

**AMERICAN HOTEL & LODGING ASSOCIATION
BUSINESS PLAN 2009 RESULTS
January through March**

Strategic Objectives, Strategies, and Tactics: Calendar Year 2009

- I. Objectives: Objectives:** Increase membership and retention of guestrooms by 4%. The increase will be based on 1,411,042 total guestrooms as of December 31, 2008. As of March 2009, we had a total of 1,412,037 guestrooms.

Strategy: Leverage the scope and size of the association to create new member benefit programs and continue our existing programs to attract new members and retain current members.

Responsibility: Membership/Sales and Marketing Committee, AH&LA staff, and partner state associations.

Tactics:

- Work with ISHAE Affinity Committee to review current programs and create new value-added membership benefit programs to grow and retain property members. Share information about prospect programs and how many new programs have been added during the year.
 - PSA webinars were held for Green Guidelines and member benefits.
 - Affinity Committee meetings are scheduled once a quarter.
 - BP Fuel has 7 members as clients. Information from other partners has been requested.
- Feature a different member benefit in each issue of *Lodging Magazine*.
 - January – *Bedford International*
 - February – *AH&LA social networking resources*
 - March – *H&LA video on card check*
 - April – *2008 Room Tax/Economic Impact survey*
- Investigate Lodging Magazine adding a legal Q&A section.
 - Legal Q&A can be added in *Lodging Magazine*, Lodging Law or Lodging HR.
- Market all benefit programs at industry trade shows, PSA events, and advertise in lodging publications. Provide a report with results on the number of leads sent to PSAs and the direct member state sales teams.
 - A total of 103 leads were received from sales team attending trade shows.
 - The sales team received a total of 58 leads from inbound referrals that included allied, property, corporate and international.
- PSAs and direct member state sales teams are provided with a list of nonmember properties that purchase EI products so that they can solicit them for membership.
 - The sales team and PSAs receive this list on a monthly basis to use for leads.
- Engage the Membership/Sales and Marketing Committee to enhance existing programs and assist states in developing campaigns or programs that would increase membership.
 - Launched “10 Things” campaign and hosted two webinars associated with this.
 - Conducted audit of all PSA Websites to determine how easy it is to join.
 - Continue to develop membership brochures for PSAs upon request.
- Survey all members by e-mail on satisfaction of service and benefits in February 2009.

- Review and share survey results.
 - Surveys are included in e-News and reviewed on a regular basis.
 - Members are contacted personally to give them more information.
- Make adjustments to benefits/services.
 - We continue to look for new products and services and review the current benefits for effectiveness.
- Emphasize a specific membership benefit to all members in daily AH&LA SmartBrief, weekly e-blasts, and the CEO's monthly e-newsletter.
 - Member benefits are highlighted in these publications on a rotating basis.
- Maintain a process that ensures every new member receives welcome e-mails, a mailed welcome letter with a new member kit explaining the benefits and value of membership.
 - New member kits are mailed weekly.
- Place image enhancement ads promoting membership and events in industry publications that agree to trade outs.
 - Hotel Business March 7 and April 7 issues promoting "10 Things" ad campaign.
 - Hotel/Motel Management April 15 issue promoting "10 Things" ad campaign.
- Work with the PSAs to encourage each property member to add up to five staff names to receive *Lodging Magazine*, AH&LA SmartBrief, and other association communiqués.
 - PSAs are encouraged to submit staff names through PSA e-News and personal phone calls.
- Survey all new members after six months of membership.
 - A survey will be developed Q2, 2009.
- Meet with Multiunit Council in January and June to determine their needs for improving member benefits.
 - The Multiunit Council decided to have only one meeting each year in November during the International Hotel/Motel & Restaurant Show.
- Contact all companies eligible for corporate membership.
 - Corporate members are being checked to make sure they still qualify for membership. When they need more properties, the sales team works with them to add additional properties.
- Work with the Educational Institute to coordinate sales efforts to corporate, franchise, and multiunit owners.
 - Shared trade show booth at ALIS with EI staff.
 - EI and AH&LA sales teams have monthly calls to discuss tactics and prospects.
- Contact nonmember companies listed in the *Directory of Hotel & Lodging Companies* in direct member states and PSAs that have signed membership sales agreements.
 - The following companies have been contacted for potential membership and training benefits – InnWorks, Graves Hospitality, Pacific Inns, Kampgrounds of America, Hemstreet Development and Three Rivers Hospitality.
 - Working with 8 corporate companies in MS.
 - Ongoing contacts with corporate companies in membership sales agreement states: 6 AL; 13 TN; 5 KY; 5 IL; 4 IN;
 - Ongoing contacts with corporate companies in PSAs: 18 FL; 1 WV; 1 AR; 2 OK; 2 LA;
- Contact current corporate members to promote specific benefits to their franchisees.
 - Working with Hilton, Wyndham, IHG, Choice, America's Best Value, SettleInns, GuestHouse (Boomerang), Marriott Franchisee Services.
 - BP Fuel Rebate Summary's sent to 10 Southeastern corporate prospects and BP benefits sent to 19 prospective corporates in the West-NW (multiunit owners).

- Maintain a bimonthly corporate member spotlight on the Website and in *Lodging Magazine*.
 - Posted all corporate members on the Website.
- Schedule personal visits to appropriate hotel companies.
 - Meetings were held with LodgeWorks' corporate directors, KS; Noble Hospitality, KS; RLJ, Bethesda, MD; Mountaintop, TN; Southern States, MS; America's Best Franchising; Shubh Hotels, FL.
- Meet with CEO Council in January and June to determine ways to increase association membership.
 - CEO Council met during ALIS in January and presentations were done on government affairs issues and the green guidelines.
- Work with CEOs to include AH&LA information in GM and owner training.
 - Sales staff "Card check" information and video link to all CEOs in Southeastern region.
- Increase the value of all memberships by improving the member-only sections of the Website.
 - Redesigned Under 30 members only website.
 - Updating Website with highlights in all sections each quarter.
 - Posted green guidelines in all categories.
- Send postcards with membership campaign message to properties before visiting.
 - Marketing efforts are being done via e-mail messages.
- Identify key governmental affairs initiatives that can be used to attract membership.
 - GA will update financial benefits of bills on a quarterly basis to be used in membership recruitment.
- Create pilot projects in PSAs who are on the Strategic Planning Committee to develop initiatives to increase penetration of membership in brand properties.
 - Will discuss opportunities with those PSAs Q2.
- Explore legal resources that could be offered to members.
 - Bid was obtained from Fisher & Phillips to provide legal assistance to members, however, we will not pursue this year due to budget constraints.
 - Investigating providing legal information in e-News, Lodging Law, Lodging HR and *Lodging* magazine.
- Evaluate ways to incorporate Educational Institute products into membership solicitation and retention without effecting EI's financial viability.
 - 2009 promotions were done using the PCI Compliance manual and Hosting International Visitors DVD.
 - EI and AH&LA sales teams are having regular conference calls to discuss sales.

Strategy: Strengthen our communications with officers, board members, partner state association executives, members, and other organizations.

Responsibility: AH&LA staff and officers.

Tactics:

- Strengthen AH&LA's brand through officer and staff participation at partner state association and industry events.
 - See Exhibit A.
- January 2009, review the Q4 2008 PSA annual surveys on service satisfaction and make adjustments.
 - Survey is on Website and responses are reviewed on a regular basis.

- Personal e-mails and phone calls are sent to respond to inquiries.
- Work with PSAs to maintain all appropriate PSA staff are in the AH&LA database so they receive AL&LA publications and information.
 - PSAs are encouraged to submit staff names at every opportunity.
- Conduct a Membership Recruitment & Retention Workshop for PSA sales staff in conjunction with Winter ISHAE meeting.
 - Subcommittee is being established to begin planning.
- Conduct individual new state executive and new membership sales staff orientation at AH&LA office.
 - Lynn Mohrfeld, new president of CH&LA, visited the office March 18/19.
- Assist PSAs in member recruitment and retention efforts (brochures, ads).
 - Completed membership brochure for New Jersey.
 - Customized “10 Things” flyers for New York State, Colorado, and Nevada.
- Actively participate in ISHAE conferences and board meetings.
 - Attended ISHAE Winter Planning meeting.
- Visit PSA offices; participate in their board meetings, trade shows, and conferences.
- Conduct regular phone calls and webinars to update PSA executives on issues and new member benefits.
 - Two webinars were held:
 - Green Guidelines.
 - AH&LA member benefits.
- Send monthly e-newsletters to PSAs.
 - This process improves every month, with PSA e-News now being delivered on the first day of each month.
- Provide PSAs with Business Plan Scorecard and Executive Summary to use at their board meetings.
 - Ongoing.
- Keep PSAs informed on property member communications in advance.
 - Information being sent to members is sent to PSAs at least an hour in advance.
- Continue to enhance PSA section of AH&LA’s Website with resources as requested by PSAs.
 - Updated SmartBrief information for PSAs to use on their Websites.
 - Posted PSA success stories and the “10 Things” campaign.
- Work with PSAs to increase participation in the seminar series.
 - The following American Express seminars were held in Q1:
 - Revenue Management - ME
 - ADA Compliance – OH
 - Employment Law – OK
 - Green Initiatives – LA
 - Labor Law – NM, NC
 - Seven seminars are confirmed for future months.
- Print co-branded membership stickers for PSAs.
 - All decals were ordered and shipped to each PSA.
- Provide the *Directory of Hotel & Lodging Companies* to PSAs electronically.
 - This is done on a monthly basis.
- Upon request, provide PSAs with prospect lists obtained from Smith Travel Research as the budget allows.
 - No lists were requested Q1.
- Maintain data on property members by obtaining more information from PSAs such as e-mail addresses.

- PSAs are furnished quarterly spreadsheets with each member's contact information, thus allowing opportunity to update/change/add contact information including e-mail addresses.
- Encourage PSAs to use AH&LA resources to improve and update their Websites.
 - Provided "10 Things" copy to Nevada to post.
 - Provided "10 Things" copy, SmartBrief and Hcareers information to Georgia to post.
 - Conducted a Website audit of all PSA Websites.
 - PSAs are encouraged to utilize AH&LA information to update their Websites and several states have taken advantage of this opportunity.
- Conduct Strategic Planning sessions for PSAs as requested.
 - Oklahoma Hotel & Association Executive Committee.
 - Wisconsin Innkeepers Association Board.
 - Sessions are planned for New Mexico and Utah.
- Offer back-of-the-house assistance for PSAs on a fee basis.
- Develop a task force of current board members to discuss how to increase board member participation in events.
- Develop stronger relationships with NRA, NBTA, IFA, TIA, AAHOA, HHOA, RER, NABHOOD, etc.
 - Letter from Joe McInerney and Dawn Sweeney, president & CEO, NRA sent on March 3, 2009 to Partner State Associations who represent both the state restaurant and the hotel association to determine ways we can work together to assist them. Four responses have been received to date.
- Develop an educational video and brochure to educate members on the implications of card check.
 - Video is available on the Website.
- Work with PSAs to host educational seminars on card check and unionization.
 - This seminar is promoted to the states as one of the American Express series seminars. Two have been held in New Mexico and North Carolina. Seminars are scheduled for Hawaii and Oregon.

Strategy: Create specific events and educational programs to increase member communications in the direct member states.

Responsibility: AH&LA staff and officers.

Tactics:

- Provide membership stickers for direct member properties.
 - Stickers were ordered and sent to current members. Stickers are included in the new member kit for all new members joining.
- Coordinate seminar series in direct member states.
- Advertise direct property membership in local association publications.
- Survey direct members to determine their needs.
- Participate in city hotel association meetings, events, and trade shows.
 - City Club of Bend, OR
 - Economic Forum/EDCA of Central, OR
 - Cascadia Conference Networking Event Bend, OR
 - Greater Kansas City Hotel Assn Recognition Dinner
 - Meeting with Kansas Hospitality Assn to discuss potential partnership

- Delaware Stars of the Industry
 - Metro Memphis Hotel & Lodging Association
- Test viability of quarterly webinars through iLinc for new member orientation.
 - Ability to utilize iLinc for webinars has been examined and determined to be the most cost effective mode of distribution for webinars to direct states members.
 - Webinar was offered to new members and prospects on “10 Things.”
- Solicit all nonmember properties in direct member states with targeted solicitations and visits.
 - Sales calls while attending Upper Peninsula SHOW in MN
 - Sales Calls in Kansas City, KS & MO & surrounding suburbs
 - Sales calls in DE
 - 78 sales calls in MS
- Maintain a comprehensive membership retention campaign.
 - A new Direct Member Retention Plan was developed and implemented.
- Maintain a three, six, and nine-month retention plan for new members.
 - Included in the new Direct Member Retention Plan.
- Utilize lists of nonmember properties using member benefit programs that are not receiving the discounts available to AH&LA members for outbound solicitation calls.
 - Making Sales Calls from EI non-member sales list.
- Send congratulatory cards to individuals recognized in industry publications and those who have recently earned an EI certification.
 - To be implemented in Q2.
- Promote participation in an AH&LA committee and on board of directors.
 - Created a volunteer section on the Website touting committees who need more members.
- Offer online webinars.
 - A complimentary webinar, *Protect Your Bottom Line*, for new members and prospects was held March 4 with 22 members attending.
 - The second webinar, held on March 25, was also a complimentary membership campaign titled *10 Things You Should do Right Now* and 88 members were registered.

Strategy: Continue development of new membership benefits for women and young hospitality leaders.

Responsibility: AH&LA staff and officers.

Tactics:

- Work with schools and members to identify students actually working in the industry with targeted mailings.
 - Working with EI/Foundation to develop a plan Q2.
- Create an iLinc session for the Under 30 Council with leaders of the industry.
 - Hosted a “Great is the New Good” Webinar March 3. 41 people were registered, but others were in the room watching the presentation. In the future, we will collect those numbers.
- Offer special sessions targeted toward CONNECT and Gateway members.
 - Launched a book presentation conference call for Connect members each Friday.
- Work with industry leaders to provide a mentor networking program for Gateway and CONNECT members.
 - Ongoing.

- Promote schools that provide credits for Courseline and other Educational Institute training courses to members.
- Market the Women In Lodging membership benefits to young women members.
 - Ongoing.
- Position AH&LA as a career development tool through educational resources and networking.
 - Created SmartBrief messages.
 - Crafted copy for Embassy Suites' internal newsletter; included as a point in the "10 Things" campaign.
 - Met with faculty at four pilot schools where AH&LA will launch student chapters in the fall.
- Organize local and regional events for WIL CONNECT and Under 30 Gateway members to network.
 - Corresponding with Nevada and Illinois to plan Under 30 events.
 - Hosted a Gateway Afternoon of Service in San Diego.
 - Promoted Dress For Success Send One Suit event in February.
- Create WIL half-day educational sessions at AH&LA events.
 - Developing speakers/events for Summer Summit and IH&MRSShow.
- Increase WIL CONNECT benefits.
 - Launched a book presentation conference call for Connect members each Friday.
- Form strategic partnerships with organizations with complimentary interests.
 - Book presentation benefit as a result of partnership with Executive Girlfriend Group.
- Investigate having state chapters of WIL CONNECT.
 - Ongoing.

Allied, Student, Faculty, International, Sole Practitioner, and Retired Hotelier Membership Development

Strategies:

- Create greater awareness of the tangible benefits to grow all national membership categories.
- Review membership benefits with the members of each category to determine what is relevant to each group.
- Maintain relationship with hotel schools to acquaint their students and faculty with the features and benefits of the association and its value to the industry.
- Maintain a closer working relationship with the new EI Council of Academic Advisors.
- Enhance membership benefit programs that demonstrate the value proposition in order to increase all membership categories.

Responsibility: AH&LA staff

- a) Allied membership to increase the 720 members as of December 31, 2008, by 5%.
As of March 2009, we have a total of 768 allied members.

Tactics:

- Solicit companies listed in the *2008 Lodging Source Book*, *Ultimate Hotel Buyers Guide*, other industry buyers' guides, various trade show attendee lists, and previous allied members.

- This will be implemented in Q2, 2009.
 - Advertise in trade publications that agree to trade-outs.
 - To date, ads in Hotel Business and Hotel/Motel Management have focused on “10 Things” and the Foundation.
 - Solicit prospective members through AH&LA’s Website, face-to-face meetings at trade shows and industry events, direct mail, and follow-up telephone calls or meetings.
 - 27 leads were received at trade shows sales team attended.
 - Solicit EI nonmember corporate contractors for allied membership.
 - Solicit nonmembers listed in the Ultimate Hotel Buyers Guide.
 - This will be implemented in Q3 2009.
 - Utilize the Allied Executive Committee to determine new opportunities for allied members (i.e., webinars to introduce member benefits, more networking opportunities between allied members and industry executives through seminars or receptions).
 - Strategic planning session was held at the Allied Executive Committee meeting to determine objectives, strategies and tactics for the AEC.
 - Schedule membership campaigns targeted to specific allied segments.
 - New membership campaign for Q2 is being developed with Smith Travel Research for a promotion to join.
 - Target potential allied members at corporate, brand, and other trade shows.
 - Ongoing.
 - Identify and maintain special recognition opportunities for allied member booths at IH/M&RS.
- b) Faculty membership to increase the current 161 members as of December 31, 2008, by 5% and the 1090 student members as of December 31, 2008 by 5%.
As of March 2009, the total members for Faculty is 164, and students is 1,215.

Tactics:

- Work with EI to target nonmember schools that purchase EI products.
 - New membership campaign for Faculty Members is scheduled for Q2.
- Contact AH&LEF-affiliated schools and leverage EI’s relationship with CHRIE.
 - Staff will attend July 28-31 Annual Meeting of CHRIE to work booth, discuss membership and student chapters.
- Target LMP student members, EI distance learning students, and students of member schools.
 - These students are all targeted through EI with education material discounts, etc.
- Work with EI to market membership through the LMP program.
 - Memberships are given to all participants of the national LMP competition.
- Advertise in EI’s Distance Learning brochure and Website and obtain success stories to recruit members.
 - Two-page layout stressing student AH&LA memberships and highlighting the *Outstanding Student of the Year* were developed.
- Conduct faculty membership campaigns with EI during Q1 and Q4.
 - Campaign is being developed and will begin Q2.
- Conduct student membership campaigns with EI in Q1 and Q4.
 - Campaign will be launched Q3.
- Build relationships with hospitality schools to acquaint their students and faculty with the features and benefits of the association and its value to the industry.
 - 4 universities were selected as pilots for student chapters; Penn State, Oklahoma State, San Diego State and Florida International.

- Create a pilot program with selected PSAs to determine if student chapters are viable.
 - This will be implemented through the development of the new student chapters in 4 pilot schools along with the PSAs.
- Invite students and faculty to participate in the Legislative Action Summit.
 - Students and faculty were included in all LAS communications. Five students from San Diego State attended LAS. Student chapters will be targeted for future promotions.

c) International property membership to increase the 106 members as of December 31, 2008 by 5%.

As of March 2009, we have a total of 109 international property members.

Tactics:

- Utilize information from EI to target nonmember properties that have purchased EI products in countries that do not have a Hospitality Education Program agreement.
 - EI provides an electronic e-mail that contains product information, an international newsletter and a catalog to all purchasers of educational products.
- Send mailings to former international property members.
 - Membership campaign for international properties will be developed Q2 2009.
- Conduct a membership campaign promoting the EI member discounts during Q4 that offers remainder of the year free.

d) **Increase awareness of sole practitioner and retired hotelier memberships.**

Tactics:

- Work with the ISHC to market this membership category.
 - Membership list will be requested from ISHC for solicitation.
- Solicit members using the existing database and referrals to solicit members.

D. Allied student, faculty, and international membership retention.

Strategy: Enhance membership benefit programs that demonstrate the value proposition and communications to retain allied, faculty, student, and international property members.

Responsibility: AH&LA staff

Tactics:

- Survey all members on satisfaction of service and benefits in February 2009, and post a continual survey on the members-only sections of the Website. Adjust service protocols based on the survey results.
 - A survey is included in e-News and reviewed on a regular basis.
- Maintain a process that ensures all new members receive member kit explaining benefits and value of membership.
 - This process is in place and is ongoing with weekly updates reported.
- After 60 days of membership, send members an e-mail emphasizing the benefits and the importance of the members-only section of the Website.
 - This is a part of the Allied Retention Plan developed that has been implemented.
- Send a cancellation letter for any members that do not renew explaining benefits that will be lost. Send a follow-up letter after three months if the member has not reinstated their membership. Make a phone call to allied members who have not renewed.

- During Q1 all allied members who had not renewed were personally called with e-mail messages used as follow-up. This process is continuing into Q2 to maintain as many members as possible.
- Target minority suppliers.

II. Objectives: Capitalize on AH&LA brand value as the “voice of the industry.”

Strategy: Incorporate AH&LA sustainability/green initiatives into an industry-wide program that hotel owners and operators can use to develop environmentally-friendly properties.

Responsibility: AH&LA staff, AH&LA officers, partner state associations.

Tactics:

- Continue to work with the Environmental & Engineering committee and the Environmental Advisory subcommittee comprised of representatives from the hotel brands.
 - Green Task Force hosts monthly conference calls.
- Continue to identify key green/sustainability issues, best practices, resources, and areas of opportunity that will serve to update the AH&LA Environmental Guidelines.
 - Ongoing.
- Enhance our Website by continuing to post documented case studies and success stories that include financial savings, new revenue opportunities, employee/guest health, Marketing and PR coverage and environmental benefits which to demonstrate the business case for going “green:”
 - Ongoing.
- Promote resources that AH&LA offers on green page on Website.
 - Continue to add to certification page and eco-suppliers.
 - Posted a glossary of green terms.
- Develop green training educational programs, and additional green content for textbooks and certification programs with the Educational Institute.
 - EI is creating a Green Lodging Operations book, which will serve as a model for all green publications.
- Develop educational sessions and/or webinars as a resource to inform members.
 - A Green Initiatives seminar is being offered as part of the American Express seminar series.
- Develop a “one-pager” on the sustainability/green initiatives of the lodging industry to be used with Members of Congress and the Administration.
- Add a “green” issues component to the governmental affairs agenda.
- Recruit new green partners for membership.
 - The following were added as new members: EC3 Global, Green Globe, The Maher Group, LLC.

Strategy: Develop a comprehensive program to celebrate the 100th anniversary of AH&LA in 2010.

Responsibility: AH&LA staff and officers.

Tactics:

- Establish a committee of AH&LA members to work with staff to identify ideas, initiatives, and events for the anniversary.
 - Centennial Task force was created to come up with ideas on how to celebrate AH&LA's 100th anniversary and brand AH&LA for the future. John Russell, CEO of NYLO Hotels and past chair of AH&LA is chair, which includes 34 members, including allied, corporate communications representatives, PSA representatives, sponsors, officers and staff.
 - The committee has had three conference calls (1/13, 2/24, & 3/24) to brainstorm and finalize ideas to pursue:
 - Creating a media toolkit that states could tie in with to help promote the selected projects. Include logo and articles that PSAs could include in their electronic or print communications around the country in addition to what AH&LA publishes.
 - USA Today wrap - possibly electronically that the state associations can use, embed in e-mails, send to legislators on the Hill, etc.
 - Explore a corporate sponsored insert in USA Today.
 - Each event in 2010 will highlight the Centennial in some way.
 - Create a time capsule (could have electronic component - upload pictures, stories, make predictions) for members and consumers (Predictions of where we may be in 10+ years etc...).
 - Must build the celebration around some cause, possibly corporate, environmental and social responsibility. Doing something across the country at the same time (i.e. "Hands across America"), like on our founding day...plant trees on that day, community service on one day.
 - Workforce Development: Plan to visit high schools and colleges, state involvement, and near 2010 AH&LA events, showcasing hospitality as a meaningful career.
- Work with AH&LA Communications Committee in formulating additional ideas.
 - Hosted a conference call in February and presented ideas around taglines, media outreach, and signature events to the Task Force.
- Challenge all PSAs and AH&LA members to formulate ideas to celebrate the anniversary.
 - All PSAs were surveyed and 18 responded, giving feedback on ideas to pursue that were presented back to the task force.
- Develop logo to launch Fall of 2009 on all printed materials.
 - Several options of a logo are being created.
- Research the following to see if they are feasible: a consumer write-in campaign, time capsule, commemorative stamp, and Smithsonian museum display.
 - Ongoing.
- Produce a coffee table type commemorative/history book of the association for distribution in 2010.
 - *Lodging Magazine* has dedicated a page to AH&LA's 100th anniversary in every issue in 2009.
- Assist *Lodging Magazine* in the collection of information for monthly features of AH&LA history.
 - AH&LA sent an e-blast to all members via e-News as well as Twitter asking for assistance for writers and photos.

- Execute a commemorative event in conjunction with AH&LA Inaugural in Fall of 2009 to kick off anniversary. Anniversary will be highlighted at all AH&LA events in 2009 and 2010.
 - Ongoing planning for Centennial celebration that will kick off at the 2009 Inaugural Gala, which will be held in the Grand Ballroom of the Waldorf Astoria on November 8, 2009.
 - No other events will highlight the anniversary in 2009.
- Investigate production of Anniversary video.
- Develop a “Years in Membership” Recognition Campaign.

Strategy: Enhance our political advocacy with the federal legislature, regulators, and the administration.

Responsibility: AH&LA staff, AH&LA officers, partner state associations, Governmental Affairs/HotelPAC Committee.

Tactics:

- Maintain strong working relations with the legislative leadership on both sides of the aisle.
 - Hosted breakfast briefing for Congressional Blue Dog Caucus, a coalition of conservative Democrats.
 - Attended numerous events with Democratic and Republican leadership coalitions
 - Arranged and drafted comments for AH&LA member who testified before House Homeland Security Committee.
 - Assisted AH&LA member testimony before Senate Homeland Security Committee.
 - Visited dozens of Congressional offices welcoming every new member at the start of the new 111th Congressional session.
- Participate in current coalitions and develop new ones to address our issues. Take lead positions on issues of key interest to the lodging industry.
 - Hosted weekly conference calls with H-2B Workforce Coalition as co-chair of the coalition.
 - Lead Coalition for a Democratic Workplace strategic and lobbying meetings.
 - Organized CDW grassroots effort with PSAs and other trade associations.
 - Organized review of draft H-2B legislation and coordinating response of business through H-2B Workforce Coalition.
 - Participated in Small Business Health Care Coalition including lobbying meetings and letters to Congress.
 - Participated in Real Estate Information Sharing and Analysis Coalition, sharing information with Department of Homeland Security.
 - Participated in First Tuesday group to develop strategy regarding labor issues.
- Meet with the new White House administration and specific departments to make them aware of our issues.
 - Hosted White House meeting for LAS participants to discuss lodging issues.
- Continue monthly meetings with the hotel company’s in-house and external lobbyists to develop industry strategies.
 - Three monthly Washington Representatives meetings held since beginning of 2009.

- Host an annual meeting of senior hotel executives with key policy makers on Capitol Hill and in the Administration.
 - Hosted senior hotel executive meetings during LAS.
- Expand our partnership with NABHOOD to advocate key AH&LA initiatives to the Congressional Black Caucus.
 - Develop a stronger relationship with the Hispanic Caucus and Congressional Black Caucus.
 - Hosted anti-EFCA press conference with NABHOOD, AAHOA, Black Chamber, Latino Coalition, Hispanic Chamber.
 - Co-hosted first-ever Presidential Inaugural hospitality event with Congressional Black Caucus.
- Develop a stronger relationship with the Hispanic Caucus.

Strategy: Expand the association's impact on Capitol Hill by raising 1.5 million dollars for HotelPAC in the next three years. As of March 31, \$54.773 was raised.

Responsibility: AH&LA staff, AH&LA Officers, Partner State Associations, Governmental Affairs/HotelPAC Committee.

Tactics:

- Work with the PSAs, officers, and the Governmental Affairs Committee/HotelPAC to create innovative ideas to significantly increase the 2009 HotelPAC.
 - Hosted conference call with members of the Governmental Affairs/HotelPAC committee to discuss new ideas.
- Develop templates PSAs and members can use to solicit donations and create events to raise HotelPAC funds.
- Work with PSAs to develop combined state and national fund raising events.
- Solicit additional funds for the Legislative Readiness Fund from companies and individuals to address card check legislation.
 - Continue to send out follow up solicitations.
- Develop greater awareness of the importance of Governmental Affairs by regularly hosting HotelPAC events featuring members of Congress.
 - Host meeting between Chairman of the Education and Workforce Committee and AH&LA's Governmental Affairs Chairman.
- HotelPAC solicitation schedule.
 - Letter to 2008 donors and potential new donors (2 different letters).
 - Solicitation letters – January 11, April 11, and August 8.
 - Calls in February to 2008 donors of \$1,000 and above who did not respond to first letter.
 - PAC to PAC donations.
 - February – Executive Vice President Public Policy and Hotel PAC Vice President to make calls to other organizations.
 - AH&LA officers and board of directors.
 - Solicitation letters – January 11, April 11, and August 8.
 - PSA Executives.
 - Solicitation letters January 18 – April 18.
 - January – HotelPAC Vice President to call all PSA executives.

- December – HotelPAC Vice President or member of Governmental Affairs staff make presentation to ISHAE on 2010 HotelPAC objectives.
- AH&LA Committee chairs/Committee HotelPAC liaison.
 - Solicitation letters – February 8, May 16, and September 12.
 - HotelPAC Vice President will supply a sample letter to be used to solicit committee members.
- CEO & Multiunit Operators Council.
 - Solicitation letters – January 18 and August 8.
 - Allied members.
 - Solicitation letters – January 18 and April 18.
- Improve HotelPAC donor recognition program.

Strategy: Greater integration of AH&LA’s political advocacy with partner state associations and members.

Responsibility: AH&LA staff and partner state associations.

Tactics:

- Work with PSAs and direct members to ensure greater participation in communicating key grassroots initiatives to legislators.
 - Director of Grassroots sends out regular e-mails to PSAs and direct member states with calls to action.
 - Updated the card check video for managers to reflect the new Congressional session.
 - Hosted the Legislative Action Summit (LAS) in Washington, D.C., with more than 200 people in attendance, including 16 CEOs of major companies (March 16-17, 2009).
 - Grassroots/Grasstops Action.
 - Key Vote Alert e-mail sent to all members of Congress on the “Pay Check Fairness Act” – January 7.
 - Action Alert sent to AH&LA members asking them to write their members of Congress and tell them to oppose “The Lilly Ledbetter Fair Pay Act” and the “Paycheck Fairness Act” – January 8.
 - Key Vote Alert e-mail sent to all members of Congress on the “Lilly Ledbetter Fair Pay Act” – January 13.
 - Advisory sent to all AH&LA members about updated EFCA video for managers – January 29.
 - Hosted a Conference Call with Congressman Phil Roe and Tennessee Hoteliers – February 26.
 - Letter sent to President Obama asking him to “Stand Up for the American Travel Industry” – March 3.
 - E-mail of copy of the letter to Obama sent to all members of Congress – March 3.
 - E-mail sent to all U.S. Representatives on H-2Bs – March 6.
 - E-mail sent to all Senators on H-2Bs – March 11.
 - Action Alert sent to all AH&LA members on “Stopping Card Check and Protecting Business Travel” – March 12.
 - Daily news e-mails on EFCA sent to PSAs, Corporate Executives, Washington Reps, Labor Council and over 30 AH&LA members.

- Along with other members of CDW, established state-based coalitions and, where none currently exist, established state-based coalitions in key states to influence targeted Senators and members of Congress as they consider their vote on the Employee Free Choice Act (EFCA).
 - Have bi-weekly conference calls with state based coalitions.
- Market the hotelLobby program to further develop political advocates in each state.
- Meet with ISHAE leadership twice a year and address legislative issues in monthly e-Newsletters for PSAs and members.
 - Three extensive sections describing recent GA activity written for e-News and PSA e-News.
- Increase communications and relationship with PSA lobbyists through quarterly conference calls, which will create a great awareness on issues.
- Serve as a resource to PSAs on state issues that have national implications.
 - Sent PSAs periodic updates on all issues.
- Participate in PSA meetings and industry events to create a greater awareness of the association's position on issues.
 - AH&LA spoke at New York State Hospitality & Tourism Association, January 25.
- Work with EI to develop a governmental affairs educational material for textbooks and other educational products.
- Expand the tracking by governmental affairs staff on state labor, immigration, and wage issues.
 - Send out periodic updates on these issues through the EWP.
- Utilize the Early Warning Partnership (EWP), an e-mail alert system that addresses key state initiatives in the area of immigration, organized labor, and tax to make states aware of issues.
 - Four EWPs newsletters sent to members since the beginning of the year.
- Continue to use the AH&LA Labor Council to advise the Governmental Affairs Committee on issues involving organized labor, to work with key PSAs, and the major brands to develop a long-term legislative strategy concerning labor and wage issues.
- Work with the Labor Council to develop an educational video and brochure on the topic of card check legislation and programs that can be used by PSAs and partner organizations.
 - Since the beginning of the year, the employee video on card check has been crafted by the ideas of Labor Council members and AH&LA staff. It will be ready for member-wide distribution May 2009.

Strategy: Broaden the association's marketing and media reach through increased interaction with the industry, special interests, and consumer media, and the creation of marketing opportunities for members.

Responsibility: AH&LA staff.

Media Summary Report (January – March 2009) See Exhibit B

Tactics:

- Expand library of images and brochure templates to support PSA marketing efforts.
 - Created membership brochure for New Jersey.

- Created “10 Things” flyers for New York State, Colorado and Nevada.
 - Provide monthly top 25 most clicked thru stories on SmartBrief.
- Actively update list of benefits and supporting collateral to assist PSAs in promoting AH&LA.
- Inform/educate members via e-News, e-blasts, *Lodging Law*, *Lodging HR*, *Prism*, and *The Gate*.
 - Ongoing, including Allied e-News.
- Use *Lodging Magazine* and AH&LA SmartBrief to a greater extent to inform members of AH&LA features and benefits, as well as continue tradeouts with industry distribution channels.
 - Ongoing.
 - Business Development finalized tradeouts with Hotel Business for 10 ads and Hotel/Motel Management for 6 ads.
- Create position statements for PSAs and lodging companies on relevant topics.
 - Created a statement regarding industry layoffs.
 - Updated statement on inroom entertainment/pornography.
- Proactively pursue interviews in cities where the president, officers, and senior staff are visiting.
 - Promote officer/staff travel via a graphic on press section of the Website and in each e-News.
 - Set up interviews for Joe Martin during visit to Johnson & Wales.
- Maintain proactive media opportunities for PSAs, AH&LA, and AH&LEF in all forms of trade and consumer media to strengthen association’s position as “voice of the industry.”
 - Assisted Ohio with speaking points for news broadcast regarding hotels catering to women.
 - Assisted North Carolina with an op-ed for newspaper on economy.
 - Created State Leadership Award press release template for PSAs.
- Continually ensure the association’s Website maintains a high level of relevant content; analyze and update the AH&LA Website to ensure effectiveness in representing current AH&LA initiatives and information.
 - Redesign of Green Resource Center and Under 30 members section.
 - Added a database to the Under 30 members only.
 - Created a page regarding initiatives related to the Stimulus package that included comprehensive information/links.
- Create stronger, fresh visuals that attract younger hospitality leaders and reinforce the AH&LA brand.
 - Ongoing.
- Assist in the promotion and marketing of webinars.
 - Ongoing.
- Strategically evaluate all current AH&LA communications to ensure they are effective.
 - Ongoing.
- Conduct surveys with comments and suggestions from members and PSA throughout the year.
 - Creating a poll for the Website.
- Solicit sponsorship or partner with other hospitality organizations for cooperative advertising programs that create cost effective ads featuring members in major publications.
- Encourage members to update information on hotel.org to enhance its effectiveness.
- Support and promote .travel domain.

- Promotion included in SmartBrief.
- .travel was included in PSA conference call.
- Determine other marketing programs that would be effective member benefits.
 - Creating a Consumer Insights e-Newsletter that contains research articles to help members understand what will make a guest not just stay at a property, but also come back again and recommend it to the entire travel community.

Strategy: Strengthen AH&LA's events, conferences, and educational programs to ensure they are addressing member's needs and are must-attend events for members and industry leaders.

Responsibility: AH&LA staff and AH&LA committees.

Tactics:

- Review and continually improve the content and structure of each event to determine their relevance and how to improve them through new, innovative, and creative ideas, and attendee feedback and evaluations.
 - After every event, AH&LA staff meets with all stakeholders to evaluate the strengths and weaknesses. Evaluations are distributed to every attendee and reviewed by AH&LA staff and key stakeholders.
 - January 26-28, 2009 – The Americas Lodging Investment Summit – Hilton San Diego Bayfront, San Diego, California.
 - March 16-17, 2009 – AH&LA Legislative Action Summit – Mandarin Oriental Hotel, Washington, D.C.
- Offer sponsorship opportunities at each event.
 - Americas Lodging Investment Summit.
 - Over 100 sponsors ensured financial success for this conference while gaining valuable exposure to the hotel investment community.
 - AH&LA Legislative Action Summit.
 - Sponsored by the Summit's founding sponsor, American Express. HD Supply and Heartland Payment Systems were supporting sponsors. Hotel Business, Hotel & Motel Management and USA TODAY were media sponsors.
- Create networking opportunities that help members make meaningful connections.
 - Americas Lodging Investment Summit.
 - Held a "Speed Meet" session which created a "meet and greet" environment throughout the conference of dedicated time to meet one-on-one with various attendees.
 - Offered opportunity to schedule appointment with various lenders to connect attendees with them.
 - Created bars and networking areas to provide places where meetings could be conducted. Sponsors had suites, meeting rooms and private balconies to conduct private meetings and networking events.
 - Meal functions and networking receptions provided excellent networking opportunities. This year's second day offered two options for lunch: Lunch Option A, which included ALIS Awards and a Keynote Speaker and Lunch Option B, which had a buffet lunch in the exhibit hall providing more time for attendees to network with each other and exhibitors.

- AH&LA Legislative Action Summit.
 - Two networking receptions were held during this conference. The first night reception was held in conjunction with the HotelPAC and the HotelPAC's Live Auction which generated networking opportunities while helping to raise funds for HotelPAC. The second night reception was held on Capitol Hill and provided networking with their members of Congress as well as other attendees to discuss their day of appointments.
 - Hill appointments are done by state, so that attendees in each state can have valuable time connecting with others in their geographic area. Prior to each state's appointments, members from each state prepped and discussed their state's agenda during a state caucus luncheon where tables are designated by state.
- Provide quality, topical and timely programming for members using committee structure where appropriate to create specialized educational content.
 - Americas Lodging Investment Summit.
 - Offered 33 educational sessions and four general sessions on various aspects involving the hotel investment community.
 - AH&LA Industry Real Estate Advisory Council (IREFAC) did a special closing session discussing the capital markets and where we are headed in 2009 and beyond.
 - AH&LA Legislative Action Summit.
 - This two day Summit was packed with issue panels on critical issues facing the industry, a White House Briefing from the new Administration, and congressional representatives addressed the attendees for a total of 21 speakers.
 - The Governmental Affairs/HotelPAC Committee was the primary driving force involved in all programming aspects and execution.
- Introduce a governmental affairs component to our event programs wherever it is appropriate.
 - Americas Lodging Investment Summit.
 - Two sessions included AH&LA's Executive Vice President for Public Policy as a speaker incorporating a governmental affairs voice.
 - AH&LA Legislative Action Summit.
 - The primary function of this conference is dedicated to governmental affairs in order to address the many legislative and regulatory issues affecting the lodging industry.
 - While addressing many issues the main focus directed to strengthening the national economic environment, promoting travel and tourism as a source of economic wealth and keeping a democracy strong in the workplace.
- Work with various departments to execute educational webinars for members.
 - Two webinars were held in the first quarter.
 - March 4, 2009 – "Using AH&LA to Protect Your Bottom Line," sponsored by American Express with 22 registrants.
 - March 25, 2009 – "10 Things You Should Do Right Now," sponsored by American Express with 88 registrants.

III. Objective: Strengthen and promote the industry's multicultural and diversity opportunities.

Strategy: Maintain strong working relationships with other industry associations, community-based organizations, Congress, and the Administration to identify initiatives and opportunities.

Responsibility: AH&LA staff and officers.

Tactics:

- Expand our partnership with the Multicultural Foodservice Alliance, National Association of Black Owners, and Hispanic Hotel Owners Association to partner on more initiatives, including surveys, programs, etc.
 - Working with NABHOOD in regard to the NAACP report card.
- Work with the National Association for the Advancement of Colored People on initiatives, including the Report Card on the Industry.
 - Working with NABHOOD in outreach to new NAACP CEO and report card director.
- Work with the Asian American Hotel Owners Association on selective issues.
 - Working with AAHOA to partner on women's issues.
 - Requested AAHOA to identify a new MDAC representative.
- Develop legislative "one pager" on the industry's efforts to be used with members of Congress and the Administration.
- Develop a stronger relationship with the Hispanic and Congressional Black Caucuses.

Strategy: Increase hoteliers' awareness about the business advantages of embracing and increasing diversity within overall management practices.

Responsibility: AH&LA staff, association's board of directors, Multicultural & Diversity Advisory Council, Women in Lodging Executive Council, hotel brands, members, partner state associations, and multiunit operators.

Tactics:

- Create diversity educational sessions or general forums at AH&LA events, as well as networking opportunities.
- Make a diversity presentation to the board of directors, CEO Council, and Multiunit Operators Council each year.
- Communicate diversity goals in press releases, interviews, officers' speeches, etc.
 - Issued a press release announcing Steve Joyce, Choice, as new MDAC chairman.
- Work with Smith Travel Research to develop proactive tools for gathering diversity data.

Strategy: Increase the U.S. lodging industry's attraction, retention, and development by producing educational and employment advancement opportunities, while serving the industry's diverse customer base.

Responsibility: AH&LA staff, association's board of directors, Multicultural & Diversity Advisory Council, Women in Lodging Executive Council, hotel brands, multiunit operators, partner state associations.

Tactics:

- Promote EI Lodging Management Program and START via the various hotel diversity officers to position lodging as a career of choice.
- Create a Webpage to assist employees who need additional guidance for career advancement.
- Promote the AH&LA Prism Award as part of AH&LA's Stars of the Industry Awards Program via the MDAC members.
 - MDAC subcommittee contacted all members via e-mail and phone calls to encourage entries.
 - Sent e-blasts to all members encouraging entries.
- Incorporate diversity in all AH&LA executives' speaking engagements and presentations on behalf of the association.
 - Ongoing.
- Create diversity training products with the Educational Institute.

Strategy: Highlight the lodging industry's diversity accomplishments as AH&LA develops sustainable initiatives to demonstrate the lodging industry's overall outreach and establish permanent industry resources.

Responsibility: AH&LA staff, association's board of directors, Multicultural Diversity Advisory Council, Women in Lodging Executive Council, hotel brands, multiunit operators, partner state associations.

Tactics

- Invite minority leaders to participate in association activities.
- Investigate partnerships and sponsorships with minority industry organizations.
- Publish a quarterly section in *Lodging Magazine*-dedicated to diversity initiatives, programs, etc.
- Develop a database of minority vendors.
- Continue to evaluate diversity section of AH&LA Website to ensure content is current, by highlighting resources, post links to helpful diversity sites.
 - Ongoing.

EXHIBIT A

The following are a list of meetings attended.

Partner State Associations

Oklahoma H&LA Annual Members Day & Stars of the Industry – speaker
New York State Hospitality and Tourism Association -New York City – speaker
WY Annual Meeting – trade show booth
Georgia H&LA Stars of the Industry Awards – attendee
Oklahoma H&LA Executive Committee Strategic Planning – facilitator
Wisconsin Innkeepers Association Board Strategic Planning – facilitator
Illinois H&LA Gala – attendee
Florida R&LA Board meeting – speaker
North Carolina R&LA Board meeting – speaker
Rhode Island Hospitality & Tourism Assn Dale Venturini's 20th Anniversary Roast – speaker

Colleges and Universities

Johnson & Wales – speaker
Oklahoma State School of Hospitality – speaker & student chapter meeting
Syracuse Hospitality Management School – speaker
Hotel Institute of Montreux – speaker
University of Delaware Career Fair – speaker
Boston University School of Hospitality Management – speaker
San Diego State students and Under 30 Gateway community service project at ALIS

Meetings and Conventions

International Hotel & Restaurant Association board meeting
MVP NYC awards dinner
Atlanta Lodging Council – luncheon speaker
Association of Starwood Franchisee and owners North America – speaker
Hunter Investment Conference – speaker
Fred Tibbitts & Associates Award Dinner – speaker
Society of Human Resource Managers Reception – attendee
Upper Peninsula, Minnesota trade show
Cascadia, OR MPI meeting

EXHIBIT B

**QUARTERLY AH&LA MEDIA REPORT
(January – March 2009)**

MONTH	RADIO/TV STORIES	# OF ARTICLES
January	0	87 print / 254 Web
February	0	95 print / 968 Web
March	0	132 print / 620 Web