws, rules, regulations, standards and Executive Orders.
- 15.2. <u>Licensing</u>. Contractor warrants that it is appropriately licensed to provide the services under this Contract and that its subcontractors will be appropriately licensed.
- 15.3. <u>Choice of Law; Venue.</u> The laws and regulations of the State of Arizona govern the rights and obligations of the parties under this Contract. Any action relating to this Contract must be filed and maintained in the appropriate court of the State of Arizona in Pima County.
- 16. Independent Contractor. Contractor is an independent contractor. Neither Contractor, nor any of Contractor's officers, agents or employees will be considered an employee of Pima County for any purpose or be entitled to receive any employment-related benefits, or assert any protections, under the Pima County Merit System. Contractor is responsible for paying all federal, state and local taxes on the compensation received by Contractor under this Contract and will indemnify and hold County harmless from any and all liability that County may incur because of Contractor's failure to pay such taxes.
- 17. **Subcontractors**. Contractor is 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 the Contractor is responsible for the acts and omissions of its own employees. 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.
- 18. **Assignment**. Contractor may not assign its rights or obligations under this Contract, in whole or in part, without the County's prior written approval. County may withhold approval at its sole discretion.
- 19. **Non-Discrimination**. Contractor will comply with all provisions and requirements of Arizona Executive Order 2009-09, which is hereby incorporated into this contract, including flow-down of all provisions and requirements to any subcontractors. During the performance of this Contract, Contractor will 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.
- Americans with Disabilities Act. Contractor will comply with Title II of the Americans with Disabilities Act (Public Law 110-325, 42 U.S.C.§§ 12101-12213) and the federal regulations for Title II (28 CFR Part 35).

- 21. **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 will not be liable to Contractor or any third party by reason of such determination or by reason of this Contract.
- 22. **Full and Complete Performance**. The failure of either party to insist, in one or more instances, upon the other party's complete and satisfactory performance under this Contract, or to take any action based on the other party's failure to completely and satisfactorily perform, is not a waiver of that party's right to insist upon complete and satisfactory performance, or compliance with any other covenant or condition in this Contract, 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.
- 23. Cancellation for Conflict of Interest. This Contract is subject to cancellation for conflict of interest pursuant to A.R.S. § 38-511, the pertinent provisions of which are incorporated into this Contract by reference.

24. Termination by County.

- 24.1. <u>Without Cause</u>. County may terminate this Contract at any time without cause by notifying Contractor, in writing, at least 30 days before the effective date of the termination. In the event of such termination, County's only obligation to Contractor will be payment for services rendered prior to the date of termination.
- 24.2. <u>With Cause</u>. County may terminate this Contract at any time without advance notice and without further obligation to County when County finds Contractor to be in default of any provision of this Contract.
- 24.3. <u>Non-Appropriation</u>. Notwithstanding any other provision in this Contract, County may terminate this Contract 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 to pay for services rendered prior to termination.
- 25. **Notice**. Any notice required or permitted to be given under this Contract must be in writing and be served by personal delivery or by certified mail upon the other party as follows:

County:

Diane Frisch, Director Pima County Attractions & Tourism 115 North Church Avenue, Suite 221 Tucson, Arizona 85701 520.724.7355

Contractor:

Mr. Brent DeRaad, President and CEO Metropolitan Tucson Convention Visitors Bureau dba: Visit Tucson 115 North Church Avenue, Suite 200 Tucson, Arizona 85701 520.624.1817

26. **Non-Exclusive Contract**. Contractor understands that this Contract is nonexclusive and is for the sole convenience of County. County reserves the right to obtain like services from other sources for any reason.

- 27. **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.
- 28. **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.
- 29. **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.
- 30. **Books and Records**. Contractor will keep and maintain proper and complete books, records and accounts, which will be open at all reasonable times for inspection and audit by duly authorized representatives of County. In addition, Contractor will retain all records relating to this Contract for at least five (5) years after its expiration or termination or, if later, until any related pending proceeding or litigation has concluded.

31. Public Records.

- 31.1. Disclosure. Pursuant to A.R.S. § 39-121 et seq., and A.R.S. § 34-603(H) in the case of construction or Architectural and Engineering services procured under A.R.S. Title 34, Chapter 6, all documents submitted in response to the solicitation resulting in award of this Contract, including, but not limited to, pricing schedules, product specifications, work plans, and any supporting documents, are public records. As such, those documents are subject to release and/or review by the general public upon request, including competitors.
- 31.2. Records Marked Confidential; Notice and Protective Order. If Contractor reasonably believes that some of those records contain proprietary, trade-secret or otherwise-confidential information, Contractor must prominently mark those records "CONFIDENTIAL." In the event a public-records request is submitted to County for records marked CONFIDENTIAL, County will notify Contractor of the request as soon as reasonably possible. County will release the records 10 business days after the date of that notice, unless Contractor has, within that period, secured an appropriate order from a court of competent jurisdiction, enjoining the release of the records. County will not, under any circumstances, be responsible for securing such an order, nor will County be in any way financially responsible for any costs associated with securing such an order.

32. Legal Arizona Workers Act Compliance.

32.1. Compliance with Immigration Laws. Contractor hereby warrants that it will at all times during the term of this Contract comply with all federal immigration laws applicable to its 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.
- 32.2. <u>Books & Records</u>. 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.
- 32.3. Remedies for Breach of Warranty. 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. Any additional costs attributable directly or indirectly to such remedial action are the responsibility of Contractor.
- 32.4. <u>Subcontractors</u>. Contractor will advise each subcontractor of County's rights, and the subcontractor's obligations, under this Section 32 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. § 23-214 (A). Subcontractor further agrees that County may inspect the Subcontractor's books and records to insure that 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."

- 33. **Grant Compliance**. Not Applicable.
- 34. **Israel Boycott Certification**. Pursuant to A.R.S. § 35-393.01, if Contractor engages in forprofit activity and has 10 or more employees, and if this Contract has a value of \$100,000.00 or more, Contractor certifies it is not currently engaged in, and agrees for the duration of this Contract to not engage in, a boycott of goods or services from Israel. This certification does not apply to a boycott prohibited by 50 U.S.C. § 4842 or a regulation issued pursuant to 50 U.S.C. § 4842.
- 35. **Amendment**. The parties may modify, amend, alter or extend this Contract only by a written amendment signed by the parties.
- 36. **Entire Agreement**. This document constitutes the entire agreement between the parties pertaining to the subject matter it addresses, and this Contract supersedes all prior or contemporaneous agreements and understandings, oral or written.

This agreement will become effective when all parties have signed it. The effective date of the agreement will be the date this agreement is signed by the last party (as indicated by the date associated with that party's signature).

PIMA COUNTY	CONTRACTOR
	BtArRaad
Chair, Board of Supervisors	Authorized Officer Signature
	Drut Alhaad
Date	Printed Name and Title
	<u>June 28, 2021</u> Date
ATTEST	Date
Clerk of the Board	
Date	
APPROVED AS TO FORM	APPROVED AS TO CONTENT
Victoria Rockinge	Dan Z FRANCE
Deputy County Attorney	Diane Frisch, Director, Attractions & Tourism
Victoria Buchinger	June 28, 2021
Print DCA Name	Date ¹
June 28, 2021	

Date

EXHIBIT A

Visit Tucson 2021-22 Performance Indicators & Measures

KEY MEASURES OF PERFORMANCE Marketing	2020-21 Goal	July 1, 2020- May 31, 2021	2021-22 Goal
Social media engagement	2,000,000	4,644,548	4,000,000
Users to Visit Tucson's website	1,000,000	732,552	1,000,000
	_,,,	, , ,	, ,
Public Relations			
Generate media coverage value	\$20,000,000	\$29,547,814	\$30,000,000
Sales			
Bookings	230	203	275
Room nights	120,000	117,723	150,000
TCC room nights (meetings & sports)	15,000	0	20,000
Economic impact	\$45,000,000	\$57,951,599	\$60,000,000
Services			
Number of meetings serviced	230	27	275
Sports	25	24	F.O.
Bookings	35	24	50
Room Nights	28,000	7,459	35,000
Economic Impact	\$12,000,000	\$4,020,429	\$18,000,000
Mexico Trade & Marketing			
Attract consumers to Sonora tradeshows	5,000	0	10,000
Consumers engaged on Vamos Facebook page	80,000	36,683	80,000
Trade/tourism meetings with Mexico officials	14	12	14
Trade, tourish frieedings with Mexico officials			
Tourism			
Travel professionals trained/educated	275	1,305	4,000
Room nights	2,500	1,227	800
,			
Film			
Projects booked and aided	35	18	35
Direct spending	\$6,500,000	\$6,059,795	\$7,500,000

EXHIBIT A

Visit Tucson 2021-22 Performance Indicators & Measures

Oro Valley Performance Measures	2020-21 Goal	2021-22 Goal
Meeting room nights	12,600	20,000
Sports room nights	4,200	6,500
Visitors guide ad	half-page	half-page
Visitors guide copy/photos	full page	full page
Host visitorovalley.org	x	x
Provide quarterly web traffic reports with quarterly users	X	X
Use Oro Valley info throughout visittucson.org	x	×
	2	4
Posts per month on Visit Tucson social media	2	4
Promote OV as a winter training site for aquatics &	.,	
cycling	Х	х
Provide 60-90 video highlighting Oro Valley	X	Х
Promote Oro Valley as film/TV/ad production site	X	X
Visit Tucson board seat appointed by Oro Valley Town		
Council	х	X
Rebate 5% into tourism activities that benefit Town	x	x
Visit Tucson presents quarterly performance reports to Town and provides an annual presentation to Town		
Council	X	x

END OF EXHIBIT A

EXHIBIT B

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Tucson Competiti		nJanu	ary-December 20	20												
Updated: January			<u> </u>													
Source: STR (Occi				L		L		İ		J		L		ertles		L
	7-17/6-18 Occupancy	Rank	1-18/12-18 Occupancy	Rank	7-18/6-19	A annual in	1-19/12-1	A	7-19/6-20	Rank	1-20/12-20 Occupancy	Rank	Census		Census	Sample
Tucson	64.9%	13	65.8%	13	Occupancy 65.9%	Rank 14	Occupancy 67.3%	Rank 13	Occupancy 56.6%		47.0%	RAIIK	153	98	15,648	12,811
Phoenix	68.6%	10	69.7%	T8	70.1%	8	70.7%	7	59.5%	- 15	49.8%	2	506		67,024	56,927
Scottsdale	69.1%	8	69.7%	T8	69.8%		70.4%	9	56.0%	12	40.6%	13	80		15,699	15,342
Albuquerque	63.4%	14	64.7%	14	66.5%	12	67.8%	12	55.9%		45.2%	5	166		16,781	13,671
Palm Springs	61.7%	15	61.6%	15	61.9%	15	62.1%	STATE STREET	52.7%		42.8%	9	144	79	15,052	11,821
San Diego	77.9%	2	78.7%	2	77.9%	2	76.7%	2	64.0%	2	48.4%	3	489	345	62,677	53,494
San Francisco	82.5%	1	81.9%	1	81.7%	1	82.0%	1	65.7%	1	41.8%	11	376	191	41,125	31,688
Portland	73.5%	4	73.2%	4	72.8%	5	72.1%	T5	57.4%		40.9%	12	290	223	28,414	25,590
Denver	73.3%	5	73.1%	5	73.2%	4	73.9%	T3	59.7%		42.9%	8	382	316	52,457	49,181
Las Vegas	70.5%		70.5%	6	71.4%	6	70.6%	8	61.0%		43.8%	6	387	144	162,872	29,442
Seattle	75.6%	3	75.1%	3	74.0%	3	73.9%	Т3	59.2%		37.9%	14	367	269	47,406	43,052
San Antonio	65.1%	12	66.0%	12	66.4%	13	66.4%	14	54.2%		42.2%	10	442	339	46,978	41,770
Santa Fe	67.8%	11	69.0%	11	69.3%	11	70.3%	10	57.2%	10	37.8% 54.0%	15	65 124	90	5,745	4,801
Colorado Springs	68.8%	9	69.7%	T8	69,8%	Т9	69.9%	11	58.7%	:			370	315	11,752	9,903 39,958
Austin	71.1%	6	70.3%	7	71.2%	7	72.1%	T5	58.0%	8	43.1%		3/0	315	43,052	39,938
and the second of bloods of the test of the	7-17/6-18	L	1-18/12-18		7-18/6-19	d	1-9/12-19	J	7-19/6-20	I	1-20/12-20	L			 	
	7-17/6-18	Rank	1-18/12-10 Rate	Rank	7-18/6-19 Rate	Rank	1-9/12-19 Rate	Rank	7-19/6-20 Rate	Rank	1-20/12-20 Rate	Rank	¥		1	
Tucson	\$107.25	14	\$111.60	14	\$113.92	13	\$115.05	13	\$109.67	13	\$104.67	q	*********		1	
Phoenix	\$128.39	10	\$129.78	10	\$132.42	10	\$133.36		\$123.97	10	\$116.34	5		† · · · · †	1	l
Scottsdale	\$192.98	2	\$196.80	2	\$201.51	2	\$204.20		\$193.89	2	\$196.79	1			1	
Albuquerque	\$82.90	15	\$84.25	15	\$86.64	15	\$89.17	15	\$84.52	15	\$71.14	15		i i	1	
Palm Springs	\$169.52	3	\$170.72	3	\$172.22	3	\$172.38		\$153,26	4	\$155.64	3				
San Diego	\$161.51	5	\$166.30	4	\$168.61	4	\$166.78		\$155.68	3	\$130.03	4			Ĭ.	
San Francisco	\$234.30	1	\$241.33	1	\$251.47	1	\$251.24	1	\$237.02	1	\$177.30	2	-,			
Portland	\$136.10	7	\$136.62	8	\$136.75	8	\$135.55	9	\$128.09	8	\$99.27	11				
Denver	\$131.49	9	\$131.63	9	\$133.25	9	\$135.67	8	\$127.31	9	\$94.88	13				
Las Vegas	\$115.58	12	\$114.44	13	\$115.50	12	\$117.74	12	\$113.76	12	\$97.94	12				
Seattle	\$161.77	4	\$165.09	5	\$163.49	5	\$160.74	5	\$151.07	5	\$106.77	7			[
San Antonio	\$114.18	13	\$115.72	12	\$113.46	14	\$113.13	14	\$104.70	14	\$88.81	14		l		
Santa Fe	\$134.60	8	\$139.50	7	\$140.70	7	\$143.06	7	\$141.05	6	\$107.60	6	******			
Colorado Springs	\$125.81	11	\$126.75	11	\$125.66	11	\$130.37	11	\$120.96	11	\$105.64	8				
Austin	\$139.38	6	\$140.76	6	\$142.36	6	\$144.02	6	\$130.19	7	\$102.04	10			ļ	
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	7 4 7 6 4 6	1	4 40/40 4	L	7 40/5 40	J	1-9/12-19	l		1	1-20/12-20				ļ	
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Tucson		I Double I	DeviDAD		7-18/6-19	Y		,	7-19/6-20							
		Rank	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank				
* #14 64 4 1 9 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	\$71.03	14	\$73.45	Rank 14	RevPAR \$75.10	Rank 14	RevPAR \$77.46	Rank 13	RevPAR \$62.13		RevPAR \$49.24					
Phoenix	\$71.03 \$88.05	******	\$73.45 \$90.42	Rank	RevPAR \$75.10 \$92.87	Rank 14 10	RevPAR \$77.46 \$94.23	Rank 13 10	RevPAR \$62.13 \$73.82	Rank	RevPAR \$49.24 \$57.97					
Phoenix Scottsdale	\$71.03 \$88.05 \$133.35	14 10 2	\$73.45 \$90.42 \$136.99	Rank 14 10 2	\$75.10 \$92.87 \$140.75	Rank 14 10 2	RevPAR \$77.46 \$94.23 \$143.72	Rank 13 10 2	RevPAR \$62.13 \$73.82 \$108.65	Rank 13 9 2	RevPAR \$49.24 \$57.97 \$79.86	Rank 7 5				
Phoenix Scottsdale Albuquerque	\$71.03 \$88.05 \$133.35 \$52.52	14 10 2 15	\$73.45 \$90.42 \$136.99 \$54.53	Rank 14 10 2 15	RevPAR \$75.10 \$92.87 \$140.75 \$57.63	14 10 2 15	RevPAR \$77.46 \$94.23 \$143.72 \$60.44	Rank 13 10 2 15	RevPAR \$62.13 \$73.82 \$108.65 \$47.22	Rank	RevPAR \$49.24 \$57.97 \$79.86 \$32.18					
Phoenix Scottsdale Albuquerque Palm Springs	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57	14 10 2	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19	Rank 14 10 2	RevPAR \$75,10 \$92.87 \$140.75 \$57,63 \$106.52	14 10 2 15 5	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.06	Rank 13 10 2 15	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81	Rank 13 9 2	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56	Rank 7 5				
Phoenix Scottsdale Albuquerque Palm Springs San Diego	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86	14 10 2 15	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93	Rank 14 10 2 15	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$131.37	Rank 14 10 2 15 5	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.06 \$127.95	Rank 13 10 2 15	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69	Rank 13 9 2	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88	Rank 7 5				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23	14 10 2 15	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19	Rank 14 10 2 15	RevPAR \$75,10 \$92.87 \$140.75 \$57,63 \$106.52	14 10 2 15 5	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.06	Rank 13 10 2 15	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81	Rank 13 9 2	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56	Rank 7 5				
Phoenix Scottsdale Albuquerque Palm Springs San Diego	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86	14 10 2 15	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93 \$197.72	Rank 14 10 2 15 5 3	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$131.37 \$205.37	Rank 14 10 2 15 5	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.06 \$127.95 \$205.99	Rank 13 10 2 15 5 3	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62	Rank 13 9 2 15 5 3	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03	Rank 7 5 1 15 3 4				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97	14 10 2 15 5 3 1	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02	Rank 14 10 2 15 5 3 1	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$131.37 \$205.37 \$99.59	Rank 14 10 2 15 5 3 1	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.06 \$127.95 \$205.99 \$97.80	Rank 13 10 2 15 5 3 1	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47	Rank 13 9 2 15 5 3	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03	Rank 7 5 1 15 3 4 2				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40	14 10 2 15 5 3 1 6	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02 \$96.26	Rank 14 10 2 15 5 3 1 6 78 12	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$131.37 \$205.37 \$99.59	Rank 14 10 2 15 5 3 1 7 7 8 12	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.06 \$127.95 \$205.99 \$97.80 \$100.27	Rank 13 10 2 15 5 3 1	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47	13 9 2 15 5 3 1 10 7	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62	Rank 7 5 1 15 3 4 2 13				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53	14 10 2 15 5 3 1 6	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02 \$96.26 \$80.68	Rank 14 10 2 15 5 3 1 6 78 12 4	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$131.37 \$205.37 \$99.59 \$97.49 \$82.45	Rank 14 10 2 15 5 3 1 7 78 12 4 13	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.06 \$127.95 \$205.99 \$97.80 \$100.27 \$83.12	Rank 13 10 2 15 5 3 1 9 8 12	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36	13 9 2 15 5 3 1 10 7	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93	Rank 7 5 1 15 3 4 2 13 10				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32	14 10 2 15 5 3 1 6 8 12 4 13	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02 \$96.26 \$80.68 \$123.94	Rank 14 10 2 15 5 3 1 6 78 12 4 13	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$313.37 \$205.37 \$99.59 \$97.49 \$82.45 \$120.92 \$75.33 \$97.49	Rank 14 10 2 15 5 3 1 7 T8 12 4 13 T8	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.05 \$127.95 \$205.99 \$97.80 \$100.27 \$83.12 \$118.86 \$75.51 \$100.60	Rank 13 10 2 15 5 3 1 9 8 12 4 14	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$89.45 \$56.75 \$80.75	13 9 2 15 5 3 1 10 7	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.47	Rank 7 5 1 15 3 4 2 13 10 9				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58	14 10 2 15 5 3 1 6 8 12 4	\$73.45 \$90.42 \$13.6.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02 \$96.26 \$80.68 \$123.94 \$76.37 \$96.26 \$88.37	Rank 14 10 2 15 5 3 1 6 78 12 4	RevPAR \$75.10 \$92.87 \$440.75 \$57.63 \$106.52 \$3131.37 \$205.37 \$99.59 \$97.49 \$82.45 \$120.92 \$75.33 \$97.49 \$87.72	Rank 14 10 2 15 5 3 1 7 78 12 4 13	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.05 \$127.95 \$205.99 \$97.80 \$100.27 \$83.12 \$118.86 \$75.10 \$100.60 \$91.17	Rank 13 10 2 15 5 3 1 9 8 12	RevPAR 562.13 573.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$89.45 \$56.75 \$80.75	13 9 2 15 5 3 1 10 7	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.47 \$37.50 \$40.62	Rank 7 5 1 15 3 4 2 13 10 9 12				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34	14 10 2 15 5 3 1 6 8 12 4 13	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02 \$96.26 \$80.68 \$123.94 \$76.37 \$96.26	Rank 14 10 2 15 5 3 1 6 78 12 4 13	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$313.37 \$205.37 \$99.59 \$97.49 \$82.45 \$120.92 \$75.33 \$97.49	Rank 14 10 2 15 5 3 1 7 T8 12 4 13 T8	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.05 \$127.95 \$205.99 \$97.80 \$100.27 \$83.12 \$118.86 \$75.51 \$100.60	Rank 13 10 2 15 5 3 1 9 8 12 4 14	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$89.45 \$56.75 \$80.75	13 9 2 15 5 3 1 10 7	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.47 \$37.50 \$40.67	Rank 7 5 1 15 3 4 2 13 10 9 12				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs	\$71.03 \$88.05 \$1333.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07	14 10 2 15 5 3 1 6 8 12 4 13 9 9	\$73.45 \$90.42 \$13.6.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02 \$96.26 \$80.68 \$123.94 \$76.37 \$96.26 \$88.37 \$98.89	Rank 14 10 2 15 5 3 1 6 T8 12 4 13 T8 11 7	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$131.37 \$205.37 \$99.59 \$97.49 \$82.45 \$120.92 \$75.33 \$97.49 \$87.72 \$101.43	Rank 14 10 2 15 5 3 1 7 T8 12 4 13 T8 11 6	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.05 \$205.99 \$97.80 \$100.27 \$83.12 \$118.86 \$75.10 \$10.60 \$91.17	Rank 13 10 2 15 5 3 11 9 8 12 4 14 17 7	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$83.45 \$56.75 \$71.01 \$75.50	Rank 13 9 2 15 5 3 1 10 7 12 4 14 6	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.47 \$37.50 \$40.67 \$57.01	Rank 7 5 15 3 4 2 13 10 9 12 14 11 6 8				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07	14 10 2 15 5 3 1 6 8 12 4 13 9 11	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02 \$96.26 \$123.94 \$76.37 \$96.26 \$88.37 \$98.89	Rank 14 10 2 15 5 3 1 6 T8 12 4 13 T8 11 7	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$313.37 \$205.37 \$95.59 \$97.49 \$82.45 \$120.92 \$75.33 \$97.49 \$87.72 \$101.43	Rank 14 10 2 15 5 3 1 7 T8 12 4 13 T8 11 6	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.05 \$127.95 \$205.99 \$97.80 \$100.27 \$83.12 \$118.86 \$75.10 \$100.60 \$91.17 \$103.83	Rank 13 10 2 15 5 3 1 9 8 12 4 14 7	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$89.45 \$56.75 \$80.75 \$71.01 \$75.50	Rank 13 9 2 15 5 3 1 10 7 12 4 14 6 11 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.47 \$37.50 \$40.67 \$57.01 \$43.99	Rank 7 5 15 3 4 2 13 10 9 12 14 11 6 8				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07	14 10 2 15 5 3 1 6 8 12 4 13 9 9	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02 \$96.26 \$80.68 \$1123.94 \$76.37 \$96.26 \$88.37 \$98.89	Rank 14 10 2 15 5 3 1 6 T8 12 4 13 T8 11 7	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$313.37 \$205.37 \$99.59 \$97.49 \$82.45 \$120.92 \$75.33 \$97.49 \$87.72 \$101.43	Rank 14 10 2 15 5 3 1 7 T8 12 4 13 T8 11 6	RevPAR \$77.46 \$94.23 \$143.72 \$60.44 \$107.05 \$127.95 \$97.80 \$100.27 \$83.12 \$118.86 \$75.10 \$100.60 \$91.17 \$103.83	Rank 13 10 2 15 5 3 11 9 8 12 4 14 17 7	RevPAR	Rank 13 9 2 15 5 3 1 10 7 12 4 14 6 11 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.47 \$37.50 \$40.62 \$43.99	Rank 7 5 15 3 4 2 13 10 9 12 14 11 6 8				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin	\$71.03 \$88.05 \$1333.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105	14 10 2 15 5 3 1 6 8 12 4 13 9 11	\$73.45 \$90.42 \$13.6.99 \$54.53 \$105.19 \$130.03 \$197.72 \$100.02 \$96.26 \$80.68 \$123.94 \$76.37 \$96.26 \$88.37 \$98.89	Rank 14 10 2 15 5 3 1 6 T8 12 4 13 T8 11 7	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$131.37 \$205.37 \$99.59 \$97.49 \$82.45 \$120.92 \$75.33 \$97.49 \$87.72 \$101.43 \$87.72 \$101.43 \$87.72 \$101.43	Rank 14 10 2 15 5 3 1 7 T8 12 4 13 T8 11 6	RevPAR	Rank 13 10 2 15 5 3 1 9 8 12 4 14 7 11 6	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$83.45 \$56.75 \$71.01 \$75.50 \$71.01 \$75.50 \$71.01 \$75.50 \$71.01 \$75.50 \$71.01	Rank 13 9 2 15 5 3 1 10 7 12 4 14 6 11 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.73 \$40.67 \$37.50 \$40.67 \$77.01	Rank 7 5 15 3 4 2 13 10 9 12 14 11 6 8				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Annolio Santa Fe Colorado Springs Austin Tucson Phoenix	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105 \$2,082.001.506	14 10 2 15 5 3 1 6 8 12 4 13 9 11 7	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02 \$96.26 \$80.68 \$123.94 \$76.37 \$96.26 \$88.37 \$98.89 \$118/12-18	Rank 14 10 10 10 10 10 10 10 10 10 10 10 10 10	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$131.37 \$205.37 \$95.59 \$97.49 \$82.45 \$120.92 \$75.33 \$97.49 \$87.72 \$101.43 7-18/6-19 Room Revenue \$422,477,011 \$2,230,727,631	Rank 124 125 125 125 125 125 125 125 125 125 125	RevPAR	Rank 13 10 2 15 5 5 3 3 1 1 4 4 14 7 7 11 6 6 Rank 12 4 4	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$59.36 \$89.45 \$56.75 \$80.75 \$71.01 \$75.50 7-19/6-20 Room Revenue \$344.531.233 \$1,759,934,910	Rank 13 9 9 2 15 5 5 5 10 10 7 7 12 4 4 6 6 11 8 8 Rank 12 4 4	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.47 \$37.50 \$40.67 \$57.01 \$43.99 1-20/12-20 Room Revenue \$274,650,887 \$1,366,807,618	Rank 7 5 15 3 4 2 13 10 9 12 14 11 6 8				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406,411,105 \$2,082,001,506 \$727,500,356	14 10 2 15 3 1 6 8 12 4 13 3 9 11 7 7	\$73,45 \$90,42 \$136,99 \$54,53 \$105,19 \$130,93 \$197,72 \$100,02 \$96,26 \$80,68 \$1123,94 \$76,37 \$96,26 \$88,37 \$98,89 1-18/12-18 Room Revenue \$414,666,868 \$2,166,316,138	Rank 14 10 2 15 5 5 3 3 11 6 6 T8 12 4 10 7 7 7 8 Rank 12 4 10 10 10 10 10 10 10 10 10 10 10 10 10	RevPAR	Rank 14 10 10 2 2 15 5 5 3 3 1 1 7 7 7 78 12 2 4 10 6 6 Rank 12 4 4 10 0 14 10 16 16 16 16 16 16 16 16 16 16 16 16 16	RevPAR 577.46 594.23 5143.72 550.44 5107.06 5127.95 5205.99 597.80 \$100.27 \$83.12 \$110.86 \$75.10 \$100.60 \$91.17 \$103.83 1-9/12-19 Room Revenue \$433,294,391 \$2,279,363,043 \$775,761,799	Rank 13 10 2 15 5 3 11 9 8 8 12 4 7 11 6 6 Rank Rank	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$89.45 \$56.75 \$80.75 \$71.01 \$75.50 7-19/6-20 Room Revenue \$344,531,233 \$1,759,934,910 \$571,06,066	Rank 13 9 9 2 15 5 5 5 5 10 10 7 7 12 4 4 6 11 8 8 Rank 12 4 4 10	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.67 \$57.50 \$40.67 \$57.10 \$43.99 1-20/12-26 Room Revenue \$274,650,887 \$1366,807,618 \$421,152,374	Rank 7 7 5 1 1 15 3 3 10 9 12 14 11 6 8 8 Rank 12 2 9 9				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105 \$2,082.001,506 \$727,500,356 \$340,160,679	14 10 2 15 5 5 3 3 1 1 6 6 8 12 4 4 13 9 111 7 7	\$73.45 \$90.42 \$13.6.99 \$54.53 \$105.19 \$130.09 \$96.26 \$80.68 \$123.94 \$76.37 \$96.26 \$88.37 \$96.26 \$88.37 \$98.89 1.18/12-14 Room Revenue \$414,666,868 \$2,166,316,138 \$748,697,770	Rank 144 100 2 155 5 5 5 5 5 5 6 6 6 6 6 6 6 6 6 6 6 6	RevPAR \$75.10 \$92.87 \$140.75 \$57.63 \$106.52 \$131.37 \$205.37 \$99.59 \$97.49 \$82.45 \$120.92 \$78.33 \$97.49 \$87.72 \$101.43 \$718/6-19 Room Revenue \$422,477,011 \$2,230,727,631 \$761,925,318 \$761,925,318	Rank 14 10 10 12 15 5 5 5 5 5 12 11 1 6 6 Rank 12 4 10 13 13 11 10 13 13 15 16 16 16 16 16 16 16 16 16 16 16 16 16	RevPAR	Rank 13 10 22 15 5 33 11 9 8 8 12 4 14 7 11 6 Rank 12 4 10 13	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$89.45 \$56.75 \$80.75 \$71.01 \$75.50 7-19/6-20 Room Revenue \$344,531,233 \$1,759,934,910 \$571,060,666 \$297,002,857	Rank 13 9 2 2 15 5 5 5 5 10 0 7 12 4 4 14 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.67 \$57.01 \$43.99 1-20/12-20 Room Revenue \$274,650,887 \$1,366,807,618 \$421,152,374 \$199,613,559	Rank 7 7 5 1 1 1 5 5 1 1 1 1 1 1 1 1 1 1 1 1				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Annolo Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque Palm Springs	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105 \$2,082,001.506 \$727,500,356 \$340,160,679 \$558,740,580	14 10 2 15 3 1 6 8 12 4 13 3 9 11 7 7	\$73.45 \$90.42 \$136.99 \$54.53 \$105.19 \$130.93 \$197.72 \$100.02 \$96.26 \$80.68 \$123.94 \$76.37 \$98.29 \$88.37 \$98.29 \$88.37 \$98.26 \$414,666,868 \$2,166,316,138 \$74,697,770 \$349,869,778 \$349,869,778	Rank 144 100 22 155 53 11 66 78 122 44 133 78 111 7 2 3 Rank 12 4 10 10 10 14	RevPAR	Rank 144 100 22 155 53 11 77 T8 122 44 13 T8 111 6 Rank 12 4 10 11 13 11	RevPAR	Rank 13 10 22 15 5 33 11 9 8 12 4 14 7 11 6 6 Rank 12 4 10 10 13 11	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$80.45 \$56.75 \$80.75 \$71.01 \$75.50 7-19/6-20 Room Revenue \$344,531,233 \$1,759,934,910 \$571,060,666 \$297,002,857 \$398,516,527	Rank 13 9 9 2 15 5 5 5 5 10 10 7 7 12 4 4 6 11 8 8 Rank 12 4 4 10	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.47 \$57.50 \$40.67 \$57.01 \$43.99 \$1-20/12-26 Room Revenue \$274,650,887 \$1,366,807,618 \$421,152,374 \$199,613,559 \$308,024,827	Rank 7 7 5 1 1 15 3 3 10 9 12 14 11 6 8 8 Rank 12 2 9 9				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque Palm Springs San Diego	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105 \$2,082.001,506 \$727,500,356 \$340,160,679 \$568,740,580 \$2,821,404,610	14 10 2 15 5 5 3 3 1 1 6 6 8 12 4 4 13 9 111 7 7	\$73,45 \$90,42 \$136,99 \$54,53 \$105,19 \$130,93 \$197,72 \$100,02 \$96,26 \$80,68 \$123,94 \$76,37 \$96,26 \$88,37 \$98,89 1-18/12-18 Room Revenue \$414,666,868 \$2,166,318 \$748,697,770 \$349,869,778 \$579,809,349 \$2,959,409,937	Rank 144 100 22 155 33 11 66 T88 112 44 133 T8 111 7 S Rank 10 14 110 14 111 3	RevPAR	Rank 14 10 10 12 15 5 5 5 5 5 12 11 1 6 6 Rank 12 4 10 13 13 11 10 13 13 15 16 16 16 16 16 16 16 16 16 16 16 16 16	RevPAR 577.46 594.23 5143.72 560.44 5107.06 5127.95 \$205.99 \$97.80 \$100.27 \$83.12 \$110.86 \$75.10 \$100.86 \$91.17 \$103.83 1.9/12.19 Room Revenue \$433,294,391 \$2,279,363,043 \$775,761,799 \$384,001,087 \$598,025,001 \$2,955,003,900	Rank 13 10 2 2 15 5 3 1 1 9 8 12 4 14 14 6 6 Rank 12 4 4 10 0 13 3 11	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$89.45 \$56.75 \$80.75 \$71.01 \$75.50 7-19/6-20 Room Revenue \$344,531,233 \$1,759,934,910 \$571,060,666 \$297,002,857 \$398,516,527 \$21,87,103,472	Rank 13 9 2 2 15 5 5 5 5 10 0 7 12 4 4 14 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.67 \$57.50 \$40.67 \$57.01 \$43.99 1-20/12-26 Room Revenue \$274,650,887 \$1,366,807,618 \$421,152,374 \$199,613,559 \$308,024,827 \$338,024,827	Rank 7 7 5 1 1 1 5 5 1 1 1 1 1 1 1 1 1 1 1 1				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque Palm Springs San Diego San Diego San Diego San Diego San Diego San Francisco	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105 \$2,082.001,506 \$727,500,356 \$340,160,679 \$568,740,580 \$2,821,404,610 \$3,639,507,458	14 10 2 15 5 5 3 3 1 1 6 6 8 12 4 4 13 9 111 7 7	\$73.45 \$90.42 \$13.6.99 \$54.53 \$105.19 \$130.09 \$96.26 \$80.68 \$123.94 \$76.37 \$96.26 \$88.37 \$96.26 \$88.37 \$96.26 \$88.37 \$78.89 \$75.37 \$96.26 \$88.37 \$96.26 \$88.37 \$98.89 \$75.37 \$98.89 \$75.37 \$98.89 \$75.37 \$98.89 \$75.37 \$98.89 \$75.37 \$75.	Rank 14 10 2 15 5 3 1 1 6 7 8 12 4 13 7 8 Rank 10 10 14 11 11 11 11 11 11 11 11 11 11 11 11	RevPAR	Rank 144 10 22 15 55 31 11 77 18 112 4 113 116 6 Rank 12 4 10 13 111 3 22	RevPAR 577.46 594.23 5143.72 560.44 5107.06 5127.95 \$205.99 \$97.80 \$100.27 \$83.12 \$118.86 \$75.10 \$100.60 \$91.17 \$103.83 1.9/12-19 Room Revenue \$433,294,391 \$2,279,363,043 \$775,761,799 \$384,001,087 \$598,025,001 \$2,953,603,990	Rank 13 10 2 2 15 5 3 1 1 9 8 8 12 4 14 14 6 Rank 12 4 10 13 11 3 3	RevPAR	Rank 13 9 2 2 15 5 5 5 5 10 0 7 12 4 4 14 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.67 \$57.01 \$40.67 \$57.01 \$43.99 \$1-20/12-20 Room Revenue \$274,650,887 \$1,366,807,618 \$421,152,374 \$199,613,559 \$380,024,827 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872 \$1,353,320,872	Rank 7 5 1 1 15 3 4 2 13 10 9 12 14 11 6 8 Rank 12 2 9 14 11 13 4				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Annolio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque Palm Springs San Diego San Prancisco Portland	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105 \$2,082,001,506 \$727,500,356 \$340,160,679 \$568,740,580 \$2,821,404,610 \$3,693,507,458 \$1,022,374,776	14 10 2 2 3 3 3 1 1 1 5 5 5 6 6 6 8 8 12 2 4 4 10 7 7 7 11 1 7 7 1 1 1 1 1 1 1 1 1 1 1	\$73,45 \$90,42 \$136,99 \$54,53 \$105,19 \$130,02 \$96,26 \$80,68 \$123,94 \$76,37 \$96,26 \$88,37 \$96,26 \$414,666,868 \$2,166,316,138 \$74,697,770 \$349,869,778 \$349,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,778 \$349,77	Rank 14 100 110 111 111 111 11 11 11 11 11 11 1	RevPAR	Rank 14 100 111 111 111 111 111 111 111 111	RevPAR	Rank 13 100 2 15 5 3 1 1 9 8 8 12 4 4 7 11 6 6 Rank 12 4 10 13 3 11	RevPAR	Rank 13 9 2 2 15 5 5 5 5 10 0 7 12 4 4 14 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.47 \$37.50 \$40.67 \$57.01 \$43.99 \$1-20/12-20 Room Revenue \$274,650,887 \$1,366,807,618 \$42,132,374 \$199,613,559 \$308,024,827 \$1,353,320,872 \$1,114,574,255 \$415,566,356	Rank 7 7 5 1 1 1 5 5 1 1 1 1 1 1 1 1 1 1 1 1				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105 \$2,082,001,506 \$727,500,356 \$340,160,679 \$568,740,580 \$2,821,404,610 \$3,693,507,458 \$1,022,374,058	14 10 2 15 5 5 3 3 1 1 6 6 8 12 4 4 13 9 111 7 7	\$73,45 \$90,42 \$136,99 \$54,53 \$105,19 \$130,93 \$197,72 \$100,02 \$96,26 \$88,37 \$96,26 \$88,37 \$98,89 1-18/12-18 Room Revenue \$414,666,868 \$2,166,316,138 \$748,697,70 \$349,869,778 \$349,869,778 \$579,809,349 \$2,959,409,937 \$3,812,741,316	Rank 14 10 2 15 5 3 11 6 78 12 4 13 7 8 Rank 11 7 11 3 12 4 10 14 10 3 2 2 9 6 6	RevPAR	Rank 144 10 22 15 55 31 11 77 18 112 4 113 116 6 Rank 12 4 10 13 111 3 22	RevPAR 577.46 594.23 5143.72 560.44 5107.06 5127.95 5205.99 597.80 5100.27 583.12 5118.86 575.10 5100.86 591.17 5103.83 1.9/12.19 Room Revenue \$433,294,391 \$2,279,363,043 \$775,761,799 3384,001,087 \$598,025,001 \$2,955,603,990 \$4,011,997,842 \$1,058,836,391 \$1,058,836,391	Rank 13 10 2 15 5 3 3 1 1 9 8 8 12 4 14 7 11 6 Rank 12 4 10 3 3 11 9 6 6 6	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$89.45 \$56.75 \$80.75 \$71.00 \$75.50 7-19/6-20 Room Revenue \$344,531,233 \$1,759,934,233 \$1,759,934,233 \$1,759,934,334 \$2,820,834,141 \$778,727,113 \$1,404,539,470	Rank 13 9 2 2 15 5 5 5 5 10 0 7 12 4 4 14 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.73 \$42.93 \$40.67 \$57.50 \$40.67 \$43.99 1-20/12-27 Room Revenue \$274,650,887 \$1,366,807,635,75 \$1,366,807,635,59 \$308,024,827 \$1,353,320,872 \$1,145,74,255 \$415,566,356 \$755,660,918	Rank 7 5 1 1 15 3 4 2 13 10 9 12 14 11 6 8 Rank 12 2 9 14 11 13 4				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406,411,105 \$2.082,001.506 \$727,500,356 \$727,500,356 \$2,821,404,610 \$3,693,507,458 \$2,821,404,610 \$3,693,507,458 \$1,025,374,776 \$1,025,374,776 \$1,025,273,874	14 10 2 2 3 3 3 1 1 1 5 5 5 6 6 6 8 8 12 2 4 4 10 7 7 7 11 1 7 7 1 1 1 1 1 1 1 1 1 1 1	\$73.45 \$90.42 \$13.6.99 \$54.53 \$105.19 \$130.02 \$96.26 \$80.68 \$123.94 \$76.37 \$96.26 \$88.37 \$96.26 \$88.37 \$96.26 \$88.37 \$98.89 \$1.87,12 \$1.87	Rank 14 10 2 15 5 3 11 6 78 12 4 13 7 8 Rank 11 7 11 3 12 4 10 14 10 3 2 2 9 6 6	RevPAR	Rank 14 100 111 111 111 111 111 111 111 111	RevPAR 577.46 594.23 5143.72 560.44 5107.06 5127.95 5205.99 597.80 5100.27 583.12 5118.86 575.10 5100.60 591.17 5103.83 1-9/12-19 Room Revenue 5433,294,391 52,279,363,043 5775,761,799 5384,001,087 5599,025,001 52,955,603,990 54,011,997,842 51,058,336,391 51,886,094,325 55,047,588,035	Rank 13 10 2 15 5 3 3 1 1 9 8 8 12 4 14 7 11 6 Rank 12 4 10 3 3 11 9 6 6 6	RevPAR	Rank 13 9 2 2 15 5 5 5 5 10 0 7 12 4 4 14 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.67 \$57.05 \$40.67 \$57.01 \$43.99 \$1-20/12-20 Room Revenue \$274,650,887 \$1,366,807,618 \$421,152,374 \$199,613,559 \$308,024,827 \$1,135,374,255 \$415,566,356	Rank 7 5 1 1 15 3 4 2 13 10 9 12 14 11 6 8 Rank 12 2 9 14 11 13 4				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Annolio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas San Diego San Francisco Portland Denver Las Vegas Scattle	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.66 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406,411,105 \$2,082,001,506 \$727,500,356 \$340,160,679 \$568,740,580 \$2,821,404,610 \$3,693,507,458 \$1,022,374,776 \$1,656,429,261 \$4,932,233,841	14 10 2 2 15 5 5 3 3 1 1 1 6 8 12 2 4 4 10 10 11 4 11 3 3 2 2 9 9 6 6 1 1 5 5	\$73.45 \$90.42 \$13.6.99 \$54.53 \$105.19 \$130.92 \$96.26 \$80.68 \$123.94 \$76.37 \$98.89 \$18.37 \$98.89 \$118/12-18 Room Revenue \$414,666,868 \$2,166,316,138 \$748,657,770 \$349,869,770 \$349,869,778 \$359,809,349 \$2,959,409,937 \$579,809,349 \$2,959,409,937 \$579,809,349 \$2,959,409,937 \$2,959,409,409,409 \$2,959,409 \$2,959,	Rank 14 100 110 111 111 111 11 11 11 11 11 11 1	RevPAR	Rank 14 100 111 111 111 111 111 111 111 111	RevPAR	Rank 13 10 2 2 15 5 3 11 9 8 8 12 4 14 7 11 6 6 Rank 12 4 10 13 3 11 3 2 9 9 6 1 15 5	RevPAR	Rank 13 9 2 2 15 5 5 5 5 10 0 7 12 4 4 14 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.67 \$57.01 \$43.99 \$1.20/12-20 Room Revenue \$274.650,887 \$1,366,807,618 \$42.11,152,374 \$199,613,559 \$308,024,827 \$1,114,574,255 \$415,566,356 \$755,690,918 \$2,278,084,580	Rank 7 5 1 1 15 3 4 2 13 10 9 12 14 11 6 8 Rank 12 2 9 14 11 13 4				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105 \$2,082.001,506 \$727,500,356 \$340,160,679 \$568,740,580 \$2,821,404,610 \$3,693,507.488 \$1,022,374,776 \$1,656,429,611 \$4,932,233,894 \$2,028,211,992,61	14 10 2 2 15 5 3 3 1 1 6 6 8 12 2 4 4 13 9 9 11 1 7 7 1 14 1 1 1 1 3 3 2 2 9 6 6 1 1 5 8 8	\$73,45 \$90,42 \$136,99 \$54,53 \$105,19 \$130,93 \$197,72 \$100,02 \$96,26 \$88,37 \$96,26 \$88,37 \$96,26 \$88,37 \$98,29 \$118/12-18 Room Revenue \$414,666,868 \$2,166,316,138 \$748,697,70 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$341,2741,316 \$1,041,000,170 \$1,692,607,306 \$4,885,250,193 \$2,110,667,019 \$1,312,155,802	Rank 14 100 14 15 15 15 15 16 16 16 17 16 17 17 17 17 17 17 17 17 17 17 17 17 17	RevPAR	Rank 144 100 2 155 3 3 11 7 7 788 122 4 4 13 111 6 6 113 2 2 9 6 6 1 1 5 8 8	RevPAR 577.46 594.23 5143.72 560.44 5107.06 5127.95 5205.99 597.80 5100.27 583.12 5118.86 575.10 5100.86 591.17 5103.83 1-9/12-19 Room Revenue \$433,294,391 \$2,273,363,043 5775,761,799 338,001,087 5598,025,001 \$2,953,603,990 \$4,011,997,842 \$1,1058,836,391 \$1,1058,836,391 \$1,1058,836,391 \$1,1058,836,391 \$1,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391	Rank 13 10 2 15 5 3 11 1 9 8 12 4 14 14 6 Rank 10 13 3 2 9 6 6 1 15 8	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$89.45 \$56.75 \$80.75 \$71.01 \$75.50 7-19/6-20 Room Revenue \$344,531,233 \$1,759,394,152,52 \$2,187,106,666 \$297,002,87 \$398,516,527 \$398,516,527 \$2,187,103,472 \$2,820,834,141 \$778,77,13 \$1,404,593,470 \$3,762,605,854 \$1,555,332,466 \$5962,487,942	Rank 133 9 2 155 5 33 1 10 7 7 122 4 4 6 6 111 8 Rank 12 4 10 33 11 11 3 3 2 9 6 6 6 1 1 5 8 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.73 \$42.93 \$40.67 \$57.50 \$40.67 \$57.51 \$43.99 1-20/12-22 Room Revenue \$274,650,887 \$1,366,807,618 \$421,152,374 \$199,613,559 \$308,024,827 \$1,353,320,872 \$1,14,574,255 \$415,566,356 \$755,660,918 \$2278,084,580	Rank 77 5 1 1 1 5 1 5 1 1 5 1 5 1 1 1 1 1 1				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$1125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105 \$2,082.015,015 \$2,082.015,015 \$340.160,679 \$56,740,580 \$2,821,404,610 \$3,693.507,458 \$1,025,472,766 \$1,025,472,472,766 \$1,025,472,472,766 \$1,025,472,472,766 \$1,025,472,472,766 \$1,025,472,472,766 \$1,025,472,472,766 \$1,025,472,472,766 \$1,025,472,472,766 \$1,025,472,472,766 \$1,025,472,472,472,472,472,472,472,472,472,472	Rank 110 144 110 144 115 115 115 115 115 115 115 115 115	\$73.45 \$90.42 \$13.6.99 \$54.53 \$105.19 \$130.02 \$96.26 \$80.68 \$123.94 \$76.37 \$96.26 \$88.37 \$96.26 \$88.37 \$98.89 \$118/12-18 Room Revenue \$414,656,868 \$2,166,316,138 \$748,597,78 \$39,869,778 \$39,869,778 \$12,959,409,937 \$3,812,741,316 \$1,692,607,306 \$1,692,607,306 \$1,692,607,306 \$1,692,607,306 \$1,692,607,306 \$1,812,155,802 \$19,147,668	Rank 144 150 155 155 155 155 155 155 155 155 155	RevPAR	Rank 12 4 13 13 13 13 13 13 15 15 15 15 15 15 15 15 15 15 15 15 15	RevPAR 577.46 594.23 5143.72 560.44 5107.06 5127.95 5205.99 597.80 5100.27 583.12 5118.86 575.10 5100.60 591.17 5103.83 1-9/12-19 Room Revenue 5433,294,391 52,279,363,043 5775,761,799 5384,001,087 5599,025,001 51,986,043,25 55,047,588,035 52,143,672,957 51,307,867,555 5207,636,638	Rank 13 10 2 15 5 5 8 11 9 8 12 4 14 14 16 6 Rank 12 4 10 13 11 13 2 2 9 6 6 11 5 8 8 15	RevPAR	Rank 13 9 2 15 5 3 1 10 7 7 12 4 14 6 6 11 18 Rank 10 10 3 11 10 3 2 9 6 6 11 5 8 8 15	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.67 \$42.93 \$42.93 \$40.47 \$37.50 \$40.67 \$57.01 \$42.93 \$40.47 \$37.50 \$40.67 \$57.01 \$42.93 \$40.47 \$57.01 \$41.99 \$1.20/12-22 Room Revenue \$274,650,887 \$1,366,807,618 \$422,1152,374 \$199,613,559 \$308,024,827 \$1,353,320,872 \$1,114,574,255 \$415,566,356 \$415,566,356 \$415,566,356 \$5755,690,918 \$2,278,084,580 \$673,660,111 \$628,204,090	Rank 7, 7, 5, 11, 15, 13, 10, 10, 11, 11, 11, 11, 11, 11, 11, 11				
Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas Seattle San Antonio Santa Fe Colorado Springs Austin Tucson Phoenix Scottsdale Albuquerque Palm Springs San Diego San Francisco Portland Denver Las Vegas San Antonio	\$71.03 \$88.05 \$133.35 \$52.52 \$104.57 \$125.86 \$193.23 \$99.97 \$96.40 \$81.53 \$122.32 \$74.34 \$91.23 \$86.58 \$99.07 7-17/6-18 Room Revenue \$406.411,105 \$2,082.001,506 \$727,500,356 \$340,160,679 \$568,740,580 \$2,821,404,610 \$3,693,507.488 \$1,022,374,776 \$1,656,429,611 \$4,932,233,894 \$2,028,211,992,61	14 10 2 2 15 5 3 3 1 1 6 6 8 12 2 4 4 13 9 9 11 1 7 7 1 14 1 1 1 1 3 3 2 2 9 6 6 1 1 5 8 8	\$73,45 \$90,42 \$136,99 \$54,53 \$105,19 \$130,93 \$197,72 \$100,02 \$96,26 \$88,37 \$96,26 \$88,37 \$96,26 \$88,37 \$98,29 \$118/12-18 Room Revenue \$414,666,868 \$2,166,316,138 \$748,697,70 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$349,869,778 \$341,2741,316 \$1,041,000,170 \$1,692,607,306 \$4,885,250,193 \$2,110,667,019 \$1,312,155,802	Rank 14 100 14 15 15 15 15 16 16 16 17 16 17 17 17 17 17 17 17 17 17 17 17 17 17	RevPAR	Rank 144 100 2 155 3 3 11 7 7 788 122 4 4 13 111 6 6 113 2 2 9 6 6 1 1 5 8 8	RevPAR 577.46 594.23 5143.72 560.44 5107.06 5127.95 5205.99 597.80 5100.27 583.12 5118.86 575.10 5100.86 591.17 5103.83 1-9/12-19 Room Revenue \$433,294,391 \$2,273,363,043 5775,761,799 338,001,087 5598,025,001 \$2,953,603,990 \$4,011,997,842 \$1,1058,836,391 \$1,1058,836,391 \$1,1058,836,391 \$1,1058,836,391 \$1,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391 \$2,1058,836,391	Rank 133 100 2 155 5 3 1 1 9 8 8 12 4 4 7 11 6 6 Rank 12 4 4 0 0 3 11 11 3 2 9 6 6 1 5 8 8 8 15 15 14	RevPAR \$62.13 \$73.82 \$108.65 \$47.22 \$80.81 \$99.69 \$155.62 \$73.47 \$75.97 \$69.36 \$89.45 \$56.75 \$80.75 \$71.01 \$75.50 7-19/6-20 Room Revenue \$344,531,233 \$1,759,394,152,52 \$2,187,106,666 \$297,002,87 \$398,516,527 \$398,516,527 \$2,187,103,472 \$2,820,834,141 \$778,77,13 \$1,404,593,470 \$3,762,605,854 \$1,555,332,466 \$5962,487,942	Rank 133 9 2 155 5 33 1 10 7 7 122 4 4 6 6 111 8 Rank 12 4 10 33 11 11 3 3 2 9 6 6 6 1 1 5 8 8	RevPAR \$49.24 \$57.97 \$79.86 \$32.18 \$66.56 \$62.88 \$74.03 \$40.62 \$40.73 \$42.93 \$40.73 \$42.93 \$40.67 \$57.50 \$40.67 \$57.51 \$43.99 1-20/12-22 Room Revenue \$274,650,887 \$1,366,807,618 \$421,152,374 \$199,613,559 \$308,024,827 \$1,353,320,872 \$1,14,574,255 \$415,566,356 \$755,660,918 \$2278,084,580	Rank 77 5 1 1 1 5 1 5 1 1 5 1 5 1 1 1 1 1 1				

END OF EXHIBIT B

EXHIBIT C

METROPOLITAN TUCSON CONVENTION & VISITORS BUREAU BURGET FY 2021-2022

					% Change	
		REFORCASTED		PROJECTED	FY fietimated 20-21	
REVENUE	EY 20-21	FY 20.21	EY.20:21	EY.21-22	10 FY 21-72	EXCLANATION
MEARWAY						
City of Tuctors	4,600,000	4,440,816	4,440,815	5,000,000		34% of 6% 844 Tax
Pima County	1,750.000	1,750,000	2,200,000	2,200,000	0 00%	50% or 6% Bed Tax
Oto Valley Pima County CARES Grant	275,000	275,000 500,000	275,000 499,710	410,000	49.09%	Oto Valley Council Approved
Partnership Dues	85,000		80,000	80,000	0 00%	Partner Dues
Partnership Programs & Visitor Center Revenue	15,800	5,700	7,150	22,700	217.48%	Events/CTA Program/Annual Miceting
Intustry Meetings & Co-Op Advertising Revenue	69,200	92,800	94.250	134,750		Industry Meetings/Advertaing
Cther Income Teliono Clapham Cuana	13,500 50,000	3,070 10,227	-5,630 10,227	40,000	100.00%	Mexico Co-Op With Pariners, Loss From Bite at Building in 2019-2020
(Minis Anthreas process	30,000	10,221	10,221	40,000	431.14.16	
TOTAL REVENUE	1,058,500	7,147,612	7,603,522	7,847,450	3.73%	
expenses						
ADMINISTRATIVE						
Administrative Salaries	341,730	341,730	342,170	397,005	18 03%	3 full time, 2 part time employees
Administrative Payrell Taxes & Benefits	73.615	73,815	72.990	113.667	55 73%	3 full time, 2 cut time employees
Building Maintenance/Utilities/CAM	3,300	3,300	3,450	3,450	0.00%	Marti / Utilities / Janitorial / GAM.
Equipment Maintenance	2,190		1,800	1,800	0.00%	Repair & Maintenance of computers and office equipment
Community Involvement Membership Dunis & Subscriptions	42,000 18,000		49.200 19.800	49,200 19,800	0.00% 0.00%	Community Relations / GOD Meetings/Local Events Nationals.costProfessionalitedustry Orga.Memberships/Resource Materials
Membership Exian & Subscriptions Education/Training/Travel	18,000	18,000	19,800	1,200	168.67%	Continuing Education & Computer Training
Parking	6,200		3,400	6.200	62.35%	Employee Parking
Miscelaneous Expense	1,350	1,350	825	1,350	63.64%	Delvery / Business Cards / Name Plates / Banners
Office Supplies/Computer Supplies	5,700		5,250	6,450	22 86%	Stationary / Supplies / Yoner / Software
Postage / Telephona LOC Interest/Bank Fees/Insurance	14,250		14,250 5,194	14,250 6,226	0.00% 19.64%	Postage LOC interest/Bank Face
Rent Pima County Couthouse	5,850 42,600	42.600	42,600	42,600	0.00%	Olice Real
Cepreciation	18,125		16,171	17,748	9.75%	Equipment / Improvements / Furniture & Futures
Velvcie Expense	3,000	0	. 0	0	0 00%	Vahicle & Mahtenance-Leased vehicle expeed May 2020
Corporation Taxes	1.050		960	960	0.00%	Property Taxes/Corporation Tex
Accounting	55,000		31,600	40.500	30 65% 12 33%	Audit/Payros Processing/Retirement Plan Admin/New Paperless Accounts Payable Program General Legis Counsel / Gonzulany/ Gratogic Planning/Tourism Master Plan
Legal / Consulting Total Administrative Expense	23,000	23,000 650,360	18.250	29.500 742,905	18.34%	Callalat Fadat Company occupation Controller Limit (Ch.) committe exerter Limit
I Ami Mallutta annia mahama	929	2.437.	9.67%			Administration to of road budges
sales & Marketing						
PROGRAM EXPENSES						
Sales, Marketing, Pamership & Firm Office Salaries	1,930,470	1,936,470	1,038,964	2,242,695		25 full time & 3 part time employees
Sales, Marketing, Parsaiship & Film Olfice PR toxos & Benefita	418,285	418,285	413,600	844,112	65.73%	25 full time & 3 part time employees
Advertising & Incentives	2,191,000		2,132,370 97,700	2,550,000 247,600	19.59%	Brochures / Bates tools / Video / Booth (CDK) riline video up \$80,000) Fam Trips For Meeting Planners / Tour Operators / Intl Promotions / Trevel Willers
Farms Sales Missions Community involventificembership Dues & Subscriptions	146.350 16,100		16,100	16,000	103.43%	Dues & Subscriptions For Industry & Local Organizations / Publications
Recresentation Fees	50,000	60,000	52.000	93,000	73.08%	Representation Ferms
Venkfe Expense	10,000	4,000	4,000	4,000		Milesge Reinbursoment
Postage/Telephone	80,760	80,750	80,750		0 00%	Long Datance/Telemarketing/ Coll Phones/ WiFV Postage
Research / Gustamer Advisory Board	50.000 142.250	50,000 98,000	\$0,000 99,000	\$0,020 228,500	0 00%	Research / Customer Advisory Board (BYR, visitor Inquiry, Long Woods, gern show, cultury Brothures / Sales tools / Video / Booth Vistor Guide
Printing / Video / Booth's / Bales Tools Industry Meetings/Promotional	277,700		110,650	371,100	235 53%	
Event Development	341,700		286,000			Community Events & Sponsorships
Partnership Development	37,500		15,000	45,000	200 00%	Partner programs, Tueson Tourism Trends, Oilernstions, Education, Oxiteach, CTA Program
Strategic Instratives				40,000		Equity/Oversity/inclusion & Sustainable Tourism
Tuesen Sports	155,000	84,000	56,990		313 23% 2918 66%	
Turson Film Department Visitor Canter	35,000 4,000	35,000	35,000	2,000	100 00%	
	-,					
OPERATING EXPENSES						
Building Maintenance/Unities/CAM	18.700 12.410	18,700 12,410	19,550 10,200	19.53Q 10,200	0.00%	Jantorial Repair & Maintenance of Computers and Office Equipment
Equipment Maintenance Equipment Maintenance Equipment Maintenance	12,410		6,580	26,800	309 16%	
Parked	32,300		18,700		12 73%	Employee Parking
Minerallary our Expense	7,650	7,650	4,676	7,650	63 64%	Delivery / Business Cords / Name Plates / Banners
Office Supplies/Computer Supplies	32.300		20,750 20,435	36,550	22 66% 19 84%	Stationary / Supplies / Toner / Software LOG Interest / Bank Fees
LOC Interestition's Feelintinguisance	33,160 241,400		29,435 241,400		19.84%	Rent At Historic Pirma County Courthouse
Rent Pima County Counthouse Depreciation	91,375		81,637	100,572	9.75%	Equipment / Improvements / Furnitute & Fistures
Property Taxes & Corporation Taxes	6,960		5,440	5,440	0.00%	Property Taxes/Corporation Tax
Legal / Consulting	23,000	23,000	19,250	30,500	12 33%	General Legal Counset / Consulting/ Strategio Planning/Tourism Master Plan
Total Sales & Harketing Expense	6,402,890	6,104,610	5,861,670	0.048,694	54.37%	
form saids a walkering expense	10,715		33,33%	22.45%	n-in in	Sales & Marketing % of Total Budget
total expenses	7,014,120	9,754.970	6,489,430	9,791,499	50.68%	
2024 0015415	3 04- 12-	* 141	7 401 511	7 447 454		
TOTAL REVENUE	7,058.500	7.147,012	7,603,522	7.667,450	i	
NET INCOME (SHORTFALL)		392,642	1,114,091	-1,904,049	•	
oray from reserve					1	Draw from reservas heAl at Fidekly
	(302,642	1,114,091	-1,904,049		
		302.042	1,114,091	-1,874,949		

END OF EXHIBIT C