

2015

Open to Public Inspection

990

Form  
Department of the  
Treasury  
Internal Revenue Service

## Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

- Do not enter social security numbers on this form as it may be made public
- Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990)

## A For the 2015 calendar year, or tax year beginning 01-01-2015, and ending 12-31-2015

B Check if applicable

- Address change
- Name change
- Initial return
- Final return/terminated
- Amended return
- Application pending

C Name of organization  
AMERICAN HOTEL & LODGING ASSOCIATION

Doing business as

Number and street (or P O box if mail is not delivered to street address) Room/suite  
1250 I STREET NW NO 1100City or town, state or province, country, and ZIP or foreign postal code  
WASHINGTON, DC 20005F Name and address of principal officer  
KATHERINE LUGAR  
1250 I STREET NW NO 1100  
WASHINGTON, DC 20005I Tax-exempt status  501(c)(3)  501(c) ( 6 )  (Insert no)  4947(a)(1) or  527J Website: ► [WWW AHLA COM](http://WWW AHLA COM)K Form of organization  Corporation  Trust  Association  Other ►D Employer identification number  
13-0432130E Telephone number  
(202) 289-3100

G Gross receipts \$ 16,315,026

H(a) Is this a group return for  
subordinates?  Yes  NoH(b) Are all subordinates  
Included?  Yes  No  
If "No," attach a list (see instructions)

H(c) Group exemption number ►

L Year of formation 1937

M State of legal domicile NY

## Part I Summary

1 Briefly describe the organization's mission or most significant activities

THE ASSOCIATION IS THE VOICE OF THE LODGING INDUSTRY, AN ADVOCATE, AND RESOURCE FOR THE SECTOR

**Part III Statement of Program Service Accomplishments**Check if Schedule O contains a response or note to any line in this Part III  **1 Briefly describe the organization's mission**

TO SERVE THE LODGING INDUSTRY BY PROVIDING REPRESENTATION AT THE NATIONAL LEVEL IN GOVERNMENTAL AFFAIRS, EDUCATION, RESEARCH, COMMUNICATION, DIVERSITY AND VALUE-ADDED SERVICES

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?   Yes  No

If "Yes," describe these new services on Schedule O

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?   Yes  No

If "Yes," describe these changes on Schedule O

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

**4a** (Code) (Expenses \$) including grants of \$ ) (Revenue \$ )

GOVERNMENT AFFAIRS THE GOVERNMENT AFFAIRS DEPARTMENT WORKS WITH ITS MEMBERS IN THE LODGING INDUSTRY TO ENSURE CONGRESS UNDERSTANDS HOW IMPORTANT POLICIES IMPACT HOTELIERS. AH&LA'S ADVOCACY EFFORTS HAVE MADE SIGNIFICANT STRIDES PROMOTING THE LODGING INDUSTRY TO CONGRESS, THE ADMINISTRATION AND STATE AND LOCAL ELECTED OFFICIALS THE ISSUES THAT IMPACT OUR HOTELS AND THEIR EMPLOYEES FOCUS ON KEY AREAS AND ARE UPDATED BASED ON EMERGING PRIORITIES. THEY INCLUDE TECHNOLOGY AND DISTRIBUTION, COMMERCIAL ACTIVITY ON SHORT-TERM RENTAL PLATFORMS, WORKFORCE, AND TRAVEL AND TOURISM PROMOTION ON TECHNOLOGY AND DISTRIBUTION. THE HOTEL INDUSTRY IS RAPIDLY INNOVATING AND EXPANDING OFFERINGS TO BETTER SERVE GUESTS AND THIS REMAINS AN IMPORTANT FOCUS OF THE ASSOCIATION. AS TECHNOLOGY AND EVER-EVOLVING ONLINE DISTRIBUTION CHANNELS TRANSFORM THE WAY GUESTS BOOK THEIR HOTEL ROOMS, THE INDUSTRY CONTINUES TO FOCUS ON EDUCATING CONSUMERS ON HOW TO PROTECT THEIR RESERVATIONS AND ENSURE THEIR EXPERIENCES ARE WHAT THEY INTENDED. IN 2015, AH&LA SPEARHEADED A MEDIA OUTREACH CAMPAIGN HIGHLIGHTING THE MISLEADING AND DECEPTIVE PRACTICES PERPETRATED BY ROGUE ONLINE BOOKING WEBSITES. THIS PUBLIC AWARENESS CAMPAIGN RESULTED IN THE SUPPORT OF OTHER CONSUMER GROUPS INCLUDING, THE BETTER BUSINESS BUREAU, AAA, AND THE FEDERAL TRADE COMMISSION (FTC) ISSUED ALERTS WARNING CONSUMERS ABOUT THESE SCAMS. MEMBERS OF CONGRESS ALSO WROTE LETTERS TO THE FTC ENCOURAGING THE AGENCY TO INVESTIGATE THIS ONLINE BOOKING SCAM. IN ADDITION, FOLLOWING THE ANNOUNCEMENT OF THE PROPOSED EXPEDIA ACQUISITION OF ORBITZ, AH&LA TOOK A PUBLIC STANCE IN OPPOSITION TO THE MERGER AND EDUCATED THE PUBLIC, THE PRESS AND POLICYMAKERS ABOUT DETRIMENTAL AFFECTS THE ACQUISITION COULD HAVE ON CONSUMERS, BY RESTRICTING CHOICE AND COMPETITION AND HARMING SMALL AND INDEPENDENT HOTEL OWNERS WHO MAKE UP NEARLY HALF OF THE HOTEL INDUSTRY. ON COMMERCIAL ACTIVITY FOSTERED BY SHORT-TERM RENTAL PLATFORMS, AH&LA LED A MULTI-TIERED ADVOCACY STRATEGY TO LEVEL THE PLAYING FIELD AGAIN ILLEGAL SHORT-TERM RENTALS AT THE FEDERAL, STATE AND LOCAL LEVELS. THE ASSOCIATION CREATED AND DISTRIBUTED A TOOLKIT TO OUR MEMBERS AND PARTNERS, PROVIDING TALKING POINTS, GRASSROOTS ENGAGEMENT AND LEGISLATIVE OPTIONS TO EMPLOY ON THE STATE AND LOCAL LEVEL. ADDITIONALLY, AH&LA JOINED THE DEMOCRATIC ATTORNEYS GENERAL ASSOCIATION AND THE REPUBLICAN ATTORNEYS GENERAL ASSOCIATION TO EDUCATE ATTORNEYS GENERAL ON THIS ISSUE AND THEIR ROLE IN ENFORCING EXISTING LAWS. AT THE FEDERAL LEVEL, AH&LA WORKED TO INFORM KEY CONGRESSIONAL LEADERS AND COMMITTEES, AS WELL AS THE FTC, ON THE NEED FOR A LEVEL AND LEGAL PLAYING FIELD IN THE WAKE OF THE EMERGENCE OF ILLEGAL SHORT-TERM RENTALS. THESE ACTIVITIES INCLUDED PARTICIPATION ON A PANEL AT A FTC WORKSHOP THE FIRST SIGNIFICANT FEDERAL EXAMINATION OF THE "SHARING ECONOMY". WE ARE ALSO PARTNERING WITH A BROAD-BASED COALITION THAT INCLUDES BED AND BREAKFAST ORGANIZATIONS, LABOR, AFFORDABLE HOUSING, NEIGHBORHOOD GROUPS AND MEMBERS OF THE BUSINESS COMMUNITY AND EDUCATING MEDIA NATIONALLY AND LOCALLY ON THE NEGATIVE IMPACT CAUSED BY THE PROLIFERATION OF UNREGULATED, COMMERCIAL ACTIVITY ON SUPPORTING THE HOTEL INDUSTRY WORKFORCE. OUR EFFORTS AIM TO ENSURE HOTELIERS, INCLUDING MANY SMALL BUSINESS OWNERS, CAN GROW AND PRESERVE THE JOB GROWTH THAT IS SO CENTRAL TO LOCAL, STATE AND NATIONAL ECONOMIES. FIGHTING DISCRIMINATORY WAGE ORDINANCES THAT UNFAIRLY TARGET THE LODGING INDUSTRY EXCLUSIVELY WERE A TOP PRIORITY IN 2015. FRONT AND CENTER TO THESE EFFORTS WAS OUR ACTION RELATED TO THE HOTEL-ONLY WAGE ORDINANCE IN LOS ANGELES. AH&LA AND THE ASIAN AMERICAN HOTEL OWNERS ASSOCIATION (AAHOA) FILED A LAWSUIT AGAINST THE CITY OF LOS ANGELES IN DECEMBER 2014. OUR CHIEF CONCERN WAS NOT ABOUT WAGES BUT ABOUT UPENDING THE CAREFULLY BALANCED RELATIONSHIP BETWEEN LABOR AND MANAGEMENT BY ALLOWING LABOR TO WAIVE THE WAGES AT UNIONIZED PROPERTIES. THOUGH AH&LA AND AAHOA MADE THE DECISION TO APPEAL AFTER THE COURT DENIED OUR MOTION FOR PRELIMINARY INJUNCTION, AH&LA CONTINUES TO FOCUS ON UTILIZING TARGETED OPPORTUNITIES TO PROVIDE THE HOTEL INDUSTRY'S PERSPECTIVE ON THIS DISCRIMINATORY ORDINANCE. IN RECENT YEARS, MANY WORKFORCE AND LABOR INITIATIVES AT THE LOCAL, STATE AND NATIONAL LEVEL HAVE THREATENED BUSINESS AND JOB GROWTH, INCLUDING THE NATIONAL LABOR RELATIONS BOARD (NLRB) BROWNING FERRIS INDUSTRIES (BFI) DECISION THAT RESULTED IN A NEW, AMBIGUOUS "JOINT EMPLOYER" STANDARD THAT MAKES EMPLOYERS POTENTIALLY LIABLE FOR ACTIONS AND ACTIVITIES OF EMPLOYEES THAT THEY DO NOT EMPLOY. AS A RESULT, IT JEOPARDIZES BUSINESS-TO-BUSINESS CONTRACTUAL RELATIONSHIPS. AH&LA WORKED CLOSELY WITH LEADERS IN BOTH THE UNITED STATES HOUSE OF REPRESENTATIVES AND THE UNITED STATES SENATE TO PROVIDE OUR INDUSTRY'S PERSPECTIVE AND THE DIFFICULTIES THIS DECISION WILL HAVE ON SMALL BUSINESSES AND FRANCHISE OWNERS. AH&LA ALSO CO-CHAIRS THE COALITION TO SAVE LOCAL BUSINESSES, WHICH IS A BROAD-BASED COALITION OF SMALL BUSINESSES AND ASSOCIATIONS THAT AIM TO EDUCATE KEY CONGRESSIONAL MEMBERS ON THE NEED FOR CHANGE ON TRAVEL AND TOURISM PROMOTION. AH&LA WORKS WITH OUR PARTNERS TO EXPAND TOURISM PROMOTION AND MAKE IT EASIER FOR TRAVELERS TO OBTAIN VISAS SO THEY CAN VISIT AND EXPERIENCE AMERICA AS THEY CONTRIBUTE TO LOCAL ECONOMIES ACROSS THE UNITED STATES. TRAVEL AND TOURISM SUPPORTS ONE IN NINE AMERICAN JOBS AND CONTRIBUTES \$141.5 BILLION IN FEDERAL, STATE, AND LOCAL TAXES GOING TOWARDS VALUABLE PROGRAMS IN COMMUNITIES ACROSS THE COUNTRY. AH&LA ALSO CO-CHAIRS THE H-2B WORKFORCE COALITION, WHICH SUPPORTS THE H-2B VISA PROGRAM SO BUSINESSES CAN SUPPLEMENT THEIR WORKFORCE WITH TEMPORARY SEASONAL EMPLOYEES. IF NO AMERICAN WORKERS ARE AVAILABLE, IN ADDITION, AH&LA CONTINUES TO WORK WITH THE GENERAL SERVICES ADMINISTRATION AND CONGRESS TO ENSURE PER DIEM RATES REMAIN SUSTAINABLE.

**4b** (Code) (Expenses \$) including grants of \$ ) (Revenue \$ )

INDUSTRY RELATIONS HELPING STUDENTS ACHIEVE THE AMERICAN DREAM AND FINANCE THEIR FUTURE, THE ASSOCIATION CONTINUES TO MAKE SIGNIFICANT CONTRIBUTIONS TO STUDENTS AROUND THE COUNTRY. THE DEVELOPMENT OF YOUTH AND THE NEXT GENERATION OF HOTEL EMPLOYEES IS CENTRAL TO THE ASSOCIATION. IN 2015, AH&LEF AWARDED ACADEMIC SCHOLARSHIPS TO 380 PROMISING HOSPITALITY MANAGEMENT STUDENTS ATTENDING 98 COLLEGES AND UNIVERSITIES ACROSS THE COUNTRY. ADDITIONALLY, 16 HOTEL EMPLOYEES RECEIVED PROFESSIONAL DEVELOPMENT SCHOLARSHIPS FOR CERTIFICATION AND DISTANCE LEARNING. TEN SCHOLARSHIP RECIPIENTS WERE SELECTED TO ATTEND THE 2015 LODGING CONFERENCE TO NETWORK WITH INDUSTRY LEADERS AND LEARN ABOUT IMPORTANT INDUSTRY ISSUES. THESE SCHOLARSHIPS HELP PROVIDE MUCH NEEDED RESOURCES TO STUDENTS WHO SEEK A LIFE-LONG CAREER IN THE HOSPITALITY INDUSTRY. WITH A MISSION DEDICATED TO HELPING PEOPLE BUILD CAREERS THAT IMPROVE THEIR LIVES AND STRENGTHEN THE LODGING INDUSTRY, THE FOUNDATION HAS DISBURSED MORE THAN \$20 MILLION THROUGH ITS PROGRAMS SINCE ITS INCEPTION. IN 2015, THE FOUNDATION AWARDED MORE THAN \$1.25 MILLION TOWARD SCHOLARSHIPS, EDUCATIONAL PROGRAMMING, WORKFORCE/PROFESSIONAL DEVELOPMENT, CUTTING-EDGE RESEARCH PROJECTS AND GRANTS. AH&LA OFFERS 30 COMMITTEES THAT ALLOW OUR DIVERSE MEMBERSHIP TO ENGAGE WITH THE ASSOCIATION AND THEIR PEERS TO ADDRESS IMPORTANT OPPORTUNITIES, CHALLENGES AND ISSUES FACING OUR INDUSTRY. THESE COMMITTEES INCLUDE RESORT, SUSTAINABILITY, AND INDUSTRY ADVOCACY.

**4c** (Code) (Expenses \$) including grants of \$ ) (Revenue \$ )

COMMITTEES AND CONTRIBUTIONS HELPING STUDENTS ACHIEVE THE AMERICAN DREAM AND FINANCE THEIR FUTURE, THE ASSOCIATION CONTINUES TO MAKE SIGNIFICANT CONTRIBUTIONS TO STUDENTS AROUND THE COUNTRY. THE DEVELOPMENT OF YOUTH AND THE NEXT GENERATION OF HOTEL EMPLOYEES IS CENTRAL TO THE ASSOCIATION. IN 2015, THE ASSOCIATION CONTRIBUTED \$745,000 IN INDUSTRY-RELATED SCHOLARSHIPS, THROUGH ITS FOUNDATION, THE AMERICAN HOTEL & LODGING EDUCATIONAL FOUNDATION. THESE SCHOLARSHIPS HELP PROVIDE MUCH NEEDED RESOURCES TO STUDENTS WHO SEEK A LIFE-LONG CAREER IN THE HOSPITALITY INDUSTRY. WORKFORCE DEVELOPMENT INITIATIVES ATTRACT AND RETAIN EMPLOYEES TO THE INDUSTRY. IN MORE THAN 800 HIGH SCHOOLS AND TRAINING LOCATIONS, THE FOUNDATION ALSO INVESTS IN INSTRUMENTAL INDUSTRY RESEARCH, PROVIDING \$278,000 COVERING SUCH ISSUES AS LODGING TAX RATES, COMMUNITY IMPACT OF HOTELS, AND THE IMPACT OF SHORT-TERM ONLINE RENTALS. AH&LA HAS SIX COUNCILS THAT PROVIDE MEMBERS WITH OPPORTUNITIES FOR NETWORKING AND INFORMATION AND IDEA SHARING WITH COLLEAGUES FROM THEIR SPECIFIC INDUSTRY SEGMENTS. THESE ARE THE BRANDS COUNCIL (COMPRISED OF HOTEL COMPANIES THAT OWN AND/OR MARKET BRANDS, INCLUDING THOSE THAT GRANT FRANCHISES FOR HOTEL BRANDS AND THE INDIVIDUAL PROPERTIES BRANDED BY THOSE HOTEL COMPANIES), OWNERS COUNCIL (COMPRISED OF HOTEL COMPANIES THAT OWN HOTELS), MANAGEMENT COMPANIES COUNCIL (COMPRISED OF HOTEL COMPANIES THAT OPERATE OR MANAGE HOTELS), INDEPENDENT HOTELS COUNCIL (COMPRISED OF HOTELS THAT ARE NOT BRANDED), PSA COUNCIL (COMPRISED OF THE PARTNER STATE ASSOCIATIONS), AND ALLIED COUNCIL (COMPRISED OF COMPANIES WHO DO BUSINESS WITH THE LODGING INDUSTRY). BESIDES THE COUNCILS, AH&LA AND ITS AFFILIATES OFFER MORE THAN 20 COMMITTEES.

See Additional Data

**4d** Other program services (Describe in Schedule O )  
(Expenses \$) including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses ►

**Part IV Checklist of Required Schedules**

1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A . . . . .

2 Is the organization required to complete *Schedule B, Schedule of Contributors* (see instructions)? . . . . .

3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I . . . . .

4 **Section 501(c)(3) organizations.**  
Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II . . . . .

5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III . . . . .

6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I . . . . .

7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II . . . . .

8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III . . . . .

9 Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV . . . . .

10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V . . . . .

11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable

- a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI . . . . .
- b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII . . . . .
- c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII . . . . .
- d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX . . . . .
- e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X . . . . .
- f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X . . . . .

12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII . . . . .

12b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional . . . . .

13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E

14a Did the organization maintain an office, employees, or agents outside of the United States? . . . . .

14b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV . . . . .

15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV . . . . .

16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV . . . . .

17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions) . . . . .

18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II . . . . .

19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III . . . . .

20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H . . . . .

b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? . . . . .

	<b>Yes</b>	<b>No</b>
1		No
2	Yes	
3	Yes	
4		
5	Yes	
6		No
7		No
8		No
9		No
10		No
11a	Yes	
11b		No
11c		No
11d		No
11e	Yes	
11f	Yes	
12a		No
12b	Yes	
13		No
14a		No
14b		No
15		No
16		No
17		No
18		No
19		No
20a		No
20b		

**Part IV Checklist of Required Schedules (continued)**

<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> . . . . .	<b>21</b>	Yes	
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> . . . . .	<b>22</b>	No	
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> . . . . .	<b>23</b>	Yes	
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K</i> <i>If "No," go to line 25a</i> . . . . .	<b>24a</b>	No	
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .	<b>24b</b>		
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .	<b>24c</b>		
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .	<b>24d</b>		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> . . . . .	<b>25a</b>		
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> . . . . .	<b>25b</b>		
<b>26</b> Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> . . . . .	<b>26</b>	No	
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> . . . . .	<b>27</b>	No	
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions) <b>a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	<b>28a</b>	No	
<b>b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	<b>28b</b>	No	
<b>c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	<b>28c</b>	No	
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> . . . . .	<b>29</b>	No	
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> . . . . .	<b>30</b>	No	
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> . . . . .	<b>31</b>	No	
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> . . . . .	<b>32</b>	No	
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> . . . . .	<b>33</b>	No	
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> . . . . .	<b>34</b>	Yes	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? <b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	<b>35a</b>	Yes	
<b>35b</b>	<b>35b</b>	No	
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	<b>36</b>		
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> . . . . .	<b>37</b>	No	
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .	<b>38</b>	Yes	

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V . . . . .

		Yes	No
<b>1a</b> Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable . . . . .	<b>1a</b>	57	
<b>b</b> Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable	<b>1b</b>	0	
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .	<b>1c</b>		
<b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return . . . . .	<b>2a</b>	33	
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	<b>2b</b>	Yes	
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year? . . . . .	<b>3a</b>	No	
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O . . . . .	<b>3b</b>		
<b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .	<b>4a</b>	No	
<b>b</b> If "Yes," enter the name of the foreign country ► See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)			
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . . . .	<b>5a</b>	No	
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>	No	
<b>c</b> If "Yes," to line 5a or 5b, did the organization file Form 8886-T? . . . . .	<b>5c</b>		
<b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . . . .	<b>6a</b>	Yes	
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .	<b>6b</b>	Yes	
<b>7</b> <b>Organizations that may receive deductible contributions under section 170(c).</b>	<b>7a</b>		
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? . . . . .	<b>7b</b>		
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .	<b>7c</b>		
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .	<b>7d</b>		
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year . . . . .	<b>7e</b>		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? . . . . .	<b>7f</b>		
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . . . .	<b>7g</b>		
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? . . . . .	<b>7h</b>		
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? . . . . .	<b>8</b>		
<b>8</b> <b>Sponsoring organizations maintaining donor advised funds.</b>	<b>9a</b>		
Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? . . . . .	<b>9b</b>		
<b>9a</b> Did the sponsoring organization make any taxable distributions under section 4966? . . . . .			
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? . . . . .			
<b>10</b> <b>Section 501(c)(7) organizations.</b> Enter	<b>10a</b>		
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12 . . . . .	<b>10b</b>		
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities			
<b>11</b> <b>Section 501(c)(12) organizations.</b> Enter	<b>11a</b>		
<b>a</b> Gross income from members or shareholders . . . . .	<b>11b</b>		
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them) . . . . .			
<b>12a</b> <b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041? . . . . .	<b>12a</b>		
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>		
<b>13</b> <b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>	<b>13a</b>		
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O	<b>13b</b>		
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans . . . . .	<b>13c</b>		
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year? . . . . .	<b>14a</b>	No	
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O . . . . .	<b>14b</b>		

**Part VI Governance, Management, and Disclosure**

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI . . . . .

**Section A. Governing Body and Management**

**1a** Enter the number of voting members of the governing body at the end of the tax year  
**1a** 67

If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O

**b** Enter the number of voting members included in line 1a, above, who are independent  
**1b** 66

**2** Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . . **2** No

**3** Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? . . . . . **3** No

**4** Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . . **4** No

**5** Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . . **5** No

**6** Did the organization have members or stockholders? . . . . . **6** Yes

**7a** Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . . **7a** Yes

**b** Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . . **7b** No

**8** Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following  
**a** The governing body? . . . . . **8a** Yes  
**b** Each committee with authority to act on behalf of the governing body? . . . . . **8b** Yes

**9** Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . . **9** No

**Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)**

**10a** Did the organization have local chapters, branches, or affiliates? . . . . . **10a** No  
**b** If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . . . . **10b**

**11a** Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? . . . . . **11a** No  
**b** Describe in Schedule O the process, if any, used by the organization to review this Form 990 . . . . . **11b**

**12a** Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . . **12a** Yes  
**b** Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . . **12b** Yes  
**c** Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . . **12c** Yes

**13** Did the organization have a written whistleblower policy? . . . . . **13** Yes

**14** Did the organization have a written document retention and destruction policy? . . . . . **14** Yes

**15** Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?  
**a** The organization's CEO, Executive Director, or top management official . . . . . **15a** Yes  
**b** Other officers or key employees of the organization . . . . . **15b** Yes  
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)

**16a** Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . . **16a** Yes  
**b** If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . . **16b** Yes

**Section C. Disclosure**

**17** List the States with which a copy of this Form 990 is required to be filed►

**18** Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c) (3)s only) available for public inspection. Indicate how you made these available. Check all that apply  
 Own website  Another's website  Upon request  Other (explain in Schedule O)

**19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year

**20** State the name, address, and telephone number of the person who possesses the organization's books and records  
►JOORI JEON 1250 I STREET NW SUITE 1100 WASHINGTON, DC 20005 (202) 289-3100

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of organization, more than \$10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)**

<b>1b Sub-Total . . . . .</b>	►			
<b>c Total from continuation sheets to Part VII, Section A . . . . .</b>	►			
<b>d Total (add lines 1b and 1c) . . . . .</b>	►	2,612,864	0	229,438

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ► 12

	<b>Yes</b>	<b>No</b>
<b>3</b> Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual . . . . .	<b>3</b>	No
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual . . . . .	<b>4</b>	Yes
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person . . . . .	<b>5</b>	No

## **Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
HOLLAND & KNIGHT LLP	LEGAL	1,185,627
PO BOX 864084		
ORLANDO, FL 328864084		
OUTSOURCE PARTNERS INTERNATIONAL	ACCOUNTING/FINANCE	678,967
280 PARK AVENUE 38TH FLOOR		
NEW YORK, NY 10017		
OLIVER WYMAN INC	CONSULTING SERVICES	519,501
PO BOX 3800-28		
BOSTON, MA 02241		
KALIBRI LABS LLS	CONSULTING SERVICES	358,458
1 CHURCH STREET SUITE 101		
ROCKVILLE, MD 20850		
VENABLE LLP	LEGAL	337,476
PO BOX 62727		
BALTIMORE, MD 212642727		
<b>2</b>	Total number of independent contractors (including but not limited to those listed above) who received more than	
\$100,000 of compensation from the organization ► 13		

**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII . . . . .

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b> Federated campaigns . . . . .	<b>1a</b>					
	<b>b</b> Membership dues . . . . .	<b>1b</b>					
	<b>c</b> Fundraising events . . . . .	<b>1c</b>					
	<b>d</b> Related organizations . . . . .	<b>1d</b>					
	<b>e</b> Government grants (contributions)	<b>1e</b>					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b>	357,129				
	<b>g</b> Noncash contributions included in lines 1a-1f \$						
	<b>h</b> <b>Total.</b> Add lines 1a-1f . . . . .		357,129				
<b>Program Service Revenue</b>			Business Code				
	<b>2a</b> MEMBERSHIP DUES			900099	9,652,128	9,652,128	
	<b>b</b> CONFERENCES			900099	2,754,490	2,754,490	
	<b>c</b> GOVERNMENT AFFAIRS			900099	1,883,014	1,883,014	
	<b>d</b> CONFERENCE SPONSORSHIPS			900099	377,894	377,894	
	<b>e</b>						
	<b>f</b> All other program service revenue						
	<b>g</b> <b>Total.</b> Add lines 2a-2f . . . . .				14,667,526		
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts) . . . . .			81,789		81,789	
	<b>4</b> Income from investment of tax-exempt bond proceeds . . . . .						
	<b>5</b> Royalties . . . . .			236,742		236,742	
	<b>6a</b> Gross rents	(i) Real	(ii) Personal				
	<b>b</b> Less rental expenses						
	<b>c</b> Rental income or (loss)						
	<b>d</b> Net rental income or (loss) . . . . .						
	<b>7a</b> Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
<b>b</b> Less cost or other basis and sales expenses	964,091						
<b>c</b> Gain or (loss)	882,786						
<b>d</b> Net gain or (loss) . . . . .	81,305		81,305		81,305		
<b>8a</b> Gross income from fundraising events (not including	\$ _____						
of contributions reported on line 1c)							
See Part IV, line 18 . . . . .	a						
<b>b</b> Less direct expenses . . . . .	b						
<b>c</b> Net income or (loss) from fundraising events . . . . .							
<b>9a</b> Gross income from gaming activities	a						
See Part IV, line 19 . . . . .							
<b>b</b> Less direct expenses . . . . .	b						
<b>c</b> Net income or (loss) from gaming activities . . . . .							
<b>10a</b> Gross sales of inventory, less returns and allowances .	a						
<b>b</b> Less cost of goods sold . . . . .	b						
<b>c</b> Net income or (loss) from sales of inventory . . . . .							
<b>Miscellaneous Revenue</b>		Business Code					
<b>11a</b>							
<b>b</b>							
<b>c</b>							
<b>d</b> All other revenue . . . . .			7,749		7,749		
<b>e</b> <b>Total.</b> Add lines 11a-11d . . . . .			7,749				
<b>12</b> <b>Total revenue.</b> See Instructions . . . . .			15,432,240	14,289,632	0	785,479	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns All other organizations must complete column (A)

Check if Schedule O contains a response or note to any line in this Part IX 

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>	<b>(A)</b> Total expenses	<b>(B)</b> Program service expenses	<b>(C)</b> Management and general expenses	<b>(D)</b> Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21 . . . . .	1,791,273			
<b>2</b> Grants and other assistance to domestic individuals See Part IV, line 22 . . . . .				
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, lines 15 and 16 . . . . .				
<b>4</b> Benefits paid to or for members . . . . .				
<b>5</b> Compensation of current officers, directors, trustees, and key employees . . . . .	1,673,238			
<b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .				
<b>7</b> Other salaries and wages . . . . .	2,678,123			
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .	111,645			
<b>9</b> Other employee benefits . . . . .	308,563			
<b>10</b> Payroll taxes . . . . .	234,147			
<b>11</b> Fees for services (non-employees)				
<b>a</b> Management . . . . .	80,000			
<b>b</b> Legal . . . . .	594,104			
<b>c</b> Accounting . . . . .	19,434			
<b>d</b> Lobbying . . . . .				
<b>e</b> Professional fundraising services See Part IV, line 17				
<b>f</b> Investment management fees . . . . .	19,683			
<b>g</b> Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O) . . . . .	501,348			
<b>12</b> Advertising and promotion . . . . .	218,073			
<b>13</b> Office expenses . . . . .	348,054			
<b>14</b> Information technology . . . . .				
<b>15</b> Royalties . . . . .				
<b>16</b> Occupancy . . . . .	623,380			
<b>17</b> Travel . . . . .	285,078			
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .				
<b>19</b> Conferences, conventions, and meetings . . . . .	628,818			
<b>20</b> Interest . . . . .	4,535			
<b>21</b> Payments to affiliates . . . . .				
<b>22</b> Depreciation, depletion, and amortization . . . . .	180,199			
<b>23</b> Insurance . . . . .	48,783			
<b>24</b> Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O )				
<b>a</b> GOVERNMENT AFFAIRS	3,388,462			
<b>b</b> TEMP AGENCY	457,365			
<b>c</b> SUBSCRIPTION AND DUES	101,740			
<b>d</b> OVERHEAD ALLOCATION	-126,528			
<b>e</b> All other expenses	88,959			
<b>25</b> <b>Total functional expenses.</b> Add lines 1 through 24e	14,258,476			
<b>26</b> <b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here ► <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X 

		<b>(A)</b> Beginning of year	<b>(B)</b> End of year	
<b>Assets</b>	<b>1</b> Cash—non-interest-bearing . . . . .	2,314,441	<b>1</b> 3,532,991	
	<b>2</b> Savings and temporary cash investments . . . . .	996,201	<b>2</b> 1,163,469	
	<b>3</b> Pledges and grants receivable, net . . . . .	3		
	<b>4</b> Accounts receivable, net . . . . .	705,446	<b>4</b> 1,192,975	
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L . . . . .			
			<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L . . . . .		<b>6</b>	
	<b>7</b> Notes and loans receivable, net . . . . .	7		
	<b>8</b> Inventories for sale or use . . . . .	8		
	<b>9</b> Prepaid expenses and deferred charges . . . . .	554,955	<b>9</b>	626,434
	<b>10a</b> Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D . . . . .	<b>10a</b>	1,916,488	
	<b>b</b> Less accumulated depreciation . . . . .	<b>10b</b>	446,128	<b>10c</b> 1,470,360
	<b>11</b> Investments—publicly traded securities . . . . .		3,284,479	<b>11</b> 3,088,577
	<b>12</b> Investments—other securities See Part IV, line 11 . . . . .		26,366	<b>12</b> 26,366
	<b>13</b> Investments—program-related See Part IV, line 11 . . . . .			<b>13</b>
	<b>14</b> Intangible assets . . . . .			<b>14</b>
<b>15</b> Other assets See Part IV, line 11 . . . . .		347,905	<b>15</b> 361,281	
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .		8,795,743	<b>16</b> 11,462,453	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses . . . . .	1,914,747	<b>17</b> 1,401,789	
	<b>18</b> Grants payable . . . . .	18		
	<b>19</b> Deferred revenue . . . . .	1,982,394	<b>19</b> 2,955,346	
	<b>20</b> Tax-exempt bond liabilities . . . . .	20		
	<b>21</b> Escrow or custodial account liability Complete Part IV of Schedule D . . . . .	21		
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L . . . . .	22		
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .	23		
	<b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .	24		
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24) Complete Part X of Schedule D . . . . .	25		
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 . . . . .	616,954	<b>25</b> 1,817,967	
	4,514,095	<b>26</b> 6,175,102		
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here ► <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets . . . . .	4,105,227	<b>27</b> 5,098,671	
	<b>28</b> Temporarily restricted net assets . . . . .	176,421	<b>28</b> 188,680	
	<b>29</b> Permanently restricted net assets . . . . .	29		
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here ► <input type="checkbox"/> and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds . . . . .	30		
	<b>31</b> Paid-in or capital surplus, or land, building or equipment fund . . . . .	31		
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .	32		
	<b>33</b> Total net assets or fund balances . . . . .	4,281,648	<b>33</b> 5,287,351	
	<b>34</b> Total liabilities and net assets/fund balances . . . . .	8,795,743	<b>34</b> 11,462,453	

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI 

1	Total revenue (must equal Part VIII, column (A), line 12) . . . . .	1	15,432,240
2	Total expenses (must equal Part IX, column (A), line 25) . . . . .	2	14,258,476
3	Revenue less expenses Subtract line 2 from line 1 . . . . .	3	1,173,764
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) . . .	4	4,281,648
5	Net unrealized gains (losses) on investments . . . . .	5	-168,061
6	Donated services and use of facilities . . . . .	6	
7	Investment expenses . . . . .	7	
8	Prior period adjustments . . . . .	8	
9	Other changes in net assets or fund balances (explain in Schedule O) . . . . .	9	0
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	5,287,351

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII 

1 Accounting method used to prepare the Form 990  Cash  Accrual  Other \_\_\_\_\_  
 If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O

2a Were the organization's financial statements compiled or reviewed by an independent accountant?

If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both

Separate basis  Consolidated basis  Both consolidated and separate basis

2b Were the organization's financial statements audited by an independent accountant?

If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both

Separate basis  Consolidated basis  Both consolidated and separate basis

3a If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?

If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O

3b As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?

b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		No
2b	Yes	
2c	Yes	
3a		No
3b		

## Additional Data

**Software ID:**  
**Software Version:**

**EIN:** 13-0432130

**Name:** AMERICAN HOTEL & LODGING ASSOCIATION

### Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

(Code	) (Expenses \$	including grants of \$	) (Revenue \$	)
-------	----------------	------------------------	---------------	---

UNDER 30 GATEWAY FOSTERING THE NEXT GENERATION OF HOSPITALITY EMPLOYEES, THE UNDER 30 GATEWAY IS AH&LA'S FIRST-EVER PROGRAM DEDICATED TO ADDRESSING THE PERSONAL AND PROFESSIONAL NEEDS OF YOUNG HOSPITALITY PROFESSIONALS GATEWAY MEMBERSHIP IS OPEN TO ALL HOSPITALITY PROFESSIONALS WORKING IN ANY CAPACITY THERE ARE 10 STATE CHAPTERS REPRESENTING SOME 800 MEMBERS AH&LA HAS WORKED TO MORE CLOSELY INTEGRATE THE STUDENT CHAPTER AND UNDER 30 GATEWAY PROGRAMS TO PROVIDE A SEAMLESS TRANSITION FROM ONE MEMBERSHIP CATEGORY TO THE NEXT

(Code	) (Expenses \$	including grants of \$	) (Revenue \$	)
-------	----------------	------------------------	---------------	---

WOMEN IN LODGING WOMEN IN LODGING (WIL) IS THE FIRST INDUSTRY-WIDE FORUM FOR FEMALE HOSPITALITY PROFESSIONALS CONNECTING THE INDUSTRY'S TOP LEADERS AND PROVIDING OPPORTUNITIES TO GAIN A STRONGER FOOTING IN THE BUSINESS, WIL'S PURPOSE IS TO PROMOTE AND DEVELOP WOMEN INTO SENIOR EXECUTIVE ROLES IN THE INDUSTRY WITH MORE THAN 2,000 PARTICIPANTS, WIL SEEKS TO EXPAND ITS MEMBERSHIP GOING FORWARD AND CONTRIBUTE TO THE GROWTH OF PROFESSIONAL WOMEN THROUGHOUT THE INDUSTRY WITH THE VISION OF THE ALLOWING THE BEST LEADERS TO LEAD

## Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

(Code	) (Expenses \$	including grants of \$	) (Revenue \$	)
-------	----------------	------------------------	---------------	---

STUDENT CHAPTERS LAUNCHED IN 2009, THERE ARE 25 OFFICIAL CHAPTERS WITH ALMOST 2,000 MEMBERS THESE CHAPTERS ALLOW STUDENTS TO NETWORK AND GET A GOOD GLIMPSE OF OUR INDUSTRY BY DELVING INTO THE WORLD OF BEFORE RECEIVING A DIPLOMA OR CERTIFICATION STUDENT MEMBERS ARE PART OF A NETWORK OF INDUSTRY EXECUTIVES AND INVITED TO ATTEND AH&LA CONFERENCES AND EVENTS, WHERE THEY CAN MEET POTENTIAL EMPLOYERS FACE-TO-FACE ONGOING WORK AIMS TO PROVIDE STUDENTS WITH THE LATEST HOSPITALITY NEWS, INFORMATION, AND EDUCATION RESOURCES, SO THAT THEY CAN STAY ON TOP OF THE TRENDS AND BEST PRACTICES OF THE INDUSTRY AND SET THEMSELVES APART FROM THE COMPETITION WHEN GRADUATION DAY FINALLY ARRIVES

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Compensated Employees, and Independent Contractors							
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)			(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Officer	Individual Trustee	Director	Employee	Independent Contractor	Former
JAMES ABRAHAMSON	1 00						
.....	.....	X		X			
CHAIR OF THE BOARD	2 00						
.....	.....					0	0
MARK CARRIER	1 00						
.....	.....	X		X			
VICE CHAIR	0 00						
.....	.....					0	0
GEOFF BALLOTTI	1 00						
.....	.....	X		X			
SECRETARY/TREASURER	2 00						
.....	.....					0	0
ALAN FUERSTMAN	1 00						
.....	.....	X					
DIRECTOR	0 00						
.....	.....					0	0
ALEX CABANAS	1 00						
.....	.....	X					
DIRECTOR	0 00						
.....	.....					0	0
ALFRED YOUNG JR	1 00						
.....	.....	X					
DIRECTOR	0 00						
.....	.....					0	0
AMANDA HITE	1 00						
.....	.....	X					
DIRECTOR	0 00						
.....	.....					0	0
ANGELO LOMBARDI	1 00						
.....	.....	X					
DIRECTOR	0 00						
.....	.....					0	0
BARRY WALLACE	1 00						
.....	.....	X					
DIRECTOR	0 00						
.....	.....					0	0
BILL DEFORREST	1 00						
.....	.....	X					
DIRECTOR	0 00						
.....	.....					0	0

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Compensated Employees, and Independent Contractors								
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)				(D) Reportable compensation from the organization (W-2/1099- MISC)	(E) Reportable compensation from related organizations (W-2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Officer	Officer or Director or Trustee	Key employee	Non-employee compensation	Form 1095-C	
BILL SIMPSON	1 00							
DIRECTOR	0 00	X					0	0
BIMAL PATEL	1 00							
DIRECTOR	0 00	X					0	0
BOB HABEEB	1 00							
DIRECTOR	0 00	X					0	0
BOB HERMANY	1 00							
DIRECTOR	0 00	X					0	0
BOB SMITH	1 00							
DIRECTOR	0 00	X					0	0
BUGSSI PATEL	1 00							
DIRECTOR	0 00	X					0	0
DANIEL HANSEN	1 00							
DIRECTOR	0 00	X					0	0
DAVE JOHNSON	1 00							
DIRECTOR	2 00	X					0	0
DAVID GRISSEN	1 00							
DIRECTOR	0 00	X					0	0
DJ RAMA	1 00							
DIRECTOR	0 00	X					0	0

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W- 2/1099- MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee			
DOUG DREHER CHA DIRECTOR	1 00 0 00	X					0	0	0
GERRY CHASE DIRECTOR	1 00 0 00	X					0	0	0
GLENDA MCNEAL DIRECTOR	1 00 0 00	X					0	0	0
GREG DUGAL DIRECTOR	1 00 0 00	X					0	0	0
GREG MILLER DIRECTOR	1 00 0 00	X					0	0	0
GREGORY MARCUS DIRECTOR	1 00 0 00	X					0	0	0
JAMES MILES DIRECTOR	1 00 0 00	X					0	0	0
JAMIE SABATIER DIRECTOR	1 00 0 00	X					0	0	0
JAVIER ROSENBERG DIRECTOR	1 00 0 00	X					0	0	0
JEFFREY BROWN DIRECTOR	1 00 0 00	X					0	0	0

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Compensated Employees, and Independent Contractors								
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)				(D) Reportable compensation from the organization (W- 2/1099- MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Officer	Officer Institutional Trustee	Key employee	Non-employee compensation	Form 1099	
JIM AMOROSA	1 00							
DIRECTOR	0 00	X					0	0
JIM HOLTHouser	1 00							
DIRECTOR	0 00	X					0	0
JOEL EISEMANN	1 00							
DIRECTOR	0 00	X					0	0
JOHN ARABIA	1 00							
DIRECTOR	0 00	X					0	0
JOHN BELDEN	1 00							
DIRECTOR	0 00	X					0	0
JOHN FITZPATRICK	1 00							
DIRECTOR	0 00	X					0	0
JOHN MURRAY	1 00							
DIRECTOR	0 00	X					0	0
JON BORTZ	1 00							
DIRECTOR	0 00	X					0	0
JUSTIN KNIGHT	1 00							
DIRECTOR	0 00	X					0	0
KATHRYN BURTON	1 00							
DIRECTOR	0 00	X					0	0

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Compensated Employees, and Independent Contractors								
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)				(D) Reportable compensation from the organization (W-2/1099- MISC)	(E) Reportable compensation from related organizations (W-2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Officer	Officer Institutional Trustee	Key employee	Non-employee compensation	Form 4	
KEITH OVERTON	1 00							
DIRECTOR	0 00	X					0	0
KIRK KINSELL	1 00							
DIRECTOR	0 00	X					0	0
LEA ANN KISH	1 00							
DIRECTOR	0 00	X					0	0
LYNNE DOUGHERTY	1 00							
DIRECTOR	0 00	X					0	0
MARC GORDON	1 00							
DIRECTOR	2 00	X					0	0
MIKE DEITEMEYER	1 00							
DIRECTOR	0 00	X					0	0
MIKE MCILWAIN	1 00							
DIRECTOR	0 00	X					0	0
MINAZ ABJI	1 00							
DIRECTOR	2 00	X					0	0
PATTI COLLEY	1 00							
DIRECTOR	0 00	X					0	0
PAUL KIRWIN	1 00							
DIRECTOR	2 00	X					0	0

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Compensated Employees, and Independent Contractors									
(A) Name and Title		(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)				(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
			Officer	Individual Trustee	Independent Director	Key Employee	Non-Employee Director	Former	
PRATIK PATEL		1 00							
DIRECTOR		..... 0 00	X					0	0
PREM DEVADAS		1 00							
DIRECTOR		..... 0 00	X					0	0
RENA REISS		1 00							
DIRECTOR		..... 0 00	X					0	0
RICHARD KELLEHER		1 00							
DIRECTOR		..... 0 00	X					0	0
RICHARD TAKACH JR		1 00							
DIRECTOR		..... 0 00	X					0	0
ROBERT ALTER		1 00							
DIRECTOR		..... 0 00	X					0	0
RON POHL		1 00							
DIRECTOR		..... 0 00	X					0	0
ROSS BIERKAN		1 00							
DIRECTOR		..... 0 00	X					0	0
SCOTT JOSLOVE		1 00							
DIRECTOR		..... 0 00	X					0	0
STEPHEN BARTOLIN JR		1 00							
DIRECTOR		..... 0 00	X					0	0

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W- 2/1099- MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations	
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee				
TERRI HAACK	1 00							0	0	0
DIRECTOR	0 00	X								
TOM BARDENETT	1 00							0	0	0
DIRECTOR	0 00	X								
TOM CORCORAN	1 00							0	0	0
DIRECTOR	0 00	X								
TRISHA PUGAL	1 00							0	0	0
DIRECTOR	0 00	X								
VIJAY DANDAPANI	1 00							0	0	0
DIRECTOR	0 00	X								
WALTER ISENBERG	1 00							0	0	0
DIRECTOR	0 00	X								
KATHERINE LUGAR	32 00									
PRESIDENT & CHIEF EXECUTIVE OFFICER	8 00	X		X			679,740		0	43,945
JOORI JEON	21 00				X					
EXECUTIVE VICE PRESIDENT & CFO	19 00				X		370,380		0	39,525
SUSAN K MILES	40 00					X				
SR VP, INDUSTRY RELATIONS	0 00					X	205,380		0	18,801
VANESSA G SINDERS	40 00									
SR VP, DEPT HEAD FOR GOVT AFFAIRS	0 00						289,508		0	25,959

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

2015

Open to Public  
Inspection**SCHEDULE C**  
**(Form 990 or  
990-EZ)**Department of the  
Treasury  
Internal Revenue  
Service**Political Campaign and Lobbying Activities****For Organizations Exempt From Income Tax Under section 501(c) and section 527**

► Complete if the organization is described below. ► Attach to Form 990 or Form 990-EZ.

► Information about Schedule C (Form 990 or 990-EZ) and its instructions is at

[www.irs.gov/form990](http://www.irs.gov/form990).**If the organization answered "Yes" on Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then**

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

**If the organization answered "Yes" on Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then**

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

**If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then**

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization

AMERICAN HOTEL &amp; LODGING ASSOCIATION

Employer identification number

13-0432130

**Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.**

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV
- 2 Political expenditures ► \$ 15,000
- 3 Volunteer hours 0

**Part I-B Complete if the organization is exempt under section 501(c)(3).**

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ► \$
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ► \$
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year?  Yes  No
- 4a Was a correction made?  Yes  No
- b If "Yes," describe in Part IV

**Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).**

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ► \$
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ► \$ 15,000
- 3 Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b ► \$ 15,000
- 4 Did the filing organization file Form 1120-POL for this year?  Yes  No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-
(1) REPUBLICAN GOVERNORS ASSOCIATION	1010 WISCONSIN AVENUE NW SUITE 57 WASHINGTON, DC 20007	11-3655877	15,000	
2				
3				
4				
5				
6				

**Part II-A** Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

**A** Check  if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)

**B** Check  if the filing organization checked box A and "limited control" provisions apply

## Limits on Lobbying Expenditures

(The term "expenditures" means amounts paid or incurred.)

<p><b>1a</b> Total lobbying expenditures to influence public opinion (grass roots lobbying)</p> <p><b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying)</p> <p><b>c</b> Total lobbying expenditures (add lines 1a and 1b)</p> <p><b>d</b> Other exempt purpose expenditures</p> <p><b>e</b> Total exempt purpose expenditures (add lines 1c and 1d)</p> <p><b>f</b> Lobbying nontaxable amount Enter the amount from the following table in both columns</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; padding: 2px;">If the amount on line 1e, column (a) or (b) is:</th> <th style="text-align: left; padding: 2px;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td style="padding: 2px;">Not over \$500,000</td> <td style="padding: 2px;">20% of the amount on line 1e</td> </tr> <tr> <td style="padding: 2px;">Over \$500,000 but not over \$1,000,000</td> <td style="padding: 2px;">\$100,000 plus 15% of the excess over \$500,000</td> </tr> <tr> <td style="padding: 2px;">Over \$1,000,000 but not over \$1,500,000</td> <td style="padding: 2px;">\$175,000 plus 10% of the excess over \$1,000,000</td> </tr> <tr> <td style="padding: 2px;">Over \$1,500,000 but not over \$17,000,000</td> <td style="padding: 2px;">\$225,000 plus 5% of the excess over \$1,500,000</td> </tr> <tr> <td style="padding: 2px;">Over \$17,000,000</td> <td style="padding: 2px;">\$1,000,000</td> </tr> </tbody> </table> <p><b>g</b> Grassroots nontaxable amount (enter 25% of line 1f)</p> <p><b>h</b> Subtract line 1g from line 1a If zero or less, enter -0-</p> <p><b>i</b> Subtract line 1f from line 1c If zero or less, enter -0-</p>	If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000	
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:												
Not over \$500,000	20% of the amount on line 1e												
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000												
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000												
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000												
Over \$17,000,000	\$1,000,000												

Yes  No

#### 4-Year Averaging Period Under section 501(h)

**(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)**

## Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	(a)2012	(b)2013	(c)2014	(d)2015	(e) Total
<b>2a</b> Lobbying nontaxable amount					
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					
<b>c</b> Total lobbying expenditures					
<b>d</b> Grassroots nontaxable amount					
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					
<b>f</b> Grassroots lobbying expenditures					

**Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).**

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity

	(a)		(b)	
	Yes	No	Amount	
1				
a				
b				
c				
d				
e				
f				
g				
h				
i				
j				
2a				
b				
c				
d				

**Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).**

	Yes	No
1	1	No
2	2	No
3	3	Yes

**Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."**

1	Dues, assessments and similar amounts from members	1	9,652,128
2	Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).	2a	2,036,433
a	Current year	2b	-980,294
b	Carryover from last year	2c	1,056,139
c	Total	3	3,281,723
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	4	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	5	-2,225,584
5	Taxable amount of lobbying and political expenditures (see instructions)		

**Part IV Supplemental Information**

Provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, Part II-A (affiliated group list), Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information

Return Reference	Explanation
PART I-A, LINE 1	PROVIDED AH&LA WITH ACCESS TO REPUBLICAN GOVERNORS

2015

Open to Public  
Inspection**SCHEDULE D**  
(Form 990)**Supplemental Financial Statements**

► Complete if the organization answered "Yes," on Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

► Attach to Form 990.

Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).Department of the  
Treasury  
Internal Revenue ServiceName of the organization  
AMERICAN HOTEL & LODGING ASSOCIATION

Employer identification number

13-0432130

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

(a) Donor advised funds (b) Funds and other accounts

1	Total number at end of year	
2	Aggregate value of contributions to (during year)	
3	Aggregate value of grants from (during year)	
4	Aggregate value at end of year	

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?  Yes  No6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?  Yes  No**Part II Conservation Easements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

Preservation of land for public use (e.g., recreation or education)  
 Protection of natural habitat  
 Preservation of open space

Preservation of an historically important land area  
 Preservation of a certified historic structure

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
2a	
2b	
2c	
2d	

a Total number of conservation easements

b Total acreage restricted by conservation easements

c Number of conservation easements on a certified historic structure included in (a)

d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ► \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ► \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?  Yes  No6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year  
► \_\_\_\_\_7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year  
► \$ \_\_\_\_\_8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?  Yes  No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenue included on Form 990, Part VIII, line 1 ► \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X ► \$ \_\_\_\_\_

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenue included on Form 990, Part VIII, line 1 ► \$ \_\_\_\_\_

b Assets included in Form 990, Part X ► \$ \_\_\_\_\_

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets**  
*(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

a  Public exhibition

d  Loan or exchange programs

b  Scholarly research

e  Other

c  Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

Yes  No

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

Yes  No

b If "Yes," explain the arrangement in Part XIII and complete the following table

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII . . . . .

**Part V Endowment Funds.** Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	b (c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance . . . . .					
b Contributions . . . . .					
c Net investment earnings, gains, and losses . . . . .					
d Grants or scholarships . . . . .					
e Other expenditures for facilities and programs . . . . .					
f Administrative expenses . . . . .					
g End of year balance . . . . .					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a Board designated or quasi-endowment ►

b Permanent endowment ►

c Temporarily restricted endowment ►

The percentages on lines 2a, 2b, and 2c should equal 100%

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i) unrelated organizations . . . . .

Yes  No

(ii) related organizations . . . . .

3a(ii)

b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? . . . . .

3b

4 Describe in Part XIII the intended uses of the organization's endowment funds

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered 'Yes' to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

	Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	Accumulated (c) depreciation	(d) Book value
1a Land . . . . .					
b Buildings . . . . .					
c Leasehold improvements . . . . .		1,147,589	95,632	1,051,957	
d Equipment . . . . .		768,899	350,496	418,403	
e Other . . . . .					

**Total.** Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) . . . . . ► 1,470,360

**Part VII Investments—Other Securities.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		

**Total.** (Column (b) must equal Form 990, Part X, col (B) line 12)

## **Part VIII Investments—Program Related.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

**Total.** (Column (b) must equal Form 990, Part X, col (B) line 13 )

**Part IX Other Assets.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value

**Total** (Column (b) must equal Form 990, Part X, col (B) line 15.)

**Part X Other Liabilities.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

**Total. (Column (b) must equal Form 990, Part X, col (B) line 25 )** ► **1,817,967**

**2. Liability for uncertain tax positions** In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

<b>1</b>	Total revenue, gains, and other support per audited financial statements . . . . .	<b>1</b>	
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
<b>a</b>	Net unrealized gains (losses) on investments . . . . .	<b>2a</b>	
<b>b</b>	Donated services and use of facilities . . . . .	<b>2b</b>	
<b>c</b>	Recoveries of prior year grants . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII) . . . . .	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line <b>1</b>		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	
<b>5</b>	Total revenue Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12 ) . . . . .	<b>5</b>	

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

<b>1</b>	Total expenses and losses per audited financial statements . . . . .	<b>1</b>	
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25		
<b>a</b>	Donated services and use of facilities . . . . .	<b>2a</b>	
<b>b</b>	Prior year adjustments . . . . .	<b>2b</b>	
<b>c</b>	Other losses . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII) . . . . .	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line <b>1</b> :		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	
<b>5</b>	Total expenses Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18 ) . . . . .	<b>5</b>	

**Part XIII Supplemental Information**

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b. Also complete this part to provide any additional information

Return Reference	Explanation
PART X, LINE 2	AMERICAN HOTEL & LODGING ASSOCIATION (AH&LA) IS EXEMPT FROM THE PAYMENT OF INCOME TAXES ON ITS EXEMPT ACTIVITIES UNDER SECTION 501(C)(6) OF THE INTERNAL REVENUE CODE. AH&LA EVALUATED ITS TAX POSITION AND DETERMINED THAT ITS POSITION IS MORE LIKELY THAN NOT TO BE SUSTAINED ON EXAMINATION. AH&LA'S 2011 THROUGH 2014 TAX YEARS ARE OPEN FOR EXAMINATION BY THE IRS.

## **Part XIII      Supplemental Information (continued)**

Return Reference	Explanation

## Schedule I (Form 990)

## **Grants and Other Assistance to Organizations, Governments and Individuals in the United States**

**Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22**

► **Attach to Form 990.**

► Information about Schedule I (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990)

**Open to Public  
Inspection**

Department of the  
Treasury  
Internal Revenue Service

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Name of the organization

## AMERICAN HOTEL & LODGING ASSOCIATION

**Employer identification number**

13-0432130

## **Part I General Information on Grants and Assistance**

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
See Additional Data Table							

**Part III Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed

**Part IV** **Supplemental Information.** Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

Return Reference	Explanation
PART I, LINE 2	THE ORGANIZATION'S CHIEF FINANCIAL OFFICER (CFO) IS ALSO PRESIDENT OF AMERICAN HOTEL & LODGING EDUCATIONAL FOUNDATION AND CFO OF AMERICAN HOTEL & LODGING EDUCATIONAL INSTITUTE AND THEREFORE IS ABLE TO MONITOR HOW AND WHERE SUCH GRANTS ARE DISBURSED THROUGH EACH OF THE RELATED ORGANIZATIONS' PROGRAMS. EACH OF THE RECIPIENT ORGANIZATIONS BUDGET THE AH&LA GRANT FUNDING WHICH DETAILS HOW THE FUNDS ARE TO BE USED.

**Additional Data****Software ID:****Software Version:****EIN:** 13-0432130**Name:** AMERICAN HOTEL & LODGING ASSOCIATION**Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
AMERICAN HOTEL & LODGING EDUCATIONAL FOUNDATION 1250 I STREET NW SUITE 1100 WASHINGTON, DC 20005	13-6095316	501(C)(3)	871,083				SCHOLARSHIP/RESEARCH CONTRIBUTION
AMERICAN HOTEL & LODGING EDUCATIONAL INSTITUTE 800 NORTH MAGNOLIA AVENUE SUITE 300 300 ORLANDO, FL 32803	38-1557821	501(C)(3)	871,083				RESEARCH CONTRIBUTION

2015

Open to Public  
Inspection**Schedule J**  
(Form 990)**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

► Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

► Attach to Form 990.

► Information about Schedule J (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).Department of the  
Treasury  
Internal Revenue ServiceName of the organization  
AMERICAN HOTEL & LODGING ASSOCIATION

Employer identification number

13-0432130

**Part I Questions Regarding Compensation****Yes** **No****1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items

<input type="checkbox"/> First-class or charter travel	<input type="checkbox"/> Housing allowance or residence for personal use
<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence
<input type="checkbox"/> Tax indemnification and gross-up payments	<input checked="" type="checkbox"/> Health or social club dues or initiation fees
<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)

**b** If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?**1b** Yes**2** Yes**3** Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III

<input type="checkbox"/> Compensation committee	<input checked="" type="checkbox"/> Written employment contract
<input type="checkbox"/> Independent compensation consultant	<input checked="" type="checkbox"/> Compensation survey or study
<input type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Approval by the board or compensation committee

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization**4a** No**a** Receive a severance payment or change-of-control payment?**4b** No**b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?**4c** No**c** Participate in, or receive payment from, an equity-based compensation arrangement?

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III

**Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.****5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of**5a****a** The organization?**5b****b** Any related organization?

If "Yes," on line 5a or 5b, describe in Part III

**6a****6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of**6b****a** The organization?**7****b** Any related organization?

If "Yes," on line 6a or 6b, describe in Part III

**8****7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III**9****8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

**Note.** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column(B) reported as deferred on prior Form 990
	Base (i) compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 KATHERINE LUGAR PRESIDENT & CHIEF EXECUTIVE OFFICER	(i) 518,942 - 0	150,000 - 0	10,798 - 0	15,900 - 0	28,045 - 0	723,685 - 0	0 - 0
	(ii) 336,077 - 0	30,000 - 0	4,303 - 0	15,900 - 0	23,625 - 0	409,905 - 0	0 - 0
2 JOORI JEON EXECUTIVE VICE PRESIDENT & CFO	(i) 197,692 - 0	5,000 - 0	2,688 - 0	9,069 - 0	9,732 - 0	224,181 - 0	0 - 0
	(ii) 261,057 - 0	25,000 - 0	3,451 - 0	10,858 - 0	15,101 - 0	315,467 - 0	0 - 0
3 SUSAN K MILES SR VP, INDUSTRY RELATIONS	(i) 237,231 - 0	10,000 - 0	3,149 - 0	12,185 - 0	5,154 - 0	267,719 - 0	0 - 0
	(ii) 217,462 - 0	0 - 0	2,918 - 0	6,000 - 0	20,020 - 0	246,400 - 0	0 - 0
6 MATTHEW L MACLAREN SR VP, MEMBER RELATIONS	(i) 202,909 - 0	10,000 - 0	3,446 - 0	423 - 0	6,329 - 0	223,107 - 0	0 - 0
	(ii) 193,292 - 0	0 - 0	2,528 - 0	11,726 - 0	14,749 - 0	222,295 - 0	0 - 0
9 CRAIG KALKUT VP, GOVERNMENT & POLITICAL AFFAIRS	(i) 182,828 - 0	0 - 0	2,093 - 0	11,095 - 0	13,527 - 0	209,543 - 0	0 - 0
	(ii) 182,828 - 0	0 - 0	2,093 - 0	11,095 - 0	13,527 - 0	209,543 - 0	0 - 0

**Part III Supplemental Information**

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
PART I, LINE 1A	HEALTH OR SOCIAL CLUB DUES KATHERINE LUGAR - \$6,771 - INCLUDED IN TAXABLE INCOME

## Additional Data

**Software ID:**  
**Software Version:**  
**EIN:** 13-0432130  
**Name:** AMERICAN HOTEL & LODGING ASSOCIATION

### Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
	(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
<b>1</b> KATHERINE LUGAR PRESIDENT & CHIEF EXECUTIVE OFFICER	(i) 518,942 - (ii) 0	150,000 - 0	10,798 - 0	15,900 - 0	28,045 - 0	723,685 - 0	0 - 0
<b>1</b> JOORI JEON EXECUTIVE VICE PRESIDENT & CFO	(i) 336,077 - (ii) 0	30,000 - 0	4,303 - 0	15,900 - 0	23,625 - 0	409,905 - 0	0 - 0
<b>2</b> SUSAN K MILES SR VP, INDUSTRY RELATIONS	(i) 197,692 - (ii) 0	5,000 - 0	2,688 - 0	9,069 - 0	9,732 - 0	224,181 - 0	0 - 0
<b>3</b> VANESSA G SINDERS SR VP, DEPT HEAD FOR GOVT AFFAIRS	(i) 261,057 - (ii) 0	25,000 - 0	3,451 - 0	10,858 - 0	15,101 - 0	315,467 - 0	0 - 0
<b>4</b> ROSANNA MAIETTA SR VP, MARKETING/COMMUNICATIONS	(i) 237,231 - (ii) 0	10,000 - 0	3,149 - 0	12,185 - 0	5,154 - 0	267,719 - 0	0 - 0
<b>5</b> MATTHEW L MACLAREN SR VP, MEMBER RELATIONS	(i) 217,462 - (ii) 0	0 - 0	2,918 - 0	6,000 - 0	20,020 - 0	246,400 - 0	0 - 0
<b>6</b> BRIAN CRAWFORD VP, GOVERNMENT & POLITICAL AFFAIRS	(i) 202,909 - (ii) 0	10,000 - 0	3,446 - 0	423 - 0	6,329 - 0	223,107 - 0	0 - 0
<b>7</b> MARYAM KHAN COPE VP, GOVERNMENT & POLITICAL AFFAIRS	(i) 193,292 - (ii) 0	0 - 0	2,528 - 0	11,726 - 0	14,749 - 0	222,295 - 0	0 - 0
<b>8</b> CRAIG KALKUT VP, GOVERNMENT & POLITICAL AFFAIRS	(i) 182,828 - (ii) 0	0 - 0	2,093 - 0	11,095 - 0	13,527 - 0	209,543 - 0	0 - 0

**SCHEDULE O**  
**(Form 990 or**  
**990-EZ)**

Department of the  
Treasury  
Internal Revenue  
Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

► Attach to Form 990 or 990-EZ.

► Information about Schedule O (Form 990 or 990-EZ) and its instructions is at  
[www.irs.gov/form990](http://www.irs.gov/form990).

**2015****Open to Public  
Inspection**

Name of the organization  
AMERICAN HOTEL & LODGING ASSOCIATION

**Employer identification number**

13-0432130

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 1	THE EXECUTIVE COMMITTEE OF THE BOARD IS COMPOSED OF 11 INDIVIDUALS WHICH INCLUDES FOUR CURRENT ELECTED OFFICERS, PRESIDENT OF THE ASSOCIATION, ONE REPRESENTATIVE FROM THE PROPERTIES, ALLIED, AND HOTEL COMPANIES MEMBERS, TWO REPRESENTATIVES FROM THE PARTNER STATE LODGING ASSOCIATIONS, AND ONE REPRESENTATIVE FROM THE AUDIT COMMITTEE. THE EXECUTIVE COMMITTEE SHALL CONDUCT THE NECESSARY BUSINESS OF THE ORGANIZATION BETWEEN MEETINGS OF THE BOARD OF DIRECTORS INCLUDING REGULAR OVERSIGHT OF ALL THE ORGANIZATIONS ENTITIES. ALL ACTIONS OF THE EXECUTIVE COMMITTEE MUST BE REVIEWED AND RATIFIED BY THE BOARD BY THE NEXT MEETING

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 6	THE MEMBER TYPES OF THE ASSOCIATION INCLUDE PARTNER STATE, PROPERTY OWNER, CORPORATE/MULTI-UNIT OWNER, INTERNATIONAL, FACULTY, STUDENT, ALLIED, AND UNDER 30 GATEWAY MEMBERS HOTELS, HOTEL COMPANIES, ALLIED COMPANIES AND INDIVIDUALS CAN BE MEMBERS

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 7A	EACH MEMBER OF THE ASSOCIATION HAS A VOICE IN THE GOVERNANCE OF THE ORGANIZATION BY VIRTUE OF BEING ENTITLED TO VOTE AT THE MEETINGS OF THE MEMBERS. MEMBERS GENERALLY VOTE ON OFFICERS, BOARD MEMBERS AND BYLAW CHANGES

<b>Return Reference</b>	<b>Explanation</b>
FORM 990, PART VI, SECTION B, LINE 11	THE BOARD OF DIRECTORS DELEGATED THE REVIEW OF FORM 990 TO THE AUDIT AND CERTIFICATION & CREDENTIALS COMMITTEE (ACC) BEFORE FILING A DRAFT OF FORM 990 IS POSTED ON A SECURED WEBSITE MADE AVAILABLE TO THE ACC FOR REVIEW. THE ACC REVIEWS THE ENTIRE RETURN AND DIRECTS ANY QUESTIONS TO THE CHIEF FINANCIAL OFFICER (CFO) OF THE ASSOCIATION. QUESTIONS ARE COMMUNICATED TO THE CFO OF THE ASSOCIATION THAT MAY LEAD TO REVISIONS TO THE RETURN BEFORE IT IS FINALIZED AND FILED WITH THE INTERNAL REVENUE SERVICE.

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 12C	ON AN ANNUAL BASIS ALL EMPLOYEES ARE GIVEN THE CONFLICT OF INTEREST POLICY AND ARE REQUIRED TO SIGN THE ACKNOWLEDGEMENT FORM INDICATING THAT THEY HAVE READ AND UNDERSTAND THE POLICY AND GUIDELINES ADDITIONALLY, THE POLICY IS IN THE EMPLOYEE HANDBOOK THAT THEY, ON AN ANNUAL BASIS, MUST REVIEW AND SIGN SHOULD A CONFLICT OF INTEREST BE BROUGHT TO THE ASSOCIATION'S ATTENTION, ALL LEGAL GUIDELINES WILL BE FOLLOWED ACCORDING TO THE POLICY SET FORTH IN THE EMPLOYEE HANDBOOK BOARD MEMBERS ARE REQUIRED TO SIGN ACKNOWLEDGEMENT OF THE CONFLICT OF INTEREST POLICY ON AN ANNUAL BASIS THIS PROCESS INCLUDES REVIEWING AND COMPLETEING A DISCLOSURE STATEMENT ADDITIONALLY, THE DUTY TO DISCLOSE CONFLICTS OF INTEREST IS AN ONGOING ONE, AND ANY NEW INFORMATION SHOULD BE REPORTED PROMPTLY TO THE PRESIDENT/CHIEF EXECUTIVE DIRECTOR AND/OR THE BOARD OF DIRECTORS AND DISCUSSED WITH AH&LA COUNSEL THE POLICY IS ALSO INCLUDED IN THE BOARD AGENDA ALONG WITH THE ANTI-TRUST LAW AS A REMINDER OF THE POLICY

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 15	A COMMITTEE MADE UP OF THE CHAIR, VICE CHAIR, IMMEDIATE PAST CHAIR, AND TREASURER/SECRETARY OF AMERICAN HOTEL & LODGING ASSOCIATION (AH&LA) REVIEWS THE "ASSOCIATION EXECUTIVE COMPENSATION & BENEFITS STUDY" PUBLISHED BY THE AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES. THIS STUDY EXAMINES THE SALARIES AND EMPLOYMENT BENEFITS OF CHIEF EXECUTIVE OFFICERS ON NON-PROFIT ORGANIZATIONS, AS WELL AS OTHER KEY POSITIONS. THE STUDY IS BROKEN DOWN INTO GEOGRAPHIC LOCATION OF NON-PROFIT ORGANIZATIONS AND BUDGET SIZE. THE COMPENSATION AND BENEFITS OF THE PRESIDENT & CHIEF EXECUTIVE DIRECTOR (CEO) ARE MEASURED AGAINST THE RESULTS OF THE STUDY. ADDITIONALLY, THE BOARD OF DIRECTORS GIVES ITS FINAL APPROVAL IN HIRING THE PRESIDENT & CEO AND DETERMINES HIS/HER COMPENSATION WITH RESPECT TO THE OTHER OFFICERS OF AH&LA. THE PRESIDENT & CEO SETS THE COMPENSATION FOR THESE POSITIONS. THE OTHER OFFICERS OF AH&LA RECEIVE THE SAME BENEFITS AS THE ENTIRE STAFF. THIS PROCESS WAS LAST COMPLETED IN 2014.

Return Reference	Explanation
FORM 990, PART VI, SECTION C, LINE 19	THE AMERICAN HOTEL & LODGING ASSOCIATION MAKES ITS GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC UPON REQUEST

**SCHEDULE R**  
**(Form 990)**

## Related Organizations and Unrelated Partnerships

► Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37

► **Attach to Form 990**

► **Information about Schedule R (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).**

OMB No. 1545-0047

2015

**Open to Public  
Inspection**

Department of the Treasury  
Internal Revenue Service

Name of the organization

## AMERICAN HOTEL & LODGING ASSOCIATION

**Employer identification number**

13-0432130

**Part I Identification of Disregarded Entities** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

**Part II Identification of Related Tax-Exempt Organizations** Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

**Part III Identification of Related Organizations Taxable as a Partnership** Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust** Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

**Part V Transactions With Related Organizations** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.**Note.** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule**1** During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

- a** Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity . . . . .
- b** Gift, grant, or capital contribution to related organization(s) . . . . .
- c** Gift, grant, or capital contribution from related organization(s) . . . . .
- d** Loans or loan guarantees to or for related organization(s) . . . . .
- e** Loans or loan guarantees by related organization(s) . . . . .
- f** Dividends from related organization(s) . . . . .
- g** Sale of assets to related organization(s) . . . . .
- h** Purchase of assets from related organization(s) . . . . .
- i** Exchange of assets with related organization(s) . . . . .
- j** Lease of facilities, equipment, or other assets to related organization(s) . . . . .
- k** Lease of facilities, equipment, or other assets from related organization(s) . . . . .
- l** Performance of services or membership or fundraising solicitations for related organization(s) . . . . .
- m** Performance of services or membership or fundraising solicitations by related organization(s) . . . . .
- n** Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) . . . . .
- o** Sharing of paid employees with related organization(s) . . . . .
- p** Reimbursement paid to related organization(s) for expenses . . . . .
- q** Reimbursement paid by related organization(s) for expenses . . . . .
- r** Other transfer of cash or property to related organization(s) . . . . .
- s** Other transfer of cash or property from related organization(s) . . . . .

	Yes	No
<b>1a</b>		No
<b>1b</b>	Yes	
<b>1c</b>	Yes	
<b>1d</b>		No
<b>1e</b>		No
<b>1f</b>		No
<b>1g</b>		No
<b>1h</b>		No
<b>1i</b>		No
<b>1j</b>		No
<b>1k</b>		No
<b>1l</b>	Yes	
<b>1m</b>	Yes	
<b>1n</b>	Yes	
<b>1o</b>	Yes	
<b>1p</b>	Yes	
<b>1q</b>	Yes	
<b>1r</b>	Yes	
<b>1s</b>	Yes	

**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
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See Additional Data Table

**Part VI Unrelated Organizations Taxable as a Partnership** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

**Part VII      Supplemental Information**

Provide additional information for responses to questions on Schedule R (see instructions)

Return Reference	Explanation

## Additional Data

**Software ID:**

**Software Version:**

**EIN:** 13-0432130

**Name:** AMERICAN HOTEL & LODGING ASSOCIATION

### Form 990, Schedule R, Part V - Transactions With Related Organizations

	<b>(a) Name of related organization</b>	<b>(b) Transaction type(a-s)</b>	<b>(c) Amount Involved</b>	<b>(d) Method of determining amount involved</b>
<b>(1)</b>	AMERICAN HOTEL & LODGING EDU FOUNDATION	B	871,083	CASH
<b>(1)</b>	AMERICAN HOTEL & LODGING EDU FOUNDATION	J	335,346	CASH
<b>(2)</b>	AMERICAN HOTEL & LODGING EDU FOUNDATION	O	217,654	CASH
<b>(3)</b>	AMERICAN HOTEL & LODGING EDU FOUNDATION	Q	277,000	CASH
<b>(4)</b>	AMERICAN HOTEL & LODGING EDU FOUNDATION	S	285,000	CASH
<b>(5)</b>	AMERICAN HOTEL & LODGING EDU INSTITUTE	B	871,083	CASH
<b>(6)</b>	AMERICAN HOTEL & LODGING EDU INSTITUTE	J	126,770	CASH
<b>(7)</b>	AMERICAN HOTEL & LODGING EDU INSTITUTE	M	214,524	CASH
<b>(8)</b>	AMERICAN HOTEL & LODGING EDU INSTITUTE	Q	211,000	CASH
<b>(9)</b>	AMERICAS LODGING INVESTMENT SUMMIT LLC	S	6,928,214	CASH