

2015 DMO ORGANIZATIONAL & FINANCIAL PROFILE STUDY

FULL REPORT



100 YEARS OF ADVANCING DESTINATIONS

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2015 DMO Organizational & Financial Profile Study

Full Report

Destination Marketing Association International

2025 M Street, NW, Suite 500

Washington, DC 20036 USA

www.destinationmarketing.org

Tel: +1.202.296.7888

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Executive Summary

Executive Summary

The 2015 DMO Organizational and Financial Profile Study is the most comprehensive benchmark study on DMO structures and organizational practices in the destination marketing sector today. This biennial survey of DMOs produces a series of core organizational metrics for peer comparison and to assist in the development, strategies and management of all DMOs. A total of 246 DMOs from the United States, Canada and Bermuda participated in the 2015 program.

This study is made available by the Destination Marketing Association International (DMAI), which protects and advances the success of official destination marketing organizations worldwide. DMAI thanks all of the respondents for their invaluable contribution to this study.

The following Executive Summary content provides some key highlights at an industry-wide level. Detailed results and findings of the entire 2015 survey are presented in the main body and appendices of this report. Additionally, customized searches of findings and benchmarks for specific DMO peer groups can be generated from the searchable report tool product that accompanies this report.

2015 DMO INDUSTRY AVERAGES

Annual Budget



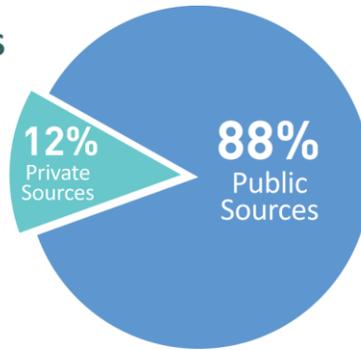
DMO budgets on average continue an upward trend since 2011, reaching their highest level at \$3.39 Million in 2015. Significant growth in average DMO budgets was recorded between 2013 and 2014.

Executive Summary

Funding / Revenue

TOP 5 PRIVATE REVENUE SOURCES

1. Advertising Revenue
2. Membership Dues
3. Partnership Revenue
4. Corporate Sponsorships
5. Event Hosting



TOP 5 PUBLIC FUNDING SOURCES

1. Hotel Room Tax
2. TID/Marketing District Assessment/
Voluntary Marketing Fee
3. Other County/City/State/Province Tax Fund Sources
4. Special Restaurant Tax
5. Other National Tax Funds

HOTEL ROOM TAX



13.1%
average taxes and
fees on hotel rooms

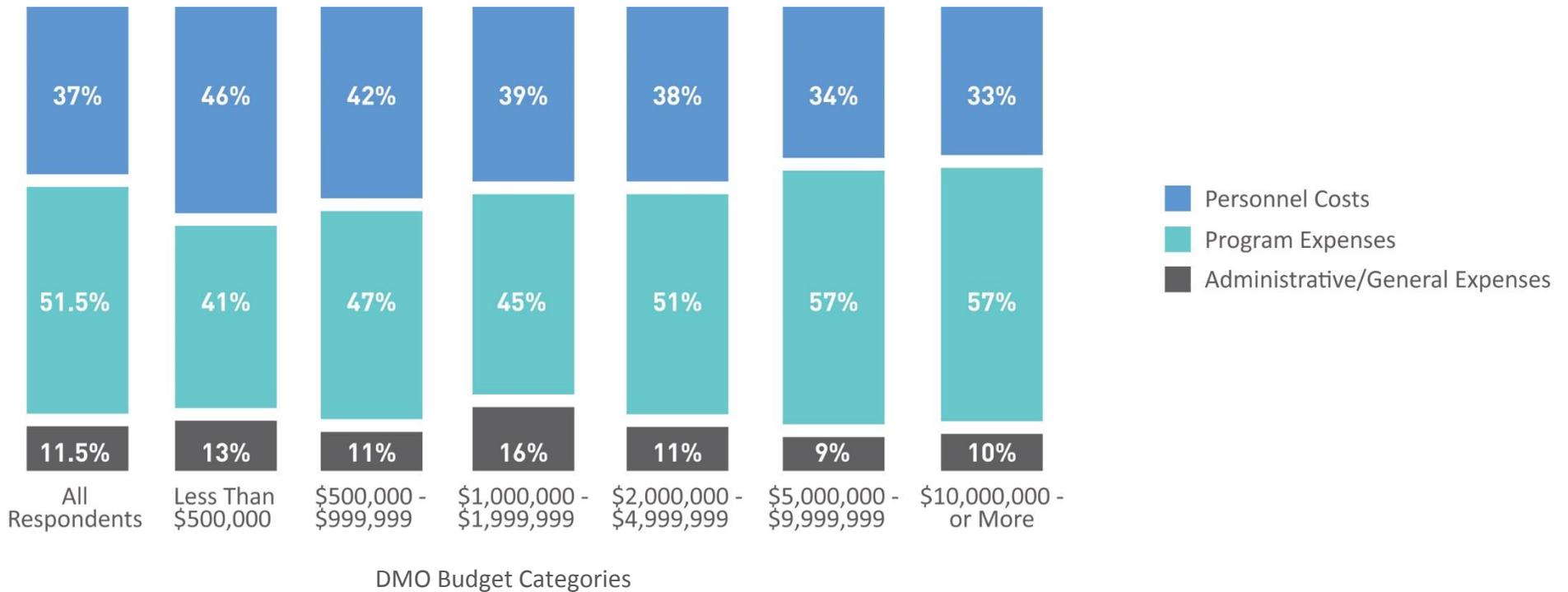
Most DMOs surveyed continue to receive the vast majority of their funding from public sources. Smaller (less than \$1 Million) and mid-sized (\$1 Million to \$5 Million) budget DMOs reported receiving approximately 90% of their total funding from public sources. More than 87% of DMOs reported receiving hotel room tax revenue, by far the leading source of public investment. Tourism Improvement District/Marketing District/Voluntary Assessments are rapidly growing as a revenue source, with 14% of DMOs receiving these funds.

Advertising revenue is the most prevalent form of private source revenue reported by DMOs generally in 2015 (19%), with membership dues representing 16% of revenues on average. Approximately 39% of DMOs have dues-paying members, with the percentage increasing to nearly 60% for the larger DMOs (greater than \$5 Million). Partnership revenue accounted for 12% of private source funding received by DMOs generally.

Executive Summary

Annual Budget Allocations

For 2015, reporting DMOs allocated just over half of their budget to specific marketing/promotions programs, with 37% invested in personnel costs, and just over 11% in administrative/general expenses. These broad allocations varied by DMO budget size – marketing/promotions programs generally increased as a percentage of overall expenses as DMO budgets grew, while personnel costs generally decreased as an overall percentage as DMO budgets rose. Administrative/general expenses fluctuated a little, yet were generally consistent in the range of 10% - 12% of overall expenses regardless of DMO budget category.

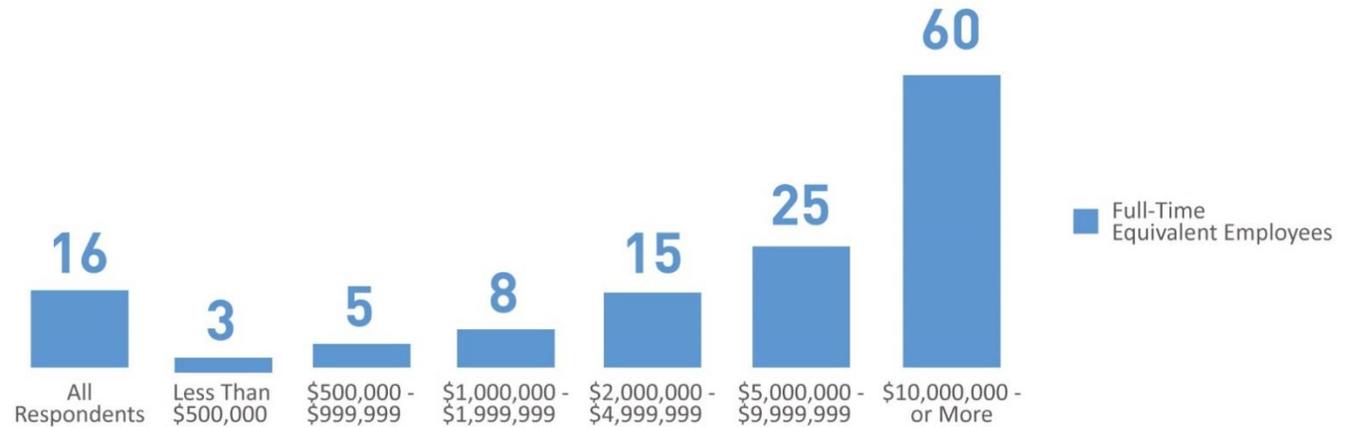


Executive Summary

Overall Staff Size



Staff Size by DMO Budget Category



More than one-third of DMO survey respondents added full-time staff in 2015. Only 8% reported a decrease, predominantly among the mid-sized DMOs. For the 2015 fiscal year, the median number of full-time equivalent employees among all reporting DMOs was 16.

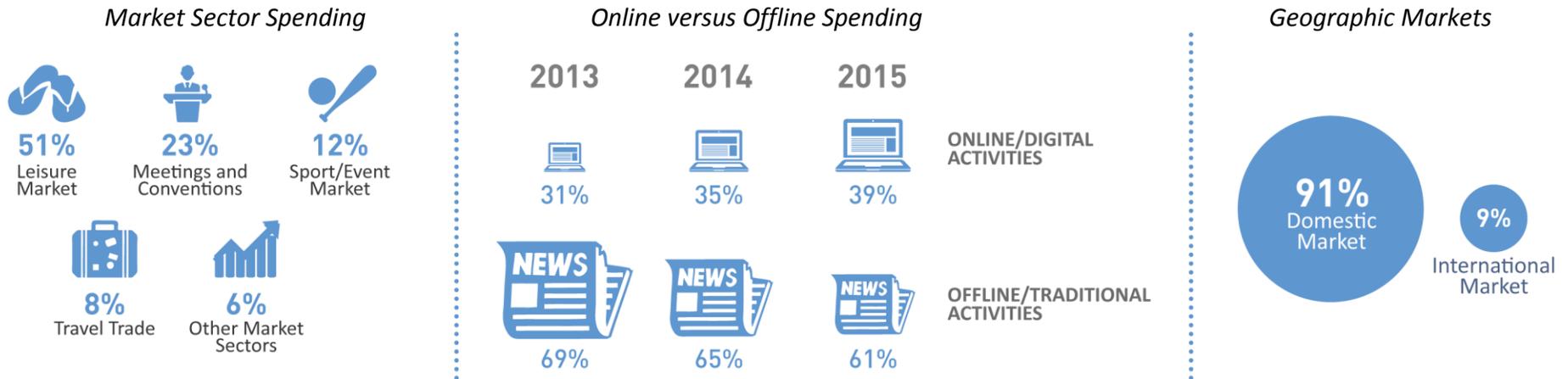
Staff Composition



DMOs overall continue to deploy a staffing strategy that focuses on targeted marketing, business development, and visitor servicing efforts for their respective destinations. Of note, DMOs are increasingly dedicating more specialized staff to the sport/event market. The sport/event market now joins destination-level marketing and communications, convention sales, visitor servicing, and travel trade support as a core visitor market development activity specifically assigned to DMO staff.

Executive Summary

Marketing / Promotions Program Allocations



On an individual basis, DMO respondents report a variety of marketing/promotions efforts that directly reflect their destination profile as a leisure destination, a business market destination, or a combination of both. Among all DMOs reporting on average, the largest program spending is generally focused on the leisure (direct consumer) market, followed by the meetings and conventions sector, the sport/event market, and then the travel trade sector.

Marketing/promotions budgets overall are increasingly being allocated to online/digital activities, with continued spending reductions generally reported for offline/traditional activities. In 2015, 39% of budgeted spending by reporting DMOs overall is now dedicated to online/digital marketing and engagement strategies, with a new low of 61% allocated to offline/traditional marketing and promotions.

On an overall basis, responding DMOs report that they are directing the vast majority (91%) of their marketing/promotions program budgets to their domestic markets in 2015.

Executive Summary

DMO Membership Profile



39%
of DMOs have
dues-paying members



522
members on
average



89%
membership
retention rate

Thirty-nine percent of DMOs have dues-paying members currently, recording an 89% member retention rate going into the 2015 fiscal year.

Membership by Industry Sector



22% Accommodation



17% Attractions/
Cultural Institutions



9% Retail
Establishments



18% Restaurants



16% Event Services/
Suppliers



18% All Other
Sectors

Membership representation by sector has remained relatively consistent in recent years, with the largest membership base still generally found in the accommodation sector, followed by restaurants, attractions/institutions, event services/suppliers and retail establishments.

Destination Performance Averages



2.4M
Overnight Visitors
Annually



\$466M
Spent by Overnight
Visitors Annually



13,285
Jobs Supported
by Tourism

Individual DMOs responding to the survey reported a variety of specific destination performance statistics that reflect their unique scale of operations, the characteristics of the destination they represent, and the composition of the markets they serve and specifically target. Yet, on an overall industry basis and as an average among all DMOs surveyed (median value), DMOs were directly involved in generating more than 2.4 Million overnight visitors and \$466 Million in direct overnight visitor spending for the communities and destinations they served in 2014. This general level of business activity assisted in supporting more than 13,000 jobs in tourism as a community/destination average.

Introduction

Overview and Methodology

The **2015 DMO Organizational & Financial Profile Study** is the most comprehensive benchmark study on DMO structures and organizational practices in the destination marketing sector today. The study focuses on trends and developments for a wide variety of organizational areas of interest. The goal of this study is to provide DMOs with a unique and invaluable information resource to assist in guiding the development, strategies, and management of their DMO.

The study covers the following key areas and themes:

- Destination taxes and revenue distribution
- Public and private investment in the DMO
- Overall expenses allocation by DMO function
- Program expenses allocation
- DMO relationships with key funding stakeholders
- Financial policies and procedures
- Staff resources
- Destination performance

A total of 246 DMOs responded to this year's online survey. The data is broken out in six budget range categories in this report:

Budget Range	Number of DMO Respondents
Less than \$500,000	10
\$500,000 - \$999,999	21
\$1,000,000 - \$1,999,999	46
\$2,000,000 - \$4,999,999	69
\$5,000,000 - \$9,999,999	35
\$10,000,000 or more	54
No budget provided	11

The **2015 DMO Organizational & Financial Profile Study** is made available by the Destination Marketing Association International (DMAI), which protects and advances the success of official destination marketing organizations worldwide. DMAI thanks all of the respondents for their invaluable contribution to this study.

Questions about these results or DMAI's research program generally should be directed to research@destinationmarketing.org or via telephone at **+1.202.296.7888**.

Guide to Using This Report

The *2015 DMO Organizational & Financial Profile Study* is designed to help DMOs evaluate their performance to similar DMOs, and identify improvement opportunities. The information in this report represents broad performance metrics against which performance can be measured. DMOs can compare themselves with industry norms or other DMOs in their budget category. Spotting significant differences between a DMO's data and industry composites can be the first step toward improving performance. It should be noted, however, that deviations from industry norms do not automatically call for action.

To provide the most up-to-date information available, the *2015 DMO Organizational & Financial Profile Study* includes data based on the most recently completed fiscal year of each respondent, as well as current fiscal year budget data (Note: The data in this report were collected from May to June 2015 and do not reflect any subsequent changes in DMO operations). For the purposes of reporting and interpretation, 24% of respondents close their fiscal years on June 30, and 54% close on December 31, so data predominantly reflects those time periods.

THROUGHOUT THE REPORT, PLEASE NOTE:

- All currency figures are reported in U.S. dollars
- "N/A" indicates an insufficient sample size to provide meaningful data for that item

How the Tables Are Organized

The data have been reported in a manner consistent with the layout of the questionnaire, which is included in the back of the report. Each section of this report begins with an overview that includes charts highlighting key findings. Aggregated data for each question in that section follows. Average figures are shown for all respondents as well as for six budget categories based on total revenue. A list of the participants in each of the budget categories can be found in Appendix A and Appendix B. The number of respondents per question is indicated to the right of each line item. In some instances, results can appear skewed as a result of a low number of respondents.

If the headings for a question appear unclear or you require further information, consult the questionnaire in the back of the report, which contains instructions and explanations that may answer your question. In addition, ratio definitions can be found on pages 4 and 5.

In most instances, average (mean) figures are used. In select cases, medians are used to eliminate the skewing of extreme responses and are so indicated. For example, average staff count is expressed as a median because the response of a single large DMO with a much higher number of staff would skew the overall average.

DMAI has made no independent verification of the information contained in this report and makes no representations, assurances, guarantees or warranties, express, or implied with respect to the accuracy or completeness of the provided information. DMAI is not liable to any persons or entities for any inaccuracies, errors, omissions or unfavorable comparisons contained in this report.

Ratio Definitions

While it is important to analyze financial information in dollar figures, percentages and ratios must be used to compare the data with past performance or industry standards. For example, while monitoring annual payroll expenses is crucial, it is more important to compare those expenditures with the value they produce. Useful measures of payroll-expense effectiveness include personnel expenses per full-time equivalent employee, or payroll as a percentage of total expenditures. Such ratios can be useful in determining how efficiently a DMO uses its payroll dollars over time or compared with other DMOs in general.

It is recommended that ratios should not be used in isolation. In combination with actual financial data, ratios can give an accurate overall picture of a DMO's financial performance and financial position. Financial performance refers to how well a DMO performs over a period of time (generally one year), and financial position refers to financial strength at a given point in time.

Ratio	Calculation*	Uses	First Seen on Page #:
COLLECTION PERCENTAGES			
Room Tax Collections & Usage (City, County, and State/Province)	Room Tax Category (Q3ba -Q3bh) expressed as a percentage of Total Room Tax Collected and Allocated to the City, County, or State/Province	Illustrates the various allocations of the collected Room Tax.	16
Hotel Assessments/Fees-Collections & Usage	Hotel Assessments/Fees categories (Q3ba -Q3bh) expressed as a percent of the Total Assessments/Fees Collected	Reflects the various allocations of the collected Total Assessments/Fees.	18
Special Restaurant Tax – Collections & Use	Special Restaurant Tax Category (Q4ca-Q4ch) expressed as a percent of Total Special Restaurant Tax Collected	Reflects the various allocations of the collected Special Restaurant Tax.	18
Car Rental Tax – Collections & Use	Car Rental Tax Category (Q5ba-Q5bh) expressed as a percent of Total Car Rental Tax Collected	Reflects the various allocations of the collected Car Rental Tax at the destination's primary airport.	19
FUNDING RATIOS			
Funding per Full-Time Equivalent Employee	Total Funding (Q14c) ÷ Number of Full-Time Equivalent Employees (Q9i)	A productivity measure. Measures a DMO's effectiveness of labor resources (<u>full-time equivalent</u> employees) based on the amount of total funding.	34

*Q = Survey question number

Ratio Definitions

Ratio	Calculation*	Uses	First Seen on Page #:
EXPENSE SECTION			
Line Item Expense Schedule & Program Expense Schedule	All of these items are expressed as percentages of total expenditures unless otherwise noted		35
Personnel Costs per Full-Time Equivalent Employee	Total Personnel Costs (Q18a) ÷ Number of Full-Time Equivalent Employees (Q9i)	A productivity measure. Measures the DMO's effectiveness of labor resources based on the amount spent on labor expenses.	36
Expenditures per Full-Time Equivalent Employee	Total Line Item Expenses (Q18d) ÷ Number of Full-Time Equivalent Employees (Q9i)	An employee productivity measure that illustrates the effectiveness of labor resources for dollars spent.	36
Revenue per Full-Time Equivalent Employee	Total Gross Revenue (Q18) ÷ Number of Full-Time Equivalent Employees (Q9i)	An employee productivity measure that monitors the effectiveness of labor resources for dollars received.	36

*Q = Survey question number

ABOUT DESTINATION MARKETING ASSOCIATION INTERNATIONAL

As the global trade association for official destination marketing organizations (DMOs), Destination Marketing Association International (DMAI) protects and advances the success of destination marketing worldwide. DMAI's membership includes over 600 official destination marketing organizations (DMOs), also known as tourism boards or Convention and Visitor Bureaus (CVBs), in over 15 countries that command more than \$2.5 billion in annual budgets. As the world's largest and most reliable resource for DMOs, it provides more than 3,500 individual members – professionals, industry partners, educators and students – the most innovative and relevant educational resources, networking opportunities and marketing intelligence worldwide.

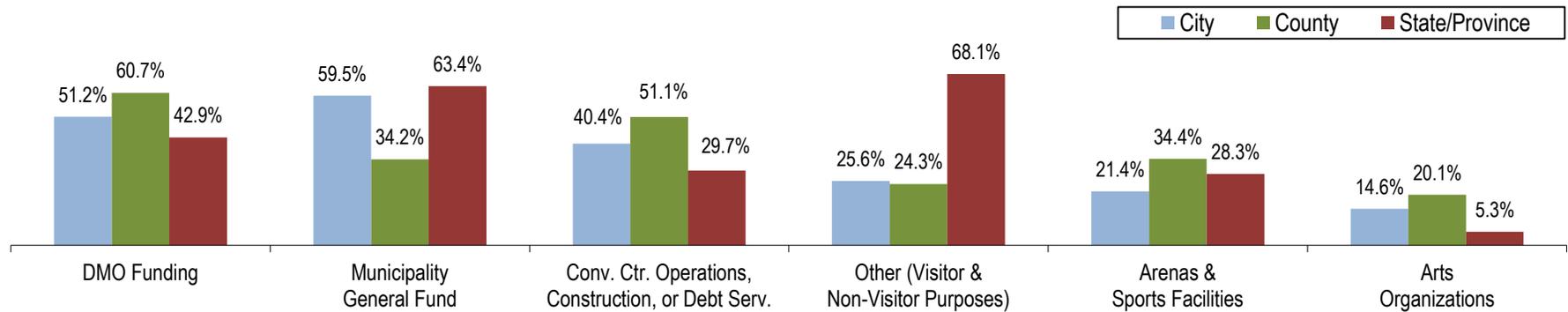
**Summary Results by Budget Size
(Gross Revenue/Funding)**

Destination Taxes and Assessments

The average total hotel room tax, including occupancy taxes, sales taxes, BID/TID assessments, etc. is 13.1%.

Hotel Room Tax — Collections & Use

Hotel room/occupancy taxes are often allocated for tourism-related purposes. The chart below shows the various allocations of these taxes for city, county, and state/province data sets. The municipality general fund is the most prominent use for the city collections, investing directly in the DMO is the most prominent use for the county collections, while state/provincial collections are primarily allocated to general funding or for other purposes.



Note: The figures reported are the averages for only those destinations that reported the specific allocation of the hotel room tax. For example, for those destinations where a percentage of the city room tax was allocated to the DMO, that average allocation was 51.2%. As a result, the figures in the chart above do not add to 100%.

Destination Taxes and Assessments

	BUDGET SIZE													
	All Respondents		Less Than \$500,000		\$500,000 to \$999,999		\$1,000,000 to \$1,999,999		\$2,000,000 to \$4,999,999		\$5,000,000 to \$9,999,999		\$10,000,000 or More	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
TOTAL TAXES AND ASSESSMENTS ON A HOTEL ROOM														
Total Hotel Taxes and Assessments (%)	235	13.09%	10	12.57%	19	12.60%	45	12.44%	68	12.77%	33	13.36%	50	14.39%
Total Hotel Taxes and Assessments (\$)	14	\$3.00	0	\$0.00	0	\$0.00	0	\$0.00	6	\$2.00	2	\$4.00	5	\$4.00
Room Tax -- City (%)	142	5.52%	6	4.63%	10	5.10%	23	5.31%	42	5.01%	20	5.81%	33	6.93%
Room Tax -- City (\$)	2	\$2.00	0	\$0.00	0	\$0.00	0	\$0.00	1	\$1.00	0	\$0.00	1	\$2.00
Room Tax -- County (%)	117	4.74%	4	3.25%	9	4.12%	27	4.75%	37	4.53%	14	4.68%	21	5.50%
Room Tax -- County (\$)	1	\$5.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1	\$5.00
Room Tax -- State/Province (%)	68	4.56%	5	5.09%	6	6.15%	11	3.91%	15	4.07%	13	3.78%	13	5.52%
Room Tax -- State/Province (\$)	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
General Sales Tax -- City (%)	60	3.05%	3	3.28%	4	4.01%	4	4.64%	21	2.84%	10	2.71%	16	2.69%
General Sales Tax -- City (\$)	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
General Sales Tax -- County (%)	84	2.73%	4	3.57%	9	2.86%	14	3.37%	28	3.03%	10	1.57%	17	1.96%
General Sales Tax -- County (\$)	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
General Sales Tax -- State/Province (%)	170	5.72%	6	5.24%	13	5.99%	28	5.76%	56	5.51%	26	5.70%	35	5.87%
General Sales Tax -- State/Province (\$)	1	\$6.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1	\$6.00
General Sales Tax -- National (%)	17	5.65%	2	9.00%	3	5.00%	1	8.00%	6	5.00%	2	5.00%	2	5.00%
General Sales Tax -- National (\$)	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Other Tax (%)	48	2.81%	2	3.05%	5	3.08%	11	4.02%	9	1.71%	4	1.53%	15	2.32%
Other Tax (\$)	7	\$2.00	0	\$0.00	0	\$0.00	0	\$0.00	1	\$5.00	3	\$2.00	3	\$2.00
Tourism Improvement District (TID)/Marketing														
District Assessment/Voluntary Mktg. Fee (%)	32	2.29%	0	0.00%	3	0.53%	3	2.67%	5	2.18%	8	3.47%	13	1.93%
District Assessment/Voluntary Mktg. Fee (\$)	8	\$2.00	0	\$0.00	0	\$0.00	0	\$0.00	4	\$2.00	1	\$2.00	2	\$2.00

*All currency figures are reported in U.S. dollars.

Destination Taxes and Assessments

	All Respondents		BUDGET SIZE											
			Less Than \$500,000		\$500,000 to \$999,999		\$1,000,000 to \$1,999,999		\$2,000,000 to \$4,999,999		\$5,000,000 to \$9,999,999		\$10,000,000 or More	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
TOURISM DISTRICT ASSESSMENT (TID)														
When was this TID enacted?														
Before 2013	52	80.00%	1	50.00%	5	100.00%	7	87.50%	11	78.57%	14	87.50%	14	77.78%
2013	7	10.77%	0	0.00%	0	0.00%	1	12.50%	1	7.14%	0	0.00%	4	22.22%
2014	3	4.62%	1	50.00%	0	0.00%	0	0.00%	0	0.00%	1	6.25%	0	0.00%
2015	3	4.62%	0	0.00%	0	0.00%	0	0.00%	2	14.29%	1	6.25%	0	0.00%
HOTEL ROOM TAX -- COLLECTIONS & USAGE -- CITY														
Total Hotel Room Tax Collected (\$)	130	\$18,935,297	6	\$715,748	11	\$1,507,551	22	\$2,596,327	39	\$4,438,873	18	\$10,160,759	29	\$66,621,428
Percent of City hotel room tax allocated to:														
DMO Funding	115	51.18%	5	60.60%	11	61.05%	20	59.37%	30	57.29%	20	41.34%	24	35.06%
Convention Center (operations, construction or debt service)	53	40.41%	2	27.50%	0	0.00%	4	33.30%	15	42.24%	14	35.79%	16	46.31%
Arts Organizations	28	14.55%	0	0.00%	1	25.00%	3	18.61%	8	7.21%	6	10.39%	6	10.86%
Sports Facilities (stadiums, arenas, etc.)	13	21.42%	1	18.00%	0	0.00%	1	20.00%	4	16.59%	2	31.00%	5	22.43%
Municipality General Fund	60	59.53%	2	70.50%	5	47.80%	12	74.21%	19	52.24%	10	49.60%	11	64.79%
Other	69	25.58%	3	27.67%	6	27.42%	7	44.71%	21	22.91%	10	15.18%	21	25.12%
HOTEL ROOM TAX -- COLLECTIONS & USAGE -- COUNTY														
Total Hotel Room Tax Collected (\$)	108	\$15,723,453	4	\$226,123	7	\$1,107,161	23	\$2,496,578	38	\$4,763,791	12	\$7,794,288	21	\$63,634,776
Percent of City hotel room tax allocated to:														
DMO Funding	94	60.69%	4	82.75%	6	82.74%	24	63.87%	32	64.21%	12	46.75%	14	45.58%
Convention Center (operations, construction or debt service)	27	51.07%	0	0.00%	1	54.29%	6	51.93%	7	43.84%	3	57.05%	8	58.26%
Arts Organizations	16	20.09%	0	0.00%	1	4.00%	2	52.65%	6	17.90%	4	19.25%	3	9.23%
Sports Facilities (stadiums, arenas, etc.)	16	34.39%	0	0.00%	0	0.00%	0	0.00%	4	33.92%	5	28.40%	7	38.93%
Municipality General Fund	35	34.18%	2	34.50%	2	11.15%	6	50.47%	14	37.96%	5	19.06%	5	34.06%
Other	76	24.32%	0	0.00%	3	7.67%	13	26.72%	27	24.59%	12	29.46%	19	22.39%

Destination Taxes and Assessments

	All Respondents		BUDGET SIZE											
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
HOTEL ROOM TAX -- COLLECTIONS & USAGE -- STATE/PROVINCE														
Total Hotel Room Tax Collected (\$)	42	\$18,437,573	4	\$377,329	0	\$0	6	\$2,096,747	9	\$10,900,426	9	\$17,250,500	12	\$42,153,250
Percent of City hotel room tax allocated to:														
DMO Funding	17	42.89%	2	100.00%	0	0.00%	1	33.00%	3	53.77%	4	33.30%	6	30.82%
Convention Center (operations, construction or debt service)	5	29.70%	0	0.00%	0	0.00%	0	0.00%	2	4.85%	1	53.30%	2	42.75%
Arts Organizations	1	5.30%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	5.30%
Sports Facilities (stadiums, arenas, etc.)	3	28.33%	0	0.00%	0	0.00%	1	31.00%	0	0.00%	0	0.00%	2	27.00%
Municipality General Fund	18	63.37%	1	100.00%	0	0.00%	3	58.33%	4	79.50%	3	81.67%	6	36.55%
Other	26	68.13%	0	0.00%	0	0.00%	4	77.00%	6	51.83%	7	66.93%	8	68.88%
HOTEL ASSESSMENTS/FEES -- COLLECTIONS & USAGE														
Total Hotel Room Tax Collected (\$)	34	\$6,783,437	1	\$1,286,143	0	\$0	6	\$775,513	6	\$1,602,623	8	\$3,039,618	12	\$15,647,079
Percent of City hotel room tax allocated to:														
DMO Funding	30	94.10%	0	0.00%	0	0.00%	4	99.25%	8	97.00%	9	85.56%	8	97.50%
Convention Center (operations, construction or debt service)	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Arts Organizations	1	50.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	50.00%	0	0.00%
Sports Facilities (stadiums, arenas, etc.)	1	100.00%	0	0.00%	0	0.00%	1	100.00%	0	0.00%	0	0.00%	0	0.00%
Municipality General Fund	1	2.00%	0	0.00%	0	0.00%	0	0.00%	1	2.00%	0	0.00%	0	0.00%
Maintenance/Upkeep of District	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Other	9	71.23%	1	100.00%	0	0.00%	1	3.00%	3	74.00%	2	90.00%	2	60.00%
TAX RATE FOR RESTAURANT DINING														
Is there a Special Restaurant Tax (other than general sales tax)?														
Yes	42	17.28%	1	10.00%	3	14.29%	8	17.78%	10	14.49%	8	23.53%	12	22.22%
No	201	82.72%	9	90.00%	18	85.71%	37	82.22%	59	85.51%	26	76.47%	42	77.78%

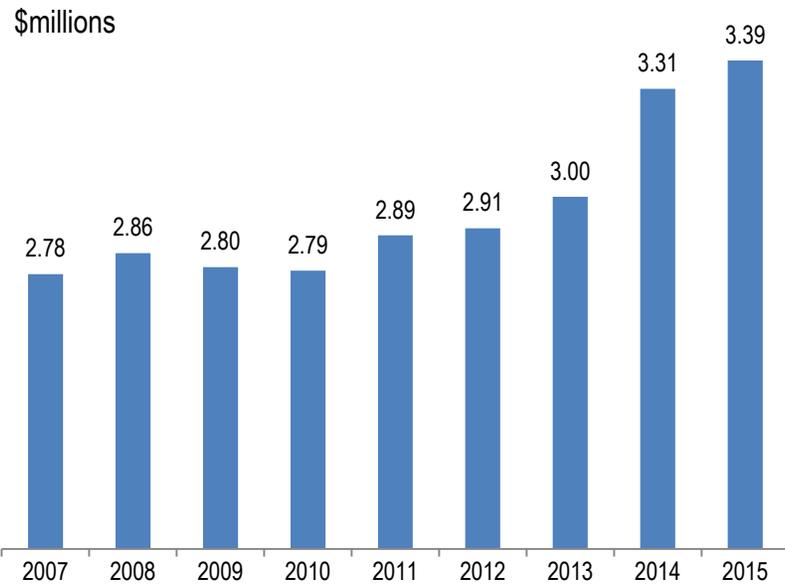
Destination Taxes and Assessments

	BUDGET SIZE													
	All Respondents		Less Than \$500,000		\$500,000 to \$999,999		\$1,000,000 to \$1,999,999		\$2,000,000 to \$4,999,999		\$5,000,000 to \$9,999,999		\$10,000,000 or More	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Special Restaurant Tax Rate (% or \$)														
Percent Rate (%)	40	2.92%	0	0.00%	2	0.03%	8	3.43%	10	2.93%	8	2.31%	12	3.46%
Set Amount (\$)	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
SPECIAL RESTAURANT TAX-- COLLECTIONS & USAGE														
Percent of Special Restaurant Tax (excluding sales tax) allocated to:														
DMO Funding	12	59.25%	0	0.00%	1	60.00%	4	79.25%	0	0.00%	2	90.00%	5	30.80%
Convention Center (operations, construction or debt service)	11	72.27%	0	0.00%	1	100.00%	0	0.00%	1	99.00%	3	64.33%	6	67.17%
Arts Organizations	2	8.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	1.00%	1	15.00%
Sports Facilities (stadiums, arenas, etc.)	4	51.75%	0	0.00%	0	0.00%	0	0.00%	1	50.00%	1	26.00%	2	65.50%
Municipality General Fund	13	84.62%	1	100.00%	0	0.00%	2	100.00%	5	70.20%	3	95.00%	2	82.00%
Other	17	63.00%	0	0.00%	1	40.00%	5	56.60%	4	100.00%	2	57.50%	5	46.60%
CAR RENTAL TAX RATE-- COLLECTIONS & USAGE														
Car Rental Tax Rate at Primary Airport (% or \$)														
Percent Rate (%)	114	12.11%	4	11.50%	5	8.96%	13	6.36%	35	9.29%	19	14.97%	31	13.75%
Set Amount (\$)	27	\$8.00	0	\$0.00	0	\$0.00	1	\$6.00	3	\$6.00	7	\$7.00	13	\$3.00
Percent of Car Rental Tax (EXCLUDE sales tax) allocated to:														
DMO Funding	6	94.45%	0	0.00%	0	0.00%	2	100.00%	2	83.35%	1	100.00%	1	100.00%
Convention Center (operations, construction or debt service)	5	63.83%	0	0.00%	0	0.00%	1	100.00%	0	0.00%	1	3.00%	3	72.04%
Arts Organizations	6	29.57%	0	0.00%	0	0.00%	1	100.00%	0	0.00%	0	0.00%	5	15.49%
Sports Facilities (stadiums, arenas, etc.)	12	48.05%	0	0.00%	1	25.00%	0	0.00%	2	58.31%	2	62.50%	6	46.17%
Municipality General Fund	47	83.48%	3	100.00%	3	91.67%	3	100.00%	16	91.74%	9	52.45%	12	86.06%
Airport (oper. const. or debt service)	24	80.04%	0	0.00%	1	100.00%	3	100.00%	8	79.59%	5	66.38%	5	77.08%
Other	49	73.87%	0	0.00%	2	100.00%	1	100.00%	12	76.01%	10	83.30%	19	60.54%

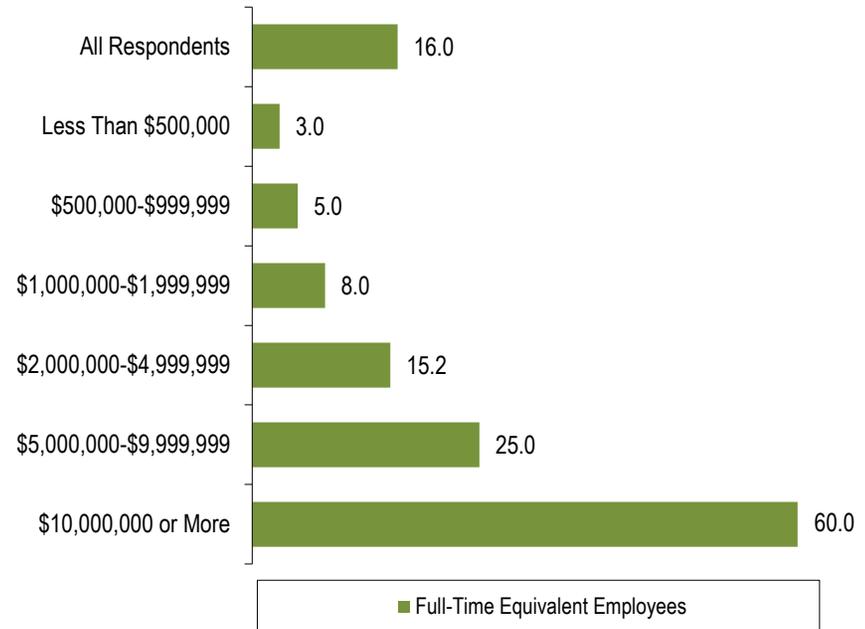
DMO Profile

Gross Revenue and Personnel

DMO budgets continue an upward trend since 2011, reaching their highest level at \$3.39 M in 2015. Significant growth in DMO budgets was recorded between 2013 and 2014.



More than one-third of DMOs added full-time staff in 2015. Only 8% reported a decrease, predominately among the mid-sized DMOs. For the 2015 fiscal year, the median number of full-time equivalent employees at participating DMOs was 16.



DMO Profile

	All Respondents		BUDGET SIZE											
	Count	Average	Less Than \$500,000	\$500,000 to \$999,999	\$1,000,000 to \$1,999,999	\$2,000,000 to \$4,999,999	\$5,000,000 to \$9,999,999	\$10,000,000 or More	Count	Average	Count	Average	Count	Average
PERIPHERAL OPERATIONS														
Does your DMO have peripheral operations?														
Yes	41	17.23%	2	20.00%	4	20.00%	6	13.64%	11	15.94%	6	17.65%	11	20.75%
No	197	82.77%	8	80.00%	16	80.00%	38	86.36%	58	84.06%	28	82.35%	42	79.25%
If yes, please indicate peripheral operations:														
Convention center	15	36.59%	0	0.00%	1	25.00%	0	0.00%	4	36.36%	4	66.67%	5	45.45%
Parking facility	5	12.20%	0	0.00%	0	0.00%	0	0.00%	1	9.09%	1	16.67%	2	18.18%
Sports facility	3	7.32%	0	0.00%	1	25.00%	0	0.00%	1	9.09%	0	0.00%	1	9.09%
Museum/Cultural institution	3	7.32%	0	0.00%	0	0.00%	0	0.00%	2	18.18%	0	0.00%	1	9.09%
Visitor Information Center	18	43.90%	0	0.00%	1	25.00%	5	83.33%	6	54.55%	2	33.33%	4	36.36%
Other	17	41.46%	2	100.00%	1	25.00%	1	16.67%	2	18.18%	2	33.33%	8	72.73%
ORGANIZATION STRUCTURE														
501(c)(6)	147	60.49%	6	60.00%	12	57.14%	28	60.87%	44	63.77%	20	57.14%	33	61.11%
501(c)(3)	6	2.47%	0	0.00%	1	4.76%	1	2.17%	1	1.45%	1	2.86%	1	1.85%
501(c)(4)	1	0.41%	0	0.00%	0	0.00%	0	0.00%	1	1.45%	0	0.00%	0	0.00%
Non-Profit (non-US)	20	8.23%	1	10.00%	4	19.05%	3	6.52%	6	8.70%	2	5.71%	3	5.56%
City Gov't Agency	15	6.17%	2	20.00%	1	4.76%	0	0.00%	3	4.35%	5	14.29%	3	5.56%
County Gov't Agency	14	5.76%	1	10.00%	0	0.00%	5	10.87%	2	2.90%	1	2.86%	4	7.41%
State/Provincial Gov't Agency	5	2.06%	0	0.00%	0	0.00%	0	0.00%	2	2.90%	0	0.00%	3	5.56%
Chamber of Commerce	6	2.47%	0	0.00%	2	9.52%	1	2.17%	2	2.90%	1	2.86%	0	0.00%
Authority	11	4.53%	0	0.00%	1	4.76%	2	4.35%	2	2.90%	1	2.86%	5	9.26%
Private/Public Sector Partnership	2	0.82%	0	0.00%	0	0.00%	1	2.17%	1	1.45%	0	0.00%	0	0.00%
Other	16	6.58%	0	0.00%	0	0.00%	5	10.87%	5	7.25%	4	11.43%	2	3.70%
ENDING MONTH OF FISCAL YEAR														
March	1	0.44%	0	0.00%	0	0.00%	0	0.00%	1	1.49%	0	0.00%	0	0.00%
April	1	0.44%	0	0.00%	1	4.76%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
May	1	0.44%	0	0.00%	1	4.76%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
June	54	23.68%	2	20.00%	1	4.76%	7	16.28%	17	25.37%	14	41.18%	13	25.00%
July	17	7.46%	2	20.00%	0	0.00%	5	11.63%	4	5.97%	0	0.00%	6	11.54%
August	1	0.44%	0	0.00%	0	0.00%	0	0.00%	1	1.49%	0	0.00%	0	0.00%
September	16	7.02%	0	0.00%	1	4.76%	1	2.33%	6	8.96%	2	5.88%	6	11.54%
October	15	6.58%	0	0.00%	0	0.00%	3	6.98%	4	5.97%	2	5.88%	6	11.54%
December	122	53.51%	6	60.00%	17	80.95%	27	62.79%	34	50.75%	16	47.06%	21	40.38%

DMO Profile

		BUDGET SIZE												
All Respondents	Count	Average	Less Than \$500,000		\$500,000 to \$999,999		\$1,000,000 to \$1,999,999		\$2,000,000 to \$4,999,999		\$5,000,000 to \$9,999,999		\$10,000,000 or More	
			Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average

REVENUES & EXPENSES (Medians)* (\$ and % of Total Funding)

NOTE: The revenue and expense figures reported below are medians. On the following page, the revenue and expense figures are reported as means (averages). Medians represent the mid-point, with one-half of DMOs reporting figures above it and one-half below. It is often helpful to look at both the median and average (mean) figures, as the median is not distorted by a few exceptionally high or low values that may exist due to a DMO's specific scale of operations, or other factors.

2013

Funding from Public Sources (%)	224	92.08%	10	100.00%	21	97.65%	44	94.76%	68	90.96%	33	93.45%	48	82.59%
Funding from Public Sources (\$)	224	\$2,496,922	10	\$298,433	21	\$609,958	44	\$1,210,724	68	\$2,567,951	33	\$4,917,533	48	\$12,059,717
Revenue from Private Sources (%)	224	8.18%	10	0.00%	21	2.35%	44	5.24%	68	9.04%	33	6.55%	49	17.92%
Revenue from Private Sources (\$)	224	\$276,748	10	\$169,721	21	\$38,390	44	\$139,153	68	\$255,972	33	\$543,460	49	\$2,484,000
Total Funding/Revenue (\$)	227	\$2,999,380	10	\$357,926	21	\$690,000	44	\$1,334,923	68	\$2,886,294	33	\$5,663,400	51	\$14,589,953
Total Expenses (\$)	215	\$3,093,343	10	\$365,146	18	\$650,361	40	\$1,215,314	64	\$2,853,366	32	\$5,065,729	50	\$13,364,869

2014

Funding from Public Sources (%)	229	91.92%	10	100.00%	21	96.61%	44	95.47%	69	91.85%	35	94.45%	50	84.08%
Funding from Public Sources (\$)	229	\$2,795,285	10	\$300,939	21	\$670,000	44	\$1,277,178	69	\$2,745,944	35	\$5,649,383	50	\$13,101,739
Revenue from Private Sources (%)	229	8.08%	10	0.00%	21	3.39%	44	4.54%	69	8.15%	35	5.55%	50	15.93%
Revenue from Private Sources (\$)	229	\$300,000	10	\$180,314	21	\$43,985	44	\$141,000	69	\$280,677	35	\$631,944	50	\$2,459,163
Total Funding/Revenue (\$)	231	\$3,306,212	10	\$384,718	21	\$719,938	44	\$1,476,694	69	\$3,056,381	35	\$6,216,984	52	\$16,006,144
Total Expenses (\$)	221	\$3,316,591	10	\$375,288	18	\$665,872	40	\$1,398,082	67	\$2,918,429	34	\$5,617,446	51	\$14,863,240

2015 (Current FY, Budgeted)

Funding from Public Sources (%)	232	92.87%	10	100.00%	21	96.68%	46	96.07%	69	91.84%	35	94.86%	51	85.84%
Funding from Public Sources (\$)	232	\$3,000,000	10	\$306,529	21	\$685,920	46	\$1,249,000	69	\$2,779,925	35	\$5,425,251	51	\$14,621,000
Revenue from Private Sources (%)	232	7.20%	10	0.00%	21	3.32%	46	3.93%	69	8.16%	35	5.14%	51	14.25%
Revenue from Private Sources (\$)	232	\$316,685	10	\$126,307	21	\$46,291	46	\$127,122	69	\$293,525	35	\$435,705	51	\$2,368,805
Total Funding/Revenue (\$)	232	\$3,386,434	10	\$403,565	21	\$723,240	46	\$1,453,550	69	\$3,234,377	35	\$6,478,000	51	\$16,155,060
Total Expenses (\$)	225	\$3,511,644	10	\$379,901	19	\$722,168	42	\$1,464,281	67	\$3,265,929	35	\$6,148,232	51	\$15,840,516

*Does not include Las Vegas and Visit Florida. All currency figures are reported in U.S. dollars.

DMO Profile

	BUDGET SIZE													
	All Respondents		Less Than \$500,000		\$500,000 to \$999,999		\$1,000,000 to \$1,999,999		\$2,000,000 to \$4,999,999		\$5,000,000 to \$9,999,999		\$10,000,000 or More	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
REVENUES & EXPENSES (Means)*														
(\$ and % of Total Funding)														
2013														
Funding from Public Sources (%)	224	87.23%	10	83.75%	21	89.77%	44	91.67%	68	87.22%	33	86.96%	48	83.00%
Funding from Public Sources (\$)	224	\$4,929,256	10	\$314,722	21	\$640,225	44	\$1,224,388	68	\$2,575,026	33	\$4,852,811	48	\$14,550,910
Revenue from Private Sources (%)	224	13.15%	10	16.26%	21	10.23%	44	8.33%	68	12.78%	33	13.04%	48	18.70%
Revenue from Private Sources (\$)	224	\$1,194,899	10	\$225,815	21	\$97,174	44	\$158,685	68	\$406,010	33	\$1,027,701	48	\$3,562,247
Total Funding/Revenue (\$)	224	\$6,088,845	10	\$405,048	21	\$705,008	44	\$1,343,402	68	\$2,945,212	33	\$5,631,372	48	\$18,001,820
Total Expenses (\$)	215	\$5,754,464	10	\$377,575	18	\$646,297	40	\$1,280,867	64	\$2,881,095	32	\$5,379,799	50	\$16,253,710
2014														
Funding from Public Sources (%)	229	87.30%	10	84.18%	21	90.07%	44	90.90%	69	87.89%	35	87.50%	50	82.62%
Funding from Public Sources (\$)	229	\$5,400,845	10	\$313,978	21	\$664,672	44	\$1,303,325	69	\$2,780,916	35	\$5,366,316	50	\$15,652,903
Revenue from Private Sources (%)	229	12.70%	10	15.82%	21	9.93%	44	9.10%	69	12.11%	35	12.50%	50	17.38%
Revenue from Private Sources (\$)	229	\$1,225,231	10	\$165,285	21	\$101,469	44	\$190,909	69	\$405,620	35	\$1,085,372	50	\$3,655,828
Total Funding/Revenue (\$)	229	\$6,589,244	10	\$380,092	21	\$732,317	44	\$1,446,507	69	\$3,151,266	35	\$6,172,592	50	\$19,342,527
Total Expenses (\$)	221	\$6,239,971	10	\$355,493	18	\$673,498	40	\$1,382,208	67	\$3,035,602	34	\$5,817,573	51	\$17,753,685
2015 (Current FY, Budgeted)														
Funding from Public Sources (%)	231	88.33%	10	86.73%	21	89.47%	46	92.66%	68	87.87%	35	88.26%	51	84.92%
Funding from Public Sources (\$)	231	\$5,898,913	10	\$339,232	21	\$669,390	46	\$1,321,523	68	\$2,864,255	35	\$5,900,980	51	\$17,315,796
Revenue from Private Sources (%)	231	12.05%	10	13.27%	21	10.53%	46	7.34%	68	12.13%	35	11.74%	51	16.72%
Revenue from Private Sources (\$)	231	\$1,260,375	10	\$133,804	21	\$106,324	46	\$145,788	68	\$419,826	35	\$1,007,830	51	\$3,765,572
Total Funding/Revenue (\$)	232	\$7,019,873	10	\$413,033	21	\$780,440	46	\$1,452,719	69	\$3,304,293	35	\$6,861,320	51	\$20,700,534
Total Expenses (\$)	225	\$6,721,739	10	\$383,781	19	\$722,214	42	\$1,458,191	67	\$3,264,321	35	\$6,446,835	51	\$19,124,911

*Does not include Las Vegas and Visit Florida. All currency figures are reported in U.S. dollars.

DMO Profile

	All Respondents	BUDGET SIZE												
		Count	Average	Less Than \$500,000	Average	\$500,000 to \$999,999	Average	\$1,000,000 to \$1,999,999	Average	\$2,000,000 to \$4,999,999	Average	\$5,000,000 to \$9,999,999	Average	\$10,000,000 or More
REVENUES & EXPENSES														
PERCENT CHANGE (Medians)														
2014 VS. 2013														
Total Funding from Public Sources	221	6.93%	10	3.26%	21	3.57%	44	7.12%	67	6.66%	33	9.83%	46	7.67%
Total Revenue from Private Sources	178	4.86%	4	8.07%	13	6.71%	31	5.08%	61	1.08%	24	7.23%	45	5.81%
Total Funding/Revenue	226	6.72%	10	3.81%	21	4.35%	44	7.12%	68	6.22%	33	9.82%	50	6.93%
Total Expenses	213	6.07%	10	0.45%	18	6.84%	39	6.85%	64	5.33%	32	7.75%	49	7.23%
2015 VS. 2014														
Total Funding from Public Sources	224	3.44%	10	4.18%	20	1.06%	42	3.14%	68	2.54%	35	3.97%	49	3.81%
Total Revenue from Private Sources	178	0.23%	4	-9.39%	12	5.87%	31	2.87%	60	1.74%	26	-5.33%	45	-2.73%
Total Funding/Revenue	228	2.05%	10	5.43%	20	1.78%	43	1.06%	68	1.85%	35	1.82%	52	2.53%
Total Expenses	219	6.72%	10	9.33%	18	6.77%	39	4.87%	66	6.72%	34	6.15%	51	8.75%
NUMBER OF EMPLOYEES ON STAFF (Medians)														
2014														
Total Full-Time Equivalent Employees	238	15.2	10	3.0	21	5.0	46	7.8	69	15.0	35	24.0	52	56.2
Part-Time On-call Staff Employees	120	4.0	2	1.3	9	2.0	24	2.0	32	5.0	19	5.0	29	9.0
Regularly Scheduled Volunteers	75	12.0	4	5.5	6	3.5	13	6.0	27	11.0	11	46.0	13	50.0
2015 (Current FY, Budgeted)														
Total Full-Time Equivalent Employees	232	16.0	10	3.0	20	5.0	44	8.0	68	15.2	35	25.0	51	60.0
Part-Time On-call Staff Employees	118	4.5	2	1.3	9	2.0	24	1.5	32	6.0	19	5.0	29	9.0
Regularly Scheduled Volunteers	69	15.0	3	4.0	5	1.0	9	6.0	28	10.5	11	52.0	13	50.0

DMO Profile

	All Respondents	BUDGET SIZE											
		Count	Average	Less Than \$500,000	Average	\$500,000 to \$999,999	Average	\$1,000,000 to \$1,999,999	Average	\$2,000,000 to \$4,999,999	Average	\$5,000,000 to \$9,999,999	Average

FULL TIME EQUIVALENT EMPLOYEES BY FUNCTION

2014

Percent of full-time equivalent employees allocated to:

Convention Sales	193	22.35%	2	16.17%	13	22.97%	35	20.02%	64	20.20%	32	24.11%	44	26.64%
Sport/Event Sales	156	11.09%	3	23.22%	12	18.61%	30	14.62%	48	10.53%	27	9.34%	33	5.65%
Convention Services and Housing	123	9.76%	0	0.00%	3	15.00%	11	8.56%	43	9.27%	28	9.30%	37	10.60%
Travel Trade	126	10.20%	4	20.81%	4	16.84%	17	10.04%	38	9.67%	15	8.36%	44	10.05%
Marketing and Communications	235	25.51%	10	36.14%	21	28.14%	44	27.42%	69	24.99%	35	23.47%	51	22.10%
Visitor Services	177	17.23%	4	24.63%	9	34.47%	33	22.91%	58	15.20%	30	15.54%	40	12.32%
Membership Services	113	9.46%	1	23.81%	7	15.72%	14	10.20%	38	8.83%	15	8.98%	34	8.19%
General Administration	233	21.68%	9	36.78%	20	22.72%	44	24.78%	69	20.20%	35	19.09%	51	19.64%

2015 (Current FY, Budgeted)

Percent of full-time equivalent employees allocated to:

Convention Sales	187	22.40%	2	16.45%	11	23.04%	33	20.52%	64	19.98%	32	24.30%	43	26.44%
Sport/Event Sales	153	11.05%	3	21.52%	10	19.90%	29	14.83%	47	10.47%	28	9.40%	33	5.71%
Convention Services and Housing	120	9.52%	0	0.00%	2	12.50%	11	8.27%	43	9.02%	27	9.29%	36	10.49%
Travel Trade	123	10.14%	3	26.02%	4	17.09%	17	9.95%	39	9.26%	14	8.66%	43	10.03%
Marketing and Communications	228	26.19%	10	36.88%	19	29.48%	42	28.88%	68	25.48%	35	23.99%	50	22.69%
Visitor Services	173	16.88%	4	27.08%	8	33.01%	31	23.27%	57	14.89%	31	15.00%	40	12.08%
Membership Services	110	9.43%	1	23.81%	7	15.38%	13	9.30%	38	9.14%	15	8.66%	33	8.42%
General Administration	225	21.33%	9	35.95%	18	23.47%	41	23.83%	68	19.87%	35	18.65%	50	19.40%

Note: Data reported for each line are based on all responses other than zero. As a result, the sum of the values will not equal 100%.

CHANGES IN STAFFING

Total Full-Time Equivalent Employees

Remained the Same	127	54.98%	9	90.00%	16	84.21%	31	70.45%	35	51.47%	12	34.29%	21	41.18%
Increased	86	37.23%	0	0.00%	3	15.79%	10	22.73%	27	39.71%	19	54.29%	27	52.94%
Decreased	18	7.79%	1	10.00%	0	0.00%	3	6.82%	6	8.82%	4	11.43%	3	5.88%

Number of full-time employees (FTEs) regularly telecommuting in DMO's main office and/or out-of-town/satellite office(s)

Main Office	91	10.0	4	2.5	7	4.0	9	9.0	19	11.0	20	19.3	29	20.0
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DMO Profile

	BUDGET SIZE														
	All Respondents		Less Than \$500,000		\$500,000 to \$999,999		\$1,000,000 to \$1,999,999		\$2,000,000 to \$4,999,999		\$5,000,000 to \$9,999,999		\$10,000,000 or More		
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	
Out-of-town/Satellite Office(s)	60	3.0	0	0.0	2	3.0	3	3.0	5	1.0	11	2.0	38	3.0	
DMO CONTRACTS															
DMO has a Contract with Primary Funding Source/Entity	153	64.56%	7	70.00%	14	66.67%	28	63.64%	45	65.22%	19	54.29%	35	67.31%	
If Yes, How is the Contract Awarded?															
RFP	16	10.46%	0	0.00%	0	0.00%	2	7.14%	6	13.33%	2	10.53%	5	14.29%	
Gov't. Auth./No RFP	137	89.54%	7	100.00%	14	100.00%	26	92.86%	39	86.67%	17	89.47%	30	85.71%	
If Yes, What is the Term of the Contract?															
Annual	49	32.24%	4	57.14%	8	57.14%	7	25.00%	9	20.45%	10	52.63%	10	28.57%	
Multi-Year:	103	67.76%	3	42.86%	6	42.86%	21	75.00%	35	79.55%	9	47.37%	25	71.43%	
If Multi-Year contract, Number of Years:	75	6.2	1	25.0	5	7.2	14	5.2	24	5.3	6	6.2	22	6.6	
If Yes, Does the Contract Have Quantifiable Performance Goals for the DMO?															
Room nights booked	47	30.72%	2	28.57%	3	21.43%	2	7.14%	10	22.22%	7	36.84%	22	62.86%	
Visitor spending generated by DMO efforts	24	15.69%	2	28.57%	1	7.14%	1	3.57%	5	11.11%	5	26.32%	9	25.71%	
Return on Investment (ROI)	33	21.57%	1	14.29%	3	21.43%	5	17.86%	10	22.22%	3	15.79%	10	28.57%	
No quantifiable performance goals	78	50.98%	5	71.43%	11	78.57%	17	60.71%	22	48.89%	7	36.84%	12	34.29%	
Other	37	24.18%	0	0.00%	1	7.14%	5	17.86%	11	24.44%	6	31.58%	13	37.14%	
PARTNERSHIPS/MEMBERSHIPS															
Does your DMO have:															
Dues-paying members	93	39.24%	1	10.00%	6	28.57%	11	24.44%	26	38.24%	13	37.14%	31	59.62%	
A partnership program	49	20.68%	2	20.00%	3	14.29%	9	20.00%	15	22.06%	9	25.71%	10	19.23%	
Neither	95	40.08%	7	70.00%	12	57.14%	25	55.56%	27	39.71%	13	37.14%	11	21.15%	
How many dues-paying members?	103	522	1	253	6	89	12	175	31	428	14	508	35	826	

DMO Profile

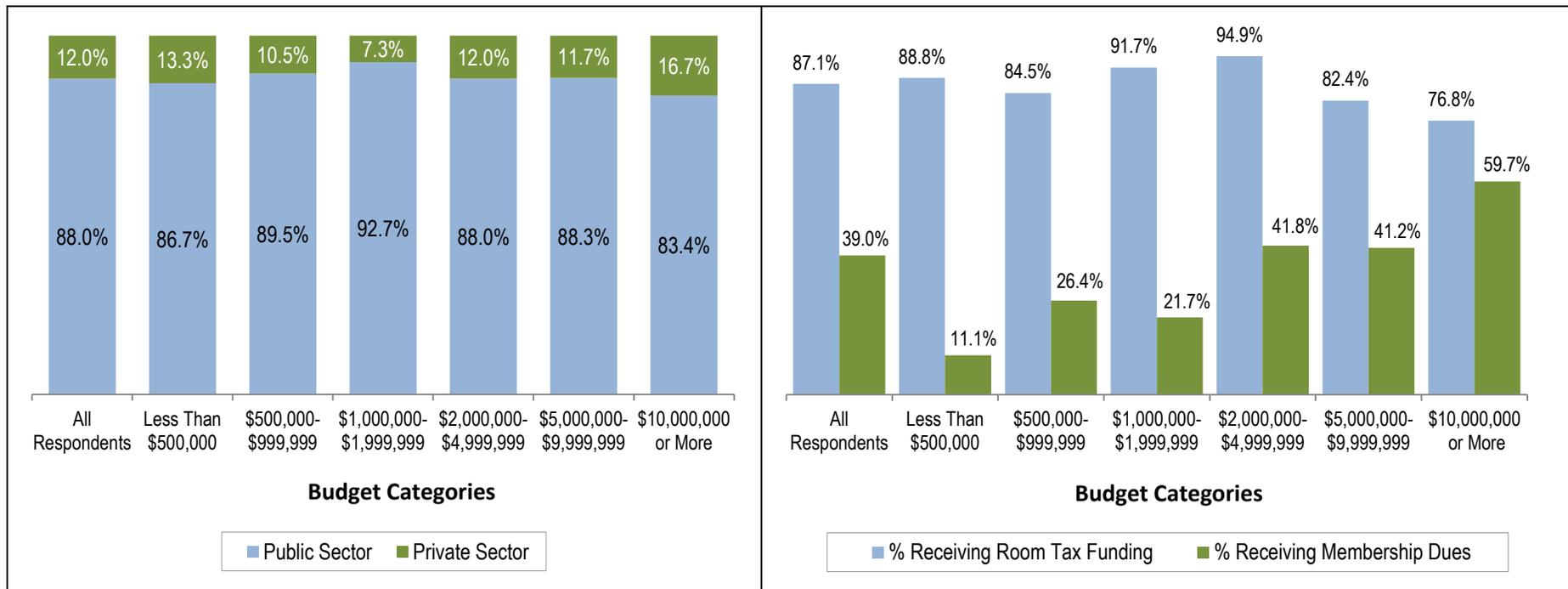
	BUDGET SIZE													
	All Respondents		Less Than \$500,000		\$500,000 to \$999,999		\$1,000,000 to \$1,999,999		\$2,000,000 to \$4,999,999		\$5,000,000 to \$9,999,999		\$10,000,000 or More	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
% of members represented by:														
Accommodations	96	24.74%	1	29.00%	6	51.93%	10	32.98%	28	21.35%	14	22.62%	34	22.07%
Restaurants	96	19.72%	1	9.00%	4	13.15%	11	23.18%	28	18.20%	14	19.02%	35	21.35%
Retail establishments	95	9.58%	1	15.00%	5	9.40%	11	12.21%	27	10.36%	14	11.45%	34	6.92%
Event services/suppliers	93	17.64%	1	5.00%	4	7.38%	11	16.78%	27	13.56%	14	17.38%	34	23.15%
Attractions/cultural institutions	96	19.36%	1	22.00%	5	18.26%	11	20.80%	28	20.61%	13	16.29%	35	17.65%
Other	78	20.80%	1	20.00%	4	17.00%	7	9.64%	21	31.89%	13	23.19%	31	14.91%
% of members retained for current fiscal year														
	103	88.69%	1	92.00%	7	80.29%	12	92.58%	31	89.32%	14	89.24%	34	87.46%
RESERVE POLICY														
Have a Formal Reserve Policy	147	61.51%	4	40.00%	10	47.62%	30	66.67%	42	60.87%	26	74.29%	31	58.49%
If Yes, Designated reserve amount:														
% of Total Budget	80	25.05%	3	38.33%	6	36.67%	11	30.48%	24	20.38%	17	22.96%	18	24.28%
Set Amount (\$)	73	\$1,356,434	2	\$234,375	5	\$220,800	19	\$301,155	19	\$578,158	11	\$1,055,273	14	\$4,871,929
DESTINATION PERFORMANCE MEASURES (Medians)														
Total number of overnight visitors annually	166	2,841,486	6	275,000	10	467,991	30	1,450,800	47	2,381,518	26	3,065,000	46	11,400,000
Total direct spending by overnight visitors annually (M\$)	176	\$466 M	7	\$102 M	11	\$25 M	35	\$215 M	53	\$471 M	27	\$737 M	42	\$3000 M
Total number of jobs supported by tourism annually	182	13,285	8	1,326	11	3,300	35	5,401	57	11,000	27	22,800	43	63,000

Funding Sources

Investing in the DMO - Public and Private Sector Sources

Most DMOs receive the vast majority of their funding from public sources. Smaller (less than \$1,000,000) and mid-sized (\$1,000,000 - \$5,000,000) budget DMOs receive approximately 90% of their total funding from public sources.

Over 87% of DMOs receive hotel room tax revenue, by far the leading source of public investment. Tourism Improvement District/Marketing District/Voluntary Assessments are rapidly growing as a revenue source, with 14% of DMOs receiving these funds. Thirty-nine percent of reporting DMOs have dues-paying membership bases, with the percentage increasing to nearly 60% for the largest DMOs (\$10,000,000 or more).

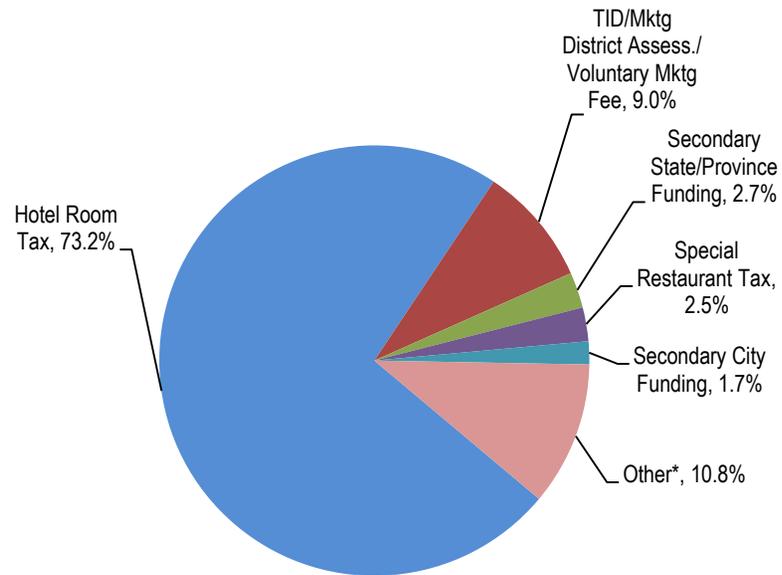


Funding Sources

Investing in the DMO - Public and Private Sector Sources

In total, 73% of all reported public investment came from hotel room tax with assessments a distant, but stable, 9%. Membership dues remain the prevalent form of private revenue, at 16%, with advertising (both print and cooperative sources) at a combined 19%. Partnership revenue accounted for 12% of private funding.

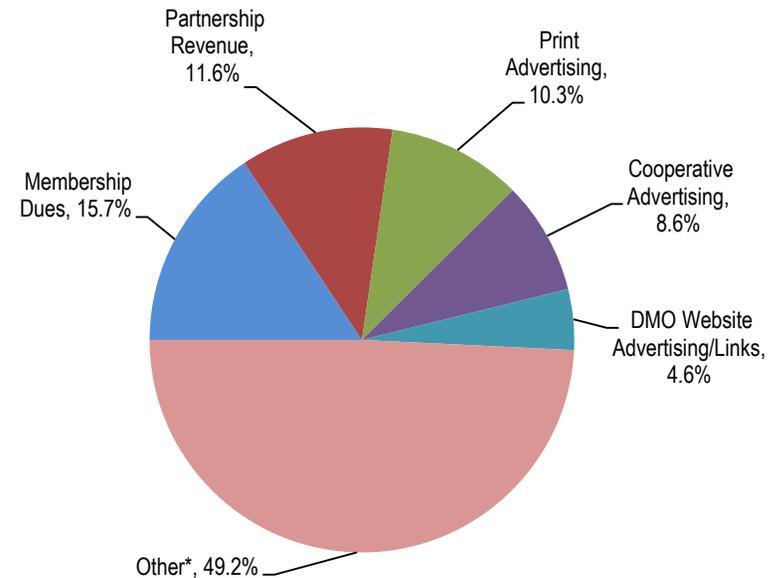
Public Sources of Funding as a % of Total Public Investment Dollars (All Respondents)



***Includes:**

Other City Tax Funds	1.6%
Other State/Province Tax Funds	1.5%
Other County Tax Funds	1.5%
Other National Tax Funds	0.6%
Secondary County Funding	0.5%
Car Rental Tax	0.2%
Donated (non-cash) Products & Services	0.1%
Secondary National Funding	0.1%
Sales Tax	0.1%
Other Public Funding	4.8%

Private Sources of Funding as a % of Total Private Investment Dollars (All Respondents)



***Includes:**

Corporate Sponsorships	3.9%
Event Hosting	3.9%
Visitor Information Center(s)	3.5%
Donated (non-cash) Products & Services	3.4%
Convention Center Revenue (Does NOT include Building Revenue)	3.3%
Promotional Participation	3.3%
Service Fees	2.6%
Publication Sales	1.9%
Chamber of Commerce	1.2%
E-Commerce	1.1%
Convention Registration	0.8%
Investment Income	0.6%
Building Revenue (Does NOT include Convention Center Building Revenue)	0.4%
Other Revenue	19.2%

Funding Sources

DMO FUNDING/REVENUE SCHEDULE	All Respondents		BUDGET SIZE											
	Count	Average	Less Than \$500,000	\$500,000 to \$999,999	\$1,000,000 to \$1,999,999	\$2,000,000 to \$4,999,999	\$5,000,000 to \$9,999,999	\$10,000,000 or More	Count	Average	Count	Average	Count	Average
FUNDING SCHEDULE* (\$ and % of Total Funding)														
Funding from Public Sources (%)	231	88.01%	10	86.73%	21	89.47%	46	92.66%	68	87.87%	35	88.26%	51	84.92%
Funding from Public Sources (\$)	231	\$5,898,913	10	\$339,232	21	\$669,390	46	\$1,321,523	68	\$2,864,255	35	\$5,900,980	51	\$17,315,796
Revenue from Private Sources (%)	231	12.01%	10	13.27%	21	10.53%	46	7.34%	68	12.13%	35	11.74%	51	16.72%
Revenue from Private Sources (\$)	231	\$1,260,375	10	\$133,804	21	\$106,324	46	\$145,788	68	\$419,826	35	\$1,007,830	51	\$3,765,572
Total Funding/Revenue (\$)	232	\$7,019,873	10	\$413,033	21	\$780,440	46	\$1,452,719	69	\$3,304,293	35	\$6,861,320	51	\$20,700,534
*Does not include Las Vegas and Visit Florida. Based on Current Fiscal Year.														

The percentages below are based ONLY on those respondents who receive funding from the source listed. For example, 203 DMOs receive room tax funding that comprises, on average, 77.5% of their TOTAL funding (public and private funding combined).

FUNDING FROM PUBLIC SOURCES* (\$ and % of Total Funding)														
TOTAL PUBLIC FUNDING (%)	231	88.01%	10	86.73%	21	89.47%	46	92.66%	68	87.87%	35	88.26%	51	84.92%
TOTAL PUBLIC FUNDING (\$)	231	\$5,898,913	10	\$339,232	21	\$669,390	46	\$1,321,523	68	\$2,864,255	35	\$5,900,980	51	\$17,315,796
Hotel Room Tax (%)	203	77.50%	9	85.25%	18	86.42%	42	78.06%	65	80.58%	29	74.17%	40	68.59%
Hotel Room Tax (\$)	203	\$4,495,636	9	\$331,433	18	\$642,917	42	\$1,139,257	65	\$2,674,302	29	\$4,996,854	40	\$13,299,154
TID/Marketing District Assessment/Voluntary Marketing Fee (%)	32	59.89%	0	0.00%	0	0.00%	6	70.57%	7	53.52%	8	61.53%	11	57.46%
TID/Marketing District Assessment/Voluntary Marketing Fee (\$)	32	\$6,537,199	0	\$0.00	0	\$0.00	6	\$721,981	7	\$1,731,155	8	\$3,973,501	11	\$13,433,404
Special Restaurant Tax (%)	12	44.60%	0	0.00%	1	22.12%	4	59.46%	1	1.63%	2	46.13%	4	45.58%
Special Restaurant Tax (\$)	12	\$2,814,798	0	\$0.00	1	\$210,000	4	\$841,889	1	\$60,000	2	\$2,455,778	4	\$7,471,224
Other National Tax Funds (%)	3	36.92%	0	0.00%	1	22.75%	0	0.00%	0	0.00%	0	0.00%	2	44.01%
Other National Tax Funds (\$)	3	\$7,593,375	0	\$0.00	1	\$160,000	0	\$0.00	0	\$0.00	0	\$0.00	2	\$11,310,063
Other County Tax Funds (%)	13	23.55%	0	0.00%	1	65.60%	1	1.98%	4	27.39%	1	89.06%	6	3.28%
Other County Tax Funds (\$)	13	\$1,064,818	0	\$0.00	1	\$574,000	1	\$21,000	4	\$1,043,788	1	\$5,578,232	6	\$485,886

*Does not include Las Vegas and Visit Florida. If included, total funding average would be \$7,117,536 for all respondents and \$22,023,252 for budgets of \$10,000,000 or more.

Funding Sources

DMO FUNDING/REVENUE SCHEDULE	All Respondents		BUDGET SIZE											
	Count	Average	Less Than \$500,000	\$500,000 to \$999,999	\$1,000,000 to \$1,999,999	\$2,000,000 to \$4,999,999	\$5,000,000 to \$9,999,999	\$10,000,000 or More	Count	Average	Count	Average	Count	Average
Other City Tax Funds (%)	18	19.45%	2	66.28%	0	0.00%	1	0.40%	3	26.01%	4	18.14%	8	4.61%
Other City Tax Funds (\$)	18	\$703,665	2	\$260,694	0	\$0.00	1	\$5,000	3	\$636,696	4	\$1,204,117	8	\$667,616
Other State/Province Tax Funds (%)	18	17.72%	2	6.65%	1	32.54%	2	4.27%	1	1.37%	6	24.75%	6	20.81%
Other State/Province Tax Funds (\$)	18	\$2,253,174	2	\$20,437	1	\$228,800	2	\$45,000	1	\$55,100	6	\$1,954,000	6	\$5,173,202
Secondary State/Province Funding (%)	41	14.05%	0	0.00%	3	15.68%	4	31.55%	14	13.46%	6	7.05%	14	11.36%
Secondary State/Province Funding (\$)	41	\$1,100,849	0	\$0.00	3	\$143,861	4	\$572,140	14	\$444,772	6	\$467,837	14	\$2,490,837
Secondary City Funding (%)	27	13.91%	1	2.14%	2	53.50%	2	24.77%	8	10.05%	6	15.75%	8	3.73%
Secondary City Funding (\$)	27	\$607,780	1	\$9,000	2	\$353,680	2	\$381,320	8	\$302,356	6	\$1,078,564	8	\$799,774
Car Rental Tax (%)	3	11.37%	0	0.00%	0	0.00%	0	0.00%	2	11.15%	0	0.00%	1	11.82%
Car Rental Tax (\$)	3	\$638,072	0	\$0.00	0	\$0.00	0	\$0.00	2	\$337,108	0	\$0.00	1	\$1,240,000
Secondary County Funding (%)	13	8.45%	1	0.36%	0	0.00%	3	15.87%	4	5.41%	3	3.12%	2	22.40%
Secondary County Funding (\$)	13	\$426,440	1	\$1,500	0	\$0.00	3	\$243,920	4	\$128,983	3	\$181,333	2	\$3,324,087
Donated (non-cash) Products & Services (%)	4	6.48%	1	8.08%	2	6.32%	1	5.21%	0	0.00%	0	0.00%	0	0.00%
Donated (non-cash) Products & Services (\$)	4	\$50,443	1	\$28,000	2	\$51,885	1	\$70,000	0	\$0.00	0	\$0.00	0	\$0.00
Secondary National (%)	2	2.65%	0	0.00%	1	2.61%	1	2.69%	0	0.00%	0	0.00%	0	0.00%
Secondary National Funding (\$)	2	\$31,380	0	\$0.00	1	\$24,750	1	\$38,010	0	\$0.00	0	\$0.00	0	\$0.00
Sales Tax (%)	2	2.10%	0	0.00%	0	0.00%	1	3.44%	0	0.00%	1	0.75%	0	0.00%
Sales Tax (\$)	2	\$43,750	0	\$0.00	0	\$0.00	1	\$37,500	0	\$0.00	1	\$50,000	0	\$0.00
Other Public Funding (%)	42	24.66%	2	14.42%	2	43.57%	8	16.13%	14	21.02%	8	18.22%	8	43.89%
Other Public Funding (\$)	42	\$1,815,821	2	\$70,049	2	\$315,360	8	\$216,998	14	\$650,839	8	\$1,094,527	8	\$7,226,970

Note: Data reported for each line are based on all responses other than zero. The number of respondents varies from line to line. As a result, the sum of the values will not equal the TOTAL line.

Funding Sources

DMO FUNDING/REVENUE SCHEDULE	All Respondents		BUDGET SIZE											
	Count	Average	Less Than \$500,000	\$500,000 to \$999,999	\$1,000,000 to \$1,999,999	\$2,000,000 to \$4,999,999	\$5,000,000 to \$9,999,999	\$10,000,000 or More	Count	Average	Count	Average	Count	Average
FUNDING FROM PRIVATE SOURCES														
(\$ and % of Total Funding)														
TOTAL PRIVATE FUNDING (%)	231	12.01%	10	13.27%	21	10.53%	46	7.34%	68	12.13%	35	11.74%	51	16.72%
TOTAL PRIVATE FUNDING (\$)	231	\$1,260,375	10	\$133,804	21	\$106,324	46	\$145,788	68	\$419,826	35	\$1,007,830	51	\$3,765,572
Convention Center Revenue (Does NOT include Building Revenue) (%)	11	8.32%	0	0.00%	0	0.00%	0	0.00%	2	5.17%	1	2.84%	8	10.01%
Convention Center Revenue (Does NOT include Building Revenue) (\$)	11	\$5,965,632	0	\$0	0	\$0	0	\$0	2	\$250,000	1	\$150,000	8	\$8,429,474
Chamber of Commerce (%)	6	6.09%	0	0.00%	0	0.00%	1	10.85%	1	0.62%	2	6.07%	2	6.84%
Chamber of Commerce (\$)	6	\$367,619	0	\$0.00	0	\$0.00	1	\$165,000	1	\$30,000	2	\$393,765	2	\$855,563
Membership Dues (%)	91	4.82%	1	12.44%	6	7.03%	10	2.92%	29	5.58%	14	3.59%	31	4.63%
Membership Dues (\$)	91	\$435,778	1	\$43,075	6	\$48,080	10	\$40,670	29	\$168,129	14	\$238,328	31	\$986,237
Partnership Revenue (%)	73	4.45%	3	22.50%	7	4.08%	8	2.78%	18	2.88%	13	8.55%	24	1.53%
Partnership Revenue (\$)	73	\$262,965	3	\$97,570	7	\$33,083	8	\$39,630	18	\$99,657	13	\$561,341	24	\$375,294
Print Advertising (%)	77	3.75%	1	20.20%	1	13.29%	11	4.19%	30	4.18%	10	2.03%	24	2.46%
Print Advertising (\$)	77	\$257,473	1	\$69,950	1	\$75,200	11	\$58,624	30	\$142,926	10	\$125,388	24	\$553,278
Donated (non-cash) Products & Services (%)	27	3.56%	0	0.00%	0	0.00%	3	2.17%	4	6.07%	6	3.03%	14	3.27%
Donated (non-cash) Products & Services (\$)	27	\$545,622	0	\$0.00	0	\$0.00	3	\$31,987	4	\$221,088	6	\$186,388	14	\$874,543
Cooperative Advertising (%)	72	3.33%	1	2.67%	5	4.22%	10	2.17%	28	3.83%	9	3.34%	19	2.99%
Cooperative Advertising (\$)	72	\$790,822	1	\$9,254	5	\$26,425	10	\$30,017	28	\$114,042	9	\$228,252	19	\$2,719,248
Publication Sales (%)	18	2.99%	0	0.00%	3	3.26%	2	9.33%	3	2.25%	2	0.49%	8	1.75%
Publication Sales (\$)	18	\$163,799	0	\$0.00	3	\$22,233	2	\$152,500	3	\$53,159	2	\$25,000	8	\$294,943
Corporate Sponsorships (%)	54	2.03%	1	0.63%	4	1.63%	10	1.64%	14	1.94%	4	4.18%	21	1.95%
Corporate Sponsorships (\$)	54	\$198,158	1	\$2,240	4	\$11,500	10	\$25,417	14	\$58,953	4	\$268,741	21	\$400,154

Funding Sources

DMO FUNDING/REVENUE SCHEDULE	BUDGET SIZE													
	All Respondents		Less Than \$500,000		\$500,000 to \$999,999		\$1,000,000 to \$1,999,999		\$2,000,000 to \$4,999,999		\$5,000,000 to \$9,999,999		\$10,000,000 or More	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Service Fees (%)	39	1.89%	1	22.16%	0	0.00%	2	0.74%	7	1.35%	7	0.82%	22	1.48%
Service Fees (\$)	39	\$158,014	1	\$93,150	0	\$0.00	2	\$8,269	7	\$52,257	7	\$57,233	22	\$238,192
DMO Website Advertising/Links (%)	71	1.82%	2	0.85%	4	1.11%	13	3.70%	25	1.43%	8	1.73%	19	1.31%
DMO Website Advertising/Links (\$)	71	\$128,561	2	\$3,000	4	\$7,933	13	\$57,767	25	\$45,635	8	\$118,249	19	\$331,034
Event Hosting (%)	64	1.71%	1	1.24%	4	9.75%	6	1.45%	27	1.69%	6	0.89%	20	0.77%
Event Hosting (\$)	64	\$99,538	1	\$4,300	4	\$61,700	6	\$24,320	27	\$50,712	6	\$54,747	20	\$214,772
Promotional Participation (%)	64	1.43%	1	1.15%	4	1.64%	6	1.25%	21	1.54%	8	1.41%	24	1.36%
Promotional Participation (\$)	64	\$176,640	1	\$4,000	4	\$11,700	6	\$16,166	21	\$43,341	8	\$88,136	24	\$392,791
Convention Registration (%)	16	1.52%	0	0.00%	0	0.00%	0	0.00%	2	0.12%	3	0.51%	11	2.00%
Convention Registration (\$)	16	\$315,407	0	\$0.00	0	\$0.00	0	\$0.00	2	\$5,951	3	\$36,800	11	\$433,020
Visitor Information Center(s) (%)	82	1.18%	2	0.78%	8	1.48%	11	1.20%	29	1.39%	10	0.37%	22	1.21%
Visitor Information Center(s) (\$)	82	\$89,245	2	\$2,730	8	\$9,721	11	\$17,772	29	\$45,753	10	\$28,409	22	\$245,380
Building Revenue (Does NOT include Convention Center Building Revenue) (%)	12	1.03%	0	0.00%	1	0.05%	0	0.00%	4	0.44%	3	2.34%	4	0.85%
Building Revenue (Does NOT include Convention Center Building Revenue) (\$)	12	\$92,608	0	\$0.00	1	\$300	0	\$0.00	4	\$14,625	3	\$191,253	4	\$128,708
E-Commerce (%)	33	0.95%	0	0.00%	1	0.03%	3	0.14%	11	0.88%	6	0.30%	12	1.61%
E-Commerce (\$)	33	\$118,572	0	\$0.00	1	\$200	3	\$1,642	11	\$20,851	6	\$18,320	12	\$295,628
Investment Income (%)	109	0.16%	1	1.47%	6	0.16%	12	0.13%	45	0.13%	15	0.17%	30	0.19%
Investment Income (\$)	109	\$15,359	1	\$5,075	6	\$1,216	12	\$1,730	45	\$4,346	15	\$9,258	30	\$43,389
Other Revenue (%)	127	4.24%	0	0.00%	7	5.73%	20	2.68%	39	3.65%	19	1.10%	42	3.90%
Other Revenue (\$)	127	\$1,141,075	0	\$0.00	7	\$70,817	20	\$39,671	39	\$117,789	19	\$102,116	42	\$3,239,081

Note: Data reported for each line are based on all responses other than zero. The number of respondents varies from line to line. As a result, the sum of the values will not equal the TOTAL line.

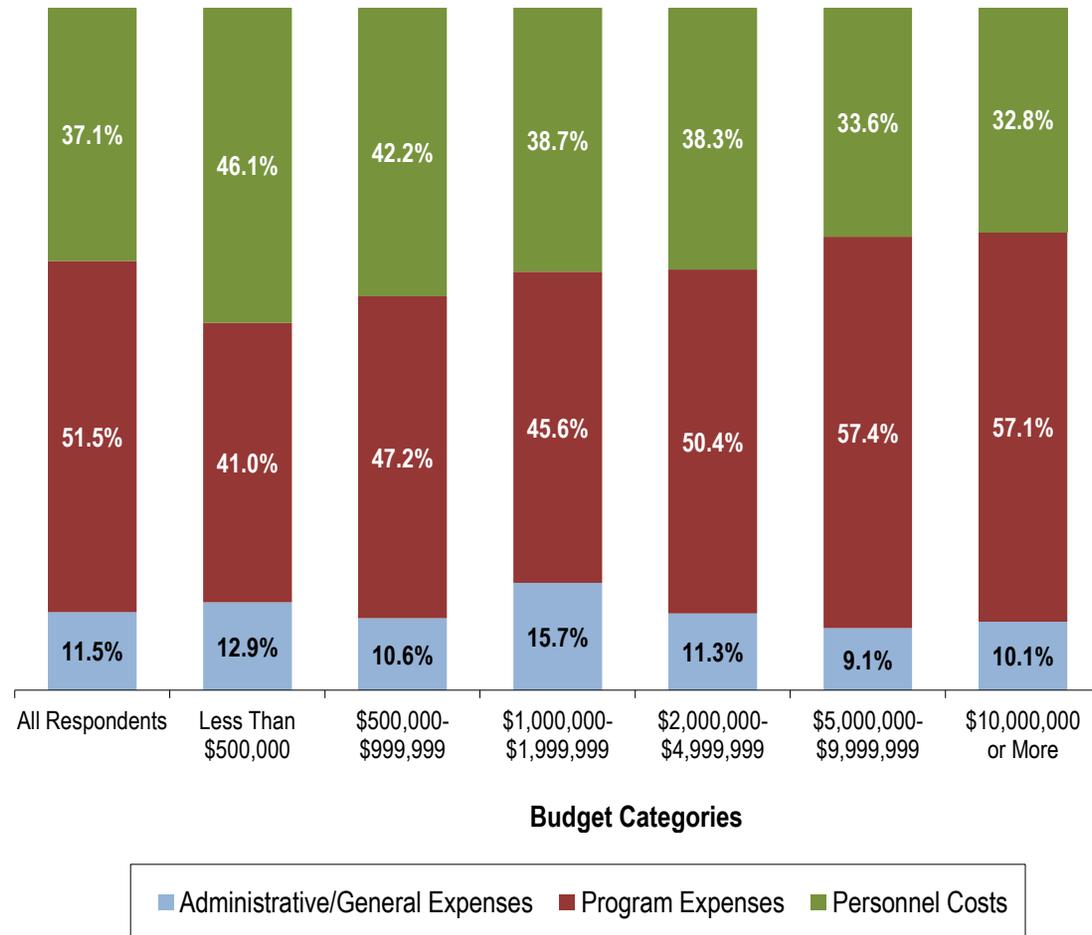
Funding Sources

DMO FUNDING/REVENUE SCHEDULE	All Respondents		BUDGET SIZE											
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
			Less Than \$500,000		\$500,000 to \$999,999		\$1,000,000 to \$1,999,999		\$2,000,000 to \$4,999,999		\$5,000,000 to \$9,999,999		\$10,000,000 or More	
FUNDING RATIOS (Medians)														
2014														
Funding per Full-Time Equivalent Employee	231	\$208,981	10	\$117,116	21	\$144,000	44	\$187,513	69	\$194,879	35	\$244,193	52	\$293,192
2015 (Current FY, Budgeted)														
Funding per Full-Time Equivalent Employee	226	\$208,441	10	\$134,522	19	\$131,658	44	\$184,945	67	\$196,611	35	\$266,204	51	\$292,407

Expenses by Line Items and Program Expenses

Comparison of Major Expenses by Line Items

For 2015, reporting DMOs allocated just over half of their budget to specific marketing/promotions programs, with 37% invested in personnel costs, and just over 11% in administrative/general expenses. These broad allocations varied by DMO budget size – marketing/promotions programs generally increased as a percentage of overall expenses as DMO budgets grew, while personnel costs generally decreased as an overall percentage as DMO budgets rose. Administrative/general expenses fluctuated a little, yet were generally consistent in the range of 10% - 12% of overall expenses regardless of DMO budget category.

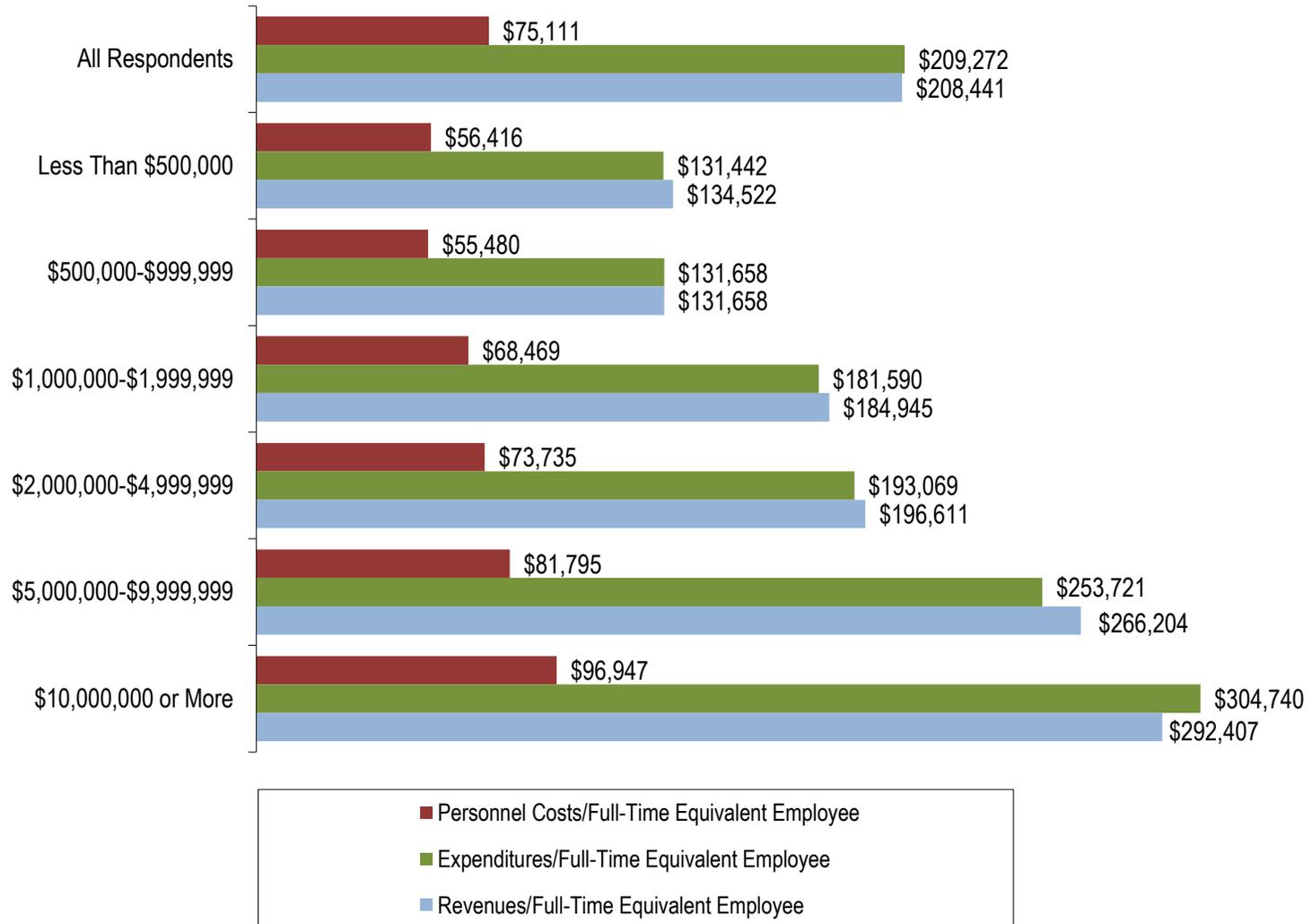


Due to rounding, categories do not always total 100%.

Expenses by Line Items and Program Expenses

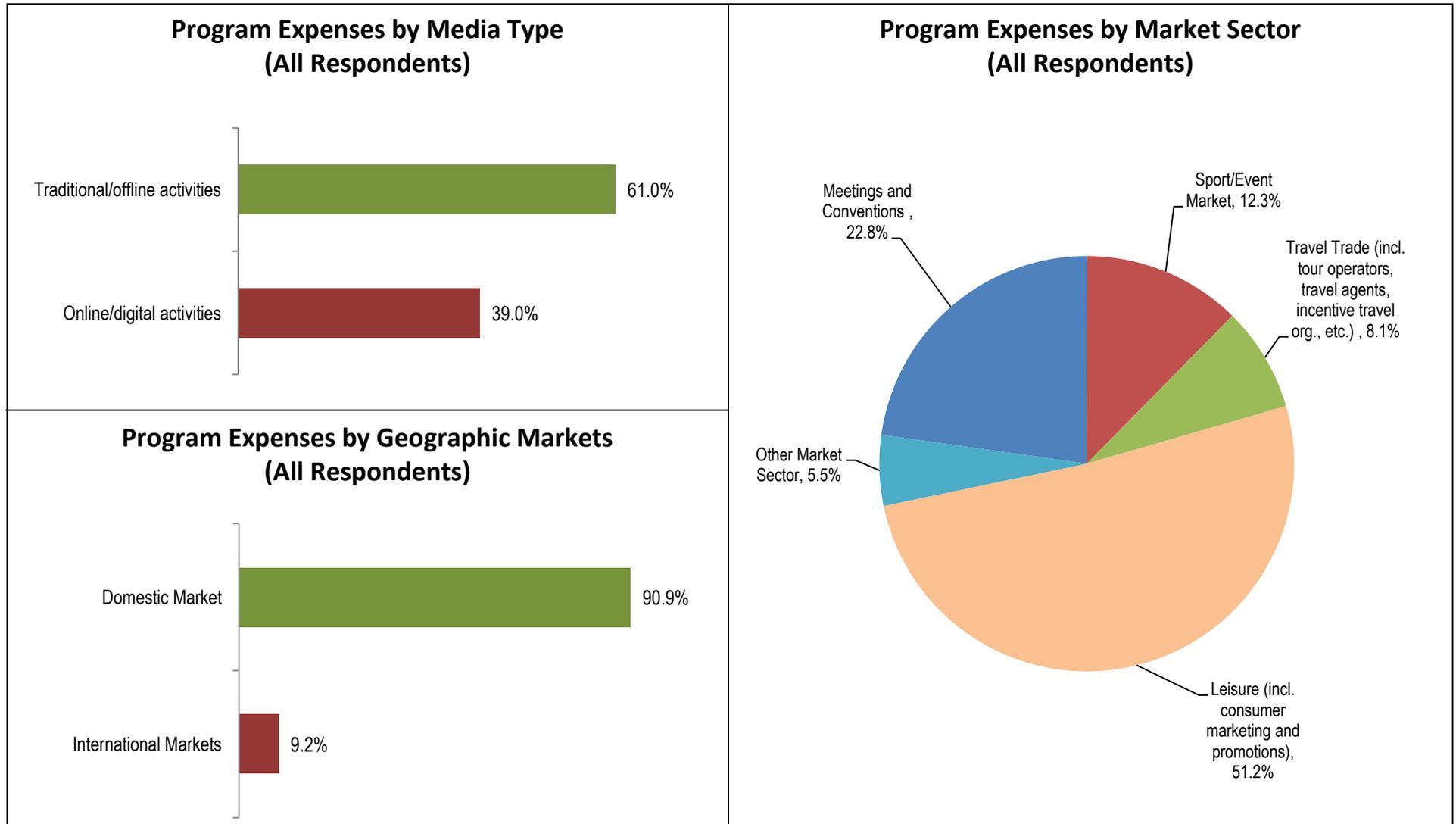
Productivity Measures per Full-Time Equivalent Employee

The chart below shows the median personnel cost (salaries and wages, payroll taxes, and benefits) per full-time equivalent employee (FTE), which includes part-time employees. Also shown are expenditures per FTE and revenue per FTE.



Expenses by Line Items and Program Expenses

Currently, DMOs allocate a greater percentage of their program budget to traditional or offline media (61%). Yet, there was a much stronger growth in online media expenditures relative to traditional or offline media spending over the past three years. Ninety-one percent of DMO's program expenses were invested in their domestic markets. The two dominant market sectors for DMOs were leisure (consumer) markets and meetings and conventions, with DMOs allocating more than half of their program expenses to leisure marketing and almost one-quarter to meetings and conventions on average.



Expenses by Line Items and Program Expenses

LINE ITEM EXPENSE SCHEDULE

(\$ and % of Total Line Item Expenses)

2013

Total Personnel Costs (%)	213	37.83%	10	47.43%	18	41.77%	39	38.98%	64	37.90%	32	35.46%	49	34.89%
Total Personnel Costs (\$)	213	\$1,983,696	10	\$183,566	18	\$262,851	39	\$492,126	64	\$1,082,572	32	\$1,927,237	49	\$5,374,438
Total Program Expenses (%)	213	49.98%	10	38.26%	18	45.69%	39	46.95%	64	49.94%	32	53.09%	49	54.37%
Total Program Expenses (\$)	213	\$3,091,700	10	\$139,096	18	\$305,572	39	\$618,286	64	\$1,455,699	32	\$2,849,579	49	\$9,030,552
Total Admin./General Oper. Expenses (%)	213	12.19%	10	14.30%	18	12.54%	39	14.07%	64	12.16%	32	11.46%	49	10.74%
Total Admin./General Oper. Expenses (\$)	213	\$613,673	10	\$54,914	18	\$82,455	39	\$173,505	64	\$342,824	32	\$622,434	49	\$1,621,190

2014

Total Personnel Costs (%)	220	37.13%	10	49.07%	18	43.98%	40	37.77%	67	37.37%	34	34.02%	50	33.50%
Total Personnel Costs (\$)	220	\$2,075,462	10	\$175,653	18	\$289,250	40	\$525,175	67	\$1,126,771	34	\$1,994,223	50	\$5,654,591
Total Program Expenses (%)	220	50.68%	10	36.11%	18	43.83%	40	46.48%	67	50.75%	34	55.71%	50	55.81%
Total Program Expenses (\$)	220	\$3,406,289	10	\$125,271	18	\$306,534	40	\$644,233	67	\$1,554,572	34	\$3,243,279	50	\$10,032,347
Total Admin./General Oper. Expenses (%)	220	12.19%	10	14.82%	18	12.19%	40	15.74%	67	11.88%	34	10.27%	50	10.69%
Total Admin./General Oper. Expenses (\$)	220	\$665,783	10	\$54,569	18	\$82,286	40	\$215,235	67	\$354,258	34	\$597,648	50	\$1,821,139

2015 (Current FY, Budgeted)

Total Personnel Costs (%)	226	37.07%	10	46.12%	19	42.24%	42	38.69%	67	38.32%	35	33.55%	52	32.83%
Total Personnel Costs (\$)	226	\$2,246,527	10	\$177,371	19	\$298,810	42	\$566,480	67	\$1,242,801	35	\$2,172,082	52	\$6,088,516
Total Program Expenses (%)	226	51.46%	10	41.00%	19	47.21%	42	45.57%	67	50.41%	35	57.35%	52	57.11%
Total Program Expenses (\$)	226	\$3,801,863	10	\$155,046	19	\$351,070	42	\$661,773	67	\$1,659,745	35	\$3,700,487	52	\$11,185,982
Total Admin./General Oper. Expenses (%)	226	11.47%	10	12.89%	19	10.55%	42	15.74%	67	11.27%	35	9.10%	52	10.06%
Total Admin./General Oper. Expenses (\$)	226	\$682,407	10	\$51,365	19	\$80,844	42	\$229,938	67	\$361,776	35	\$591,158	52	\$1,850,412

PROGRAM ALLOCATIONS BY MEDIA TYPE

(\$ and % of Total Program Expenses)

2013

Online/digital activities (%)	198	30.88%	10	25.20%	18	38.00%	40	29.90%	59	29.80%	28	29.46%	42	31.16%
Online/digital activities (\$)	198	\$947,181	10	\$29,804	18	\$92,733	40	\$190,900	59	\$438,453	28	\$877,153	42	\$2,928,692
Traditional/offline activities (%)	198	69.12%	10	74.80%	18	62.00%	40	70.10%	59	70.20%	28	70.54%	42	68.84%
Traditional/offline activities (\$)	198	\$2,047,335	10	\$109,292	18	\$212,857	40	\$443,657	59	\$1,048,867	28	\$1,963,413	42	\$6,160,389

Expenses by Line Items and Program Expenses

2014

Online/digital activities (%)	202	35.10%	10	31.10%	18	41.25%	40	36.45%	60	34.81%	30	33.03%	43	32.79%
Online/digital activities (\$)	202	\$1,127,386	10	\$33,479	18	\$106,968	40	\$219,161	60	\$576,671	30	\$1,128,212	43	\$3,373,501
Traditional/offline activities (%)	202	64.90%	10	68.90%	18	58.75%	40	63.55%	60	65.19%	30	66.97%	43	67.21%
Traditional/offline activities (\$)	202	\$2,161,522	10	\$91,792	18	\$214,109	40	\$426,960	60	\$997,525	30	\$2,116,057	43	\$6,604,657

2015 (Current FY, Budgeted)

Online/digital activities (%)	208	39.02%	10	37.30%	19	45.45%	43	40.46%	61	38.70%	31	36.06%	43	36.52%
Online/digital activities (\$)	208	\$1,336,325	10	\$61,519	19	\$142,439	43	\$250,343	61	\$652,105	31	\$1,363,916	43	\$4,116,887
Traditional/offline activities (%)	208	60.98%	10	62.70%	19	54.55%	43	59.54%	61	61.30%	31	63.94%	43	63.48%
Traditional/offline activities (\$)	208	\$2,203,781	10	\$93,527	19	\$208,922	43	\$414,865	61	\$1,031,795	31	\$2,229,950	43	\$6,840,388

PROGRAM ALLOCATIONS BY GEOGRAPHIC MARKET (\$ and % of Total Program Expenses)

2013

Domestic Market (%)	199	91.91%	10	97.00%	18	97.17%	38	94.66%	60	91.37%	29	93.32%	43	85.73%
Domestic Market (\$)	199	\$3,759,455	10	\$144,802	18	\$315,001	38	\$576,672	60	\$1,401,748	29	\$2,700,052	43	\$12,666,778
International Markets (%)	199	8.13%	10	3.00%	18	2.83%	38	5.49%	60	8.63%	29	6.68%	43	14.27%
International Markets (\$)	199	\$922,733	10	\$14,282	18	\$25,732	38	\$77,887	60	\$187,757	29	\$334,181	43	\$2,414,422

2014

Domestic Market (%)	203	91.51%	10	99.00%	18	96.44%	38	95.25%	61	90.70%	31	91.58%	44	85.42%
Domestic Market (\$)	203	\$4,096,301	10	\$129,819	18	\$313,533	38	\$594,505	61	\$1,456,090	31	\$3,033,261	44	\$13,888,189
International Markets (%)	203	8.49%	10	1.00%	18	3.56%	38	4.75%	61	9.30%	31	8.42%	44	14.58%
International Markets (\$)	203	\$899,775	10	\$2,380	18	\$26,770	38	\$59,858	61	\$215,464	31	\$457,411	44	\$2,428,602

2015 (Current FY, Budgeted)

Domestic Market (%)	210	90.85%	10	99.00%	19	96.74%	42	93.85%	62	89.70%	32	90.83%	44	85.01%
Domestic Market (\$)	210	\$4,377,578	10	\$159,833	19	\$343,739	42	\$625,090	62	\$1,547,235	32	\$3,431,857	44	\$15,154,699
International Markets (%)	210	9.15%	10	1.00%	19	3.26%	42	6.15%	62	10.30%	32	9.17%	44	14.99%
International Markets (\$)	210	\$1,024,360	10	\$23,625	19	\$32,632	42	\$78,093	62	\$242,052	32	\$566,935	44	\$2,760,755

Expenses by Line Items and Program Expenses

PROGRAM ALLOCATIONS BY MARKET SECTOR* (\$ and % of Total Program Expenses)

2013

Meetings and Conventions (%)	178	25.14%	5	12.00%	14	21.50%	34	22.48%	55	22.72%	27	32.16%	42	28.98%
Meetings and Conventions (\$)	178	\$796,577	5	\$19,480	14	\$62,699	34	\$125,392	55	\$323,751	27	\$878,699	42	\$2,204,010
Sport/Event Market (%)	149	15.45%	8	17.88%	12	24.17%	30	19.30%	46	15.10%	24	14.60%	29	8.46%
Sport/Event Market (\$)	149	\$374,112	8	\$31,168	12	\$37,730	30	\$121,830	46	\$237,205	24	\$417,503	29	\$1,020,402
Travel Trade (incl. tour operators, travel agents, incentive travel org., etc.) (%)	158	10.69%	7	11.14%	12	15.83%	28	9.72%	48	10.92%	24	8.37%	38	11.03%
Travel Trade (incl. tour operators, travel agents, incentive travel org., etc.) (\$)	158	\$391,727	7	\$14,964	12	\$47,109	28	\$72,779	48	\$163,902	24	\$231,439	38	\$1,183,014
Leisure (incl. consumer marketing and promotions) (%)	189	54.18%	10	68.90%	15	54.07%	38	56.18%	56	53.52%	26	52.42%	43	50.37%
Leisure (incl. consumer marketing and promotions) (\$)	189	\$2,094,910	10	\$92,102	15	\$201,966	38	\$344,195	56	\$796,875	26	\$1,520,301	43	\$6,697,022
Other Market Sector (%)	51	17.51%	2	15.00%	2	4.00%	6	24.95%	14	16.78%	8	14.68%	19	18.56%
Other Market Sector (\$)	51	\$1,198,135	2	\$9,225	2	\$10,311	6	\$153,142	14	\$259,747	8	\$460,286	19	\$2,717,916

Note: Data reported for each line are based on all responses other than zero. The number of respondents varies from line to line. As a result, the sum of the values will not equal the TOTAL line.

2014

Meetings and Conventions (%)	179	25.28%	5	11.00%	14	21.57%	34	22.00%	56	23.17%	28	33.00%	41	28.86%
Meetings and Conventions (\$)	179	\$911,360	5	\$13,165	14	\$61,555	34	\$138,169	56	\$355,853	28	\$1,021,515	41	\$2,615,492
Sport/Event Market (%)	158	15.17%	8	17.25%	13	22.15%	30	21.05%	48	14.74%	28	13.31%	31	8.36%
Sport/Event Market (\$)	158	\$386,230	8	\$25,424	13	\$42,070	30	\$128,298	48	\$233,993	28	\$431,926	31	\$1,048,302
Travel Trade (incl. tour operators, travel agents, incentive travel org., etc.) (%)	161	10.36%	7	10.71%	11	15.82%	28	10.04%	49	10.75%	26	8.08%	39	10.17%
Travel Trade (incl. tour operators, travel agents, incentive travel org., etc.) (\$)	161	\$398,085	7	\$12,764	11	\$46,230	28	\$68,827	49	\$178,108	26	\$242,648	39	\$1,183,623