



tempe
arizona
Convention & Visitors Bureau

Annual Report

Fiscal Year 2008 – 2009

Areas of Responsibility

The Tempe Convention & Visitors Bureau promotes the City of Tempe as a desirable visitor and group destination.

The Tempe CVB carries out its mission through various departments:

- Marketing
- Group Sales
- Communications
- Membership
- Finance & Administration
- Welcome Center



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Convention & Visitors Bureau

Objectives

- Create a positive economic impact for the City of Tempe by generating direct and indirect visitor spending.
- Increase visitation to Tempe.
- Develop increased awareness of Tempe.
- Enhance Tempe's image as both a leisure and business destination.
- Generate business opportunities for membership.
- Provide exceptional customer service to Tempe's visitors.
- Maintain sound fiscal management.
- Be on the forefront of leading edge technology.



Tempe CVB Staff

Stephanie Nowack

President & CEO

Ginger Dude

Office Manager

Mark McMinn, CMP*

Director of Sales

Sofia Preston

Membership & Services Manager

Raquel Geiger

Group Sales Manager

Brian Belkin

Sports Marketing Manager

Michael Martin

Executive Vice President

Toni Smith

Communications Manager

Amy Richert

Communications/ Marketing Coordinator

Nancy Black

Tourism Development Manager

Shawn Lewis

Tourism Marketing Manager

Diane Tsonetokoy

Customer Service Ambassador



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Convention & Visitors Bureau

*Certified Meeting Professional

Board of Directors 08/09

- **Chairman**
 - Denise Neff, Vestar
- **Vice Chairman**
 - Daryl Crawford, ASU Karsten Golf Course
- **Secretary/Treasurer**
 - Ken McKenzie, Tempe Mission Palms Hotel
- **Past Chairman**
 - Al Taylor, Special Moments
- **Ex-Officio**
 - Mary Ann Miller, Tempe Chamber of Commerce
 - Nancy Hormann, Mill Avenue District, Inc.
 - David Strang, Dimension Communications
 - Stephanie Nowack, TCVB President & CEO
- **Directors**
 - Michael Aftanski, Hyatt Place
 - Ben Arredondo, Tempe City Council
 - Joe Castor, SportsCastor Marketing
 - Travis Dray, City of Tempe
 - Steve Eberhart, The Buttes, A Marriott Resort
 - Shelley Hearn, City of Tempe
 - Colleen Jennings-Roggensack, ASU Gammage
 - Julie Jones, Insight
 - Bill Kennedy Jr., ASU Intercollegiate Athletics
 - Rodolfo Madero, Descubre Phoenix
 - Todd Olson, Arizona Mills
 - Deborah Ostreicher, Phoenix Sky Harbor International
 - Kathi Overkamp, US Airways
 - Jeff Preston, Embassy Suites Tempe
 - Adrienne Richwine, City of Tempe
 - Tom Rogers, Arizona Amateur Athletic Union
 - Pat Thielen, Twin Palms Hotel
 - Peggy Traister, Rustler's Rooste
 - Margie Traylor, Sitewire Marketplace Solutions
 - Robin Trick, House of Tricks



Membership

- Accommodations 33
- Arts & Culture 5
- Business Resources 22
- Convention Services 21
- Dining , Nightlife & Catering 27
- Points of Interest 13
- Shopping 9
- Sports & Recreation 7
- Transportation & Tours 21
- **Total Membership 158**



Membership

- Welcomed 31 new members in FY 2008-2009.
- Contacted a minimum of 20 new member prospects in each quarter of 2008-2009.
- Updated all member accounts in new database management system.
- Managed promotional items inventory for the Tempe CVB.
- Updated procedures for inventory and promotional items usage and purchasing.
- Organized member networking event in Spring 2009.
 - 30 members participated as sponsors & vendors
 - 100 clients attended
- Organized the 2009 Annual Breakfast at the Fiesta Inn Resort and Conference Center in June 2009 with 170 guests.
- Hosted the 20th Anniversary Birthday Party in October 2008 for the Tempe CVB at the Tempe Center for the Arts with 253 guests.



Executive Summary

- Launched new main Web site with web 2.0 best practices in place featuring a blog, RSS feeds, video, search cloud, Flickr, podcasts and enhanced calendar of events.
- Recorded a total of 789,380 visits to all four TCVB Web sites.
- Conducted 9 domestic and 2 international sales missions reaching more than 1,736 agents and tour operators. Attended 7 domestic and 3 international travel shows reaching more than 920 agents and 7,350 consumers.
- Partnered with Chandler, Mesa and the Arizona Office of Tourism to produce the 6th annual AAA Sunny Arizona promotion.
- Partnered with the Arizona Office of Tourism, Greater Phoenix CVB and US Airways to conduct a cooperative promotion valued at \$480,000.
- Implemented TempeScene.com, a comprehensive calendar of Tempe arts, culture and entertainment events.
- Received the City of Tempe's Diversity Award for a community organization at the annual Tempe MLK Day Brunch.



Executive Summary

- Generated a total of 305 leads with 143 bookings. Lead to booking ratio = 47.5%.
- Hosted the annual Tempe Thanksgiving Soccer Tournament with 1,541 room nights and an impact of \$1.5 million.
- Hosted the 6th Annual P.F. Chang's Rock n' Roll Arizona Marathon and ½ Marathon generating 1,600 room nights and an economic impact of \$3.5 million.
- Hosted the 5th Annual Ford Ironman Arizona which generated 3,343 room nights and an impact of \$6.8 million.
- Hosted 17 travel writers on individual and group FAM tours.
- Produced collateral including the Tempe Visitors Guide, Group & Sports Planning Guide, Fall & Spring Specials Brochures, P.F. Chang's Rock 'n' Roll Marathon & ½ Marathon Flyer, Angels Spring Training insert, three Sunny Arizona seasonal travel agent brochures and pre-tradeshaw mailer.
- Built the Tempe CVB Facebook page and Twitter profile.
- Received and fulfilled 48,278 requests for information in the Fiscal Year.



Tourism Marketing

- Conducted 9 domestic and 2 international sales missions reaching more than 1,736 agents and tour operators.
- Attended 7 domestic and 3 international travel shows reaching more than 920 agents and 7,350 consumers.
- Partnered with Chandler, Mesa and the Arizona Office of Tourism to produce the AAA/CAA Sunny Arizona promotion.
 - Fall FAM: 8 agents
 - Spring FAM: 8 agents
 - AAA Carolinas FAM: 10 agents
 - More than 35,000 requests for information
 - US and Canada ad campaign
- Co-hosted three AOT sponsored FAMS.
 - AAA Verde Valley: 6 agents
 - Ultimate Golf Vacations: 7 agents
 - AOT Canadian Representatives: 2 reps
- Co-sponsored the AOT AZ Accreditation Program (AZAP) for travel agent training offered through *Recommend Magazine*.
 - Streaming video – 483 views
 - Feature Stories – 9,705 impressions/ 444 Clicks / 4.57% Click-Through Rate
 - E-blast – 3,452 impressions / 65 Clicks / 1.88% Click-Through Rate
- Produced the annual Tempe Park n' Fly brochure for agents throughout Arizona promoting 16 participating hotels.
- Participated in call center presentations.
 - AAA Southern CA: 44 agents
 - AAA Call Center Phoenix: 13 agents
 - AOT Call Center Tucson: 12 agents
 - US Airways Vacations: 75 agents
 - AmEx San Antonio/ Phx: 600 agents



Tourism Marketing

- Conducted Insight Bowl Sales Mission and visited 30 agents, conducted interviews with 3 radio stations and 1 journalist.
- For a 3rd year, partnered with the Arizona Office of Tourism, Greater Phoenix CVB and US Airways to conduct a promotion valued at \$480,000. Focus cities were Chicago, L.A., San Francisco, Denver & San Diego.
 - Total Impressions: 94,969,385
 - Landing page visits: 160,567
 - E-Saver placement: 4.71% click-thru rate
 - E-Saver banner: 1.55 % click-thru rate
 - Homepage Flashpod: .77% click-thru rate
 - Overall campaign: .18% click-thru rate
- Renewed partnership with Carlson Wagonlit Travel with a listing in the Destination Directory and quarterly e-blasts to 1,500 offices and 5,000 agents.
- Conducted a Target City Campaign in Denver through advertising and a video contest. Received more than 800 visits to the promotional web page and 3 entries into the contest.
- Partnered with the AOT in the Mexico Sales Mission to educate 200+ agents in Puebla, Queretaro and Leon, Mexico.
- Continued partnership with Descubre Phoenix in Hermosillo, Sonora, Mexico to promote Tempe as a leisure destination.
 - Back to School
 - Semana Santa (Easter)
 - Thanksgiving
 - Christmas
- Co-sponsored events in Northern Mexico targeting high income households.
 - Showcase Arizona: 850 consumers
 - Descubre Phx Golf Tourney: 100 golfers



Tourism Development

- Co-sponsored VIP & Cast Parties with ASU Gammage, Mill Avenue District and Hensley. Hosted 360 guests for:
 - A Chorus Line - Rent
 - Spring Awakening - Stomp
- Developed strategy to reach European leisure market.
 - Hosted seminar on working with receptive operators to increase FIT/Fly drive: 20 members attended.
 - Attended the Go West Summit to meet with receptive operators. Generated 10 leads and hosted one operator from Tracks & Trails for personal FAM tour.
- Implemented Tempe Scene.com, a comprehensive calendar of Tempe arts, culture and entertainment events.
 - Generated seven newsletters via Showup.com to 18,000 Showup subscribers with an average open rate of 17.6%.
 - Placed advertising in *Sunset Magazine*, *Southwest Art Magazine*, *Conde Nast* and *AAA Westways* and received a total of 1,019 requests for information.
 - Sent direct mail to 20,000 *Sunset Magazine* subscribers in Fall and Spring.
 - Exhibited at *Sunset Weekend* with Tempe artist Sandra Luehrsen. Total attendance was 23,000.
- Attended the International Conference on Creative Tourism to research tactics to increase Tempe's visibility as an arts and culture destination.
- Received the City of Tempe's Diversity Award for a community organization at the annual Tempe MLK Day Brunch.



Tourism Development

- Partnered with ASU Gammage, Mill Avenue District and Childsplay to host Concierge Network members for events.
 - Rat Pack: 20 - Chitty Chitty Bang Bang: 5
 - Stomp: 20 - Happy Days: 13
 - Velveteen Rabbit: 18
- Co-Sponsored the Virginia C. Piper Center for Creative Writing to encourage increased out-of-state attendance at the annual Desert Nights/Rising Stars Conference.
 - Total Attendance: 346 / 17 from 10 other states / 97 room nights
- Attended the International Gay & Lesbian Tourism Conference and continued membership in Community Marketing's Gay & Lesbian CVB program.
 - Placed 4 articles with ad in TAG Approved Newsletter; circulation 20,000 LGBT readers.
 - Placed ad in *Gay & Lesbian Travel Industry Directory*; circulation 15,000 travel agents, meeting planners, tour operators and media.
 - Added 2 TAG Approved hotels in Tempe.
- Hosted the Greater Phoenix Gay & Lesbian Chamber Netmix at ASU Karsten Clubhouse with 100 attendees.
- Supported events for the Southwest Center for HIV/Aids and Equality Arizona.
- Exhibited at the Rainbows Festival, Tucson Pride, Flagstaff Pride and Phoenix Pride events and distributed more than 700 visitor guides and LGBT lure brochures.
- Received 2,176 visits on LGBT Web site page.



Group Sales & Services

- Generated a total of 305 leads with 143 bookings. Lead to booking ratio = 47.5%.
 - 128 Group Sales Leads and 26 bookings with economic impact of \$1.5 million with 2,100 room nights.
 - Association: 43 SMERF: 39
 - Corporate: 38 Government: 8
 - 177 Sports Leads and 117 bookings with an economic impact of \$12.5 million and 7,150 room nights.
 - Youth/Amateur: 44
 - Intercollegiate: 133
 - Produced 38 non-room night catering and meeting services leads with an economic impact of \$800,000.
- Promoted Tempe at nine meetings industry trade shows which resulted in 300 new contacts and 26 leads.
- Contracted with two meeting planner prospecting services to connect with 1,000 potential clients.
- Distributed over 1,200 meeting planner sales kits to prospects.
- Sent two issues of the printed Meeting Planner Newsletter to 8,700 contacts and one issue of the new electronic Meeting Planner Newsletter to 3,000 contacts.
- Hosted 11 meeting professionals and planners for site inspections of Tempe hotels and venues.



Group Sales & Services

- Developed and distributed 6,000 pre-trade show direct mail pieces to encourage booth visitation; generated 300 responses.
- Sent 100 letters to Tempe CEOs asking them to plan meetings and events in Tempe and to provide referrals.
- Participated and moderated on panels in conjunction with hospitality industry associations and the *Phoenix Business Journal* on the inaugural 'Local Meetings Mean Business' program with 225 attendees.
- Created a social media presence via LinkedIn for meetings and events business. Started Tempe CVB group, providing connections to over 25,000 programs and groups.
- Presented state of the industry recap as well as a marketing and tradeshow summary to member hotels.
- Served on the Board of Directors for Society of Government Meeting Planners, Meeting Professionals International AZ Sunbelt Chapter and the Greater Phoenix Gay & Lesbian Chamber of Commerce.
- Participated and sponsored a variety of meeting planner and LGBT professional events.



Sports Marketing

- Generated 177 Sports Marketing Leads and 117 bookings with an impact of \$12.5 million and 7,150 room nights.
- Hosted the annual Tempe Thanksgiving Soccer Tournament with 1,541 room nights and an impact of \$1.5 million.
- Hosted the 6th Annual P.F. Chang's Rock n' Roll Arizona Marathon and ½ Marathon generating 1,600 room nights and an economic impact of \$3.5 million.
- Partnered with Meeting Max Hotel Reservations system and have provided seven sports groups with on-line reservations services.
- Hosted several tournaments in partnership with ASU/ NCAA.
- Hosted the 5th Annual Ford Ironman Arizona which generated 3,343 room nights and an impact of \$6.8 million.
- Attended five sports trade shows and conferences that provided exposure to over 200 sports rights holders and sports association planners.
- Continued and enhanced the ASU Intercollegiate Preferred Hotel program by distributing 275 planner guides to PAC 10 and visiting teams and garnered 3,901 room nights for Tempe.
- Hosted a Sports Steering Committee with hotels, venues and community partners with a mission to generate business opportunities for and with our community.
- Partnered with the City of Tempe to create the jointly funded Sponsorship Review Committee which distributed \$83,653.00 to 30 Tempe events.



Communications

- Produced the Tempe Visitors Guide, Group & Sports Planning Guide, Fall & Spring Specials Brochures, P.F. Chang's Rock 'n' Roll Marathon & ½ Marathon Flyer, Angels Spring Training insert, three Sunny Arizona seasonal travel agent brochures and pre-tradeshow mailer.
- Continued monthly column in *The Tempe Republic*.
- Participated in media missions in New York, Toronto, Calgary and Vancouver.
- Updated Web site copy, including the calendar of events page, press releases, and member specials and coupons.
- Hosted 17 travel writers on individual and group FAM tours, including the Sunny Arizona Media FAM and a Greater Phoenix CVB FAM.
- Built the Tempe CVB Facebook page, 'Visit Tempe Arizona' and Twitter profile, '@smithtempe.' Both Facebook and Twitter are updated several times per week.
- Created 15 Optimized Press Releases (12 for TCVB and 3 for Sunny AZ) to generate media interest and improve search engine optimization.
- Implemented Constant Contact for e-mail communications. Developed templates for the TCVB Member Newsletter, Meeting Planner Newsletter, and the Sunny Arizona Newsletter.



Communications

- Secured media coverage in targeted publications such as *AAA Highroads*, *Oklahoma Magazine*, *Atlanta Journal-Constitution* and *BudgetTravel.com*.
- Participated in media/sales missions to Lawrence, KS and Minneapolis, MN for the Insight Bowl. Conducted 3 radio interviews and generated a feature article in Lawrence.
- Wrote and distributed 13 press releases about Tempe CVB news and Tempe updates.
- Updated the Media Professionals page on TempeCVB.com to include new story ideas, an online press kit, updated press releases in English and Spanish, podcasts and RSS Feeds.
- Continued quarterly distribution of Member Newsletter.
- Wrote blogs for TempeCVB.com and managed entries from other bloggers.
- Partnered with the Downtown Tempe Community and Metro Light Rail to launch the Mill Avenue Ambassador program.
- Generated Tempe articles equal to \$105,898 in ad equivalency with 3,397,026 impressions.



Web Site Marketing

- Develop and maintained user friendly Web sites to attract visitors and provide information on Tempe's hospitality industry.
- Web sites & Micro sites
 - ExploreTempe.com
 - AAATempeGuide.com
 - TempeScene.com
 - VisitSunnyAZ.com
 - Main site for TCVB
 - Tempe's AAA/CAA portal
 - Arts & Cultural focus for Tempe
 - Cooperative AAA/CAA Web site



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Web Site Marketing

Unique Visits to TCVB Web sites

- www.ExploreTempe.com
 - Up 5.3% over 07/08
 - 01/02 = 142,303 02/03 = 267,237
 - 03/04 = 335,850 04/05 = 404,616
 - 05/06 = 536,963 06/07 = 582,950
 - 07/08 = 630,927 08/09 = 664,343
- www.AAATempeGuide.com
 - 05/06 = 19,504 06/07 = 18,397
 - 07/08 = 20,440 08/09 = 23,289
- www.VisitSunnyAZ.com
 - 03/04 = 11,119 04/05 = 14,169
 - 05/06 = 101,044 06/07 = 96,630
 - 07/08 = 104,943 08/09 = 84,902
- www.TempeScene.com
 - 08/09 = 16,846

- Launched re-built main Web site with web 2.0 best practices in place.
 - Features – Blog, RSS, Video, Search Cloud, Flickr, podcasts and an enhanced calendar of events.
- Conducted web marketing to increase Search Engine popularity.
 - Tactics – Optimized Press Releases (15), Podcasts, Search Engine Optimization, Pay-Per-Click, Web Analytics.
- Launched TempeScene.com focused on Tempe’s Art & Culture.
 - Features – Complete calendar of Tempe’s cultural events, accommodations and attractions.



Advertising 2008 – 2009

- About Phoenix Fall
- About Phoenix Spring
- Active.com/ E-Newsletter
 - Runner
 - Triathlete
 - CoolRunning.com
- Angels Spring Training
- AOT E-Newsletter
- Arizona Business Magazine
- Arizona Meetings & Events
- Arizona Pride Guide
- Arizona Professional Travel Planner
- ASAEcenter.org
- ASU Freshman Guide
- Canadian Traveler
- CMG – Domestic
- CMG – Canada
- Denver Post
- DenverPost.com
- Denver Post E-Newsletter
- Denver 9News.com
- Descubre Phoenix
 - El Imparcial
 - VoxPop
 - E-blasts
 - Radio
- Echo Magazine
- El Imparcial Newspaper
- LGBT Travel & Relo Guide
- LGBT Travel Industry Directory
- Meetings Mart
- Phoenix Pride Program
- Pre-Print Spring – National
- Pre-Print Fall – National
- Pre-Print Summer – Arizona
- pURL Campaign
- RunnersWorld.com
- Showup.com
- SMERF Magazine
- SW GLBT Film Festival
- Sports Travel Magazine
- Sunset Magazine
- SunsetGetaways.com
- TEAMS Conference



Coop Advertising

- Tempe Scene
Tempe CVB
Mill Avenue District
Arizona Office of Tourism
 - Sunset Magazine
 - Southwest Art Magazine
 - AAA Westways Magazine
 - Conde Nast Traveler
 - Showup.com
 - Direct Mail – Fall
 - Direct Mail – Spring
- US Airways Partnership
Tempe CVB
Greater Phoenix CVB
Arizona Office of Tourism
 - USAirways.com
 - E-Saver banner
 - Homepage Flashpod
 - Text Links
 - Booking Engine
 - Confirmation Pages
 - Specials Section
 - Travel Tools
 - Landing Page
 - Weather.com
 - MSN.com
 - Adconion Ad Network
 - San Francisco Chronicle
 - ChicagoTribune.com
 - Suntimes.com
 - In-flight Seatback Cards
 - Airline on-hold message
- AAA/CAA Sunny Arizona
Tempe CVB
Mesa CVB
Chandler Office of Tourism
Arizona Office of Tourism
 - AAA Living
 - AAA Home & Away
 - AAA Midwest Traveler
 - AAA GO
 - AAA VIA OR/ID
 - AAA Western Journeys
 - AAA Colorado EnCompass
 - AAA New Mexico Journey
 - CAA Westworld
 - Alberta
 - British Columbia
 - Saskatchewan
 - Travel Agent Direct Mail
 - Fall
 - Spring
 - Summer



Requests for Information

• 2007/2008		• 2008/2009	
– Web/Phone	1,909	– Web/Phone	1,039
– Advertising	28,957	– Advertising	26,120
– AAA Sunny AZ	7,489	– AAA Sunny AZ	20,100
		– Tempe Scene	1,019
TOTAL	38,355	TOTAL	48,278



Financial Summary 08/09

- Revenue Sources:

– City of Tempe Bed Tax	\$1,802,053
– Proposition 302	\$ 404,496
– Promotional Participation	\$ 79,819
– Membership Dues	\$ 43,011
– In-Kind Donations	\$ 102,145
– Interest Income	<u>\$ 2,607</u>
TOTAL	\$2,434,131

**The Tempe CVB, in conjunction with Mesa and Chandler, also received a TEAM grant from the Arizona Office of Tourism to operate the Sunny Arizona Program. Total matching grant: \$86,059.00.

**The Tempe CVB, in conjunction with the Downtown Tempe Community, received a TEAM grant from the Arizona Office of Tourism to operate the Tempe Scene program. Total matching grant: \$18,500.00.



Return on Investment

- Group
 - 2,814 attendees X 2.3 nights X \$290.00 = \$1,876,938.00
- Sports
 - 17,305 participants x 5.4 nights x \$220.00 = \$20,558,340.00
- Leisure visits*
 - 28,178 requests x 68% conversion = 19,161
 - 19,161 x \$108.35 per day = \$2,076,094.00
 - \$2,076,094.00 x 4pp x 3.7 days = \$30,726,195.00
- AAA Sunny Arizona promotion**
 - 20,100 requests x 46% conversion = 9,246
 - 9,246 x \$125.00 per day = \$1,155,750.00
 - \$1,155,750.00 x 2pp x 10.1 days = \$23,346,150

» **Total** = **\$76,507,623**
» **Room Tax Investment** = **\$1,802,053**
» **ROI** = **42:1**

*Westgroup Research conversion formula

**Behavior Research conversion formula



Return on Investment

- Advertising
 - \$367,800 investment = 84,071,480 impressions. Equates to a 229:1 value
 - Impressions equal the total circulation of each publication for a one time insertion.
- Public Relations
 - \$105,898 ad equivalency
 - Ad equivalency is a means of converting editorial space in the media into advertising costs, by measuring the amount of editorial coverage and then calculating what it would have been to buy that space as an ad.
- News Stories
 - 3,397,026 impressions
 - Gross impressions are measured by sum of audiences (straight circulation) where there is exposure to the same message on multiple occasions.



Planning Ahead – 09/10

- Evaluate and determine strategies that will continue to ensure relevancy and value for the benefit of Tempe's hospitality industry.
- Research potential partnerships to leverage the TCVB budget for marketing programs.
- Take advantage of social media and other online portals to extend Tempe's tourism message.
- Educate TCVB constituents on how they can have a positive impact on Tempe through their use of social media for their own businesses.
- Enhance the use of available technology such as RSS feeds and blogs as communication tools and to expand our reach.
- Establish regular communications, forums/idea exchanges with members.
- Explore opportunities to build the awareness of the Tempe CVB on a local level.
- Capitalize on Tempe's arts and cultural offerings to drive visitation.
- Review Tempe's brand attributes to ensure that our marketing message is current and reaching our target markets effectively.
- Utilize best practices for online marketing techniques to ensure the Tempe CVB Web site develops a greater ranking in the search engines and reaches potential consumers.



Planning Ahead – 09/10 (cont.)

- Partner with Mesa, Chandler and the Arizona Office of Tourism to produce the Sunny Arizona promotion.
- Continue to target meeting and event planners through innovative means to gain a greater presence in the meetings industry and increase leads and bookings.
- Market Tempe not only for sports events, but also identify sports related businesses who may plan meetings, retreats and events.
- Partner with Descubre Phoenix to continue to grow Tempe's market share of Mexican leisure travelers.
- Sponsor major events such as the P.F. Chang's Rock 'n' Roll Arizona Marathon & ½ Marathon and the Ford Ironman Arizona.
- Continue to promote within niche markets such as LGBT, cultural tourism and international markets.
- Identify new members and develop programs that add value to their experience as a member .
- Increase the number of requests for information.
- Track the progress of Tempe's Occupancy, RevPar and ADR on a monthly basis.
- Continue to partner with the City of Tempe on the Sponsorship Review Committee.

