



INTERGOVERNMENTAL AFFAIRS/BOARDS SECTION

100 S. Andrews Avenue, Main Library, 8<sup>th</sup> Floor • Fort Lauderdale, Florida 33301 • 954-357-7575 • FAX 954-357-6573

April 1, 2019

Casey Karl Koslowski  
539 North Birch Road  
Fort Lauderdale, FL 33304

Dear Mr. Koslowski:

The Broward County Board of County Commissioners was pleased to appoint you to the Tourist Development Council on March 28, 2019. As a member of this council you are a public officer subject to Chapter 112, Part III, of the Florida Statutes which is the "Code of Ethics for Public Officers and Employees."

The following documents have been sent to you electronically. Please become familiar with your legal responsibilities and the various disclosure requirements as a member of this board:

1. 2019 Florida Commission on Ethics Guide to the Sunshine Amendment and Code of Ethics for Public Officers and Employees that summarizes the ethics laws.
2. Terms of appointees to Broward County boards, authorities, and agencies; quorum, Chapter 1, Article XII, Section 1-233 of the Broward County Code.
3. Prohibition on Lobbying by advisory board members, including the "Lobbying Restriction Chart," Chapter 26, Article V, Section 26-70 of the Broward County Code.
4. Acceptance of gifts by members of County boards and Gift Restriction Decision Chart, Chapter 26, Article V, Section 26-70.1.
5. Disclosing the representation of others before agencies, Chapter 26, Article V, Section 26-76 of the Broward County Code. *If Section 26-76 applies to you*, you must also file Form 2 Quarterly Client Disclosure and return to Supervisor of Elections.
6. Broward County Advisory Boards Policies.
7. Board Overview Document.
8. Acknowledgment of Receipt of Documents - sign and return to board coordinator.

Please contact Ms. Stacy Ritter at 954-765-8999 regarding the next meeting. In the meantime, if you have any questions, please contact me at 954-357-5934 or [boards@broward.org](mailto:boards@broward.org).

Sincerely,

A handwritten signature in black ink, appearing to read "Orlando A. Garcia", written over a horizontal line.

Orlando A. Garcia  
Boards Administrator/Legislative Policy Analyst

C: Commissioner Michael Udine  
C. Marty Cassini, Manager, Intergovernmental Affairs/Boards Section  
Stacy Ritter, Board Coordinator, Tourist Development Council

Casey Karl Koslowski

539 North Birch Road  
Fort Lauderdale, FL 33304  
305.302.0988 | ckoslo@hotmail.com

---

Highly qualified business owner and marketer offering nearly 20 years of experience in hospitality and real estate sales. Seeking a challenging position utilizing my proven skills and track record with our dynamic CVB.

---

### Hospitality Experience

**The Grand Resort and Spa**  
Fort Lauderdale, FL

*Owner*  
6/2001 – Present

- Transformed a quaint boutique guest house into an award-winning spa-resort catering to a key demographic through approximately one million dollars in renovations and service enhancements garnering these accolades among others: Sun-Sentinel - "Editors' Choice", USA TODAY - "A 10 Best", The Travel Channel - "A Top 10" Out Traveler - "Best Small Resort Worldwide", Pink Choice - "Number 1 in Fort Lauderdale", ManAboutWorld - "Editors' Choice"
- Promote both the resort and Greater Fort Lauderdale at the following trade shows by participating on panels and in interviews with local media (oftentimes in the local languages) and through giving presentations: ITB Berlin, WeTrade Bogotá, GNetwork Buenos Aires, GayDays Orlando & Las Vegas, Atlanta Pride, IGLTA Annual Conventions in Madrid, Los Angeles, Florianopolis, Chicago and Palm Springs, Chicago Market Days, New York Pride, Orlando Pride
- Bring global attention to both the resort and Greater Fort Lauderdale through partnering with media such as World of Wonder and the Emmy Award Winning RuPaul's Drag Race which reaches approximately a million viewers with each episode
- Have traveled to over 30 countries on 4 continents

### Real Estate Experience

**OneWorld Properties – 100 Las Olas**  
Fort Lauderdale, FL

*Senior Sales Executive*  
11/2016 - 12/2017

- Assisted with the launch of sales of the condominiums of what will be both the tallest building in Fort Lauderdale as well as the first new hotel to come to Las Olas Boulevard in over 80 years
- Top sales agent of the 5 person sales team
- Brought in largest event of the season not organized by our PR or marketing firms
- Conduct many broker presentations both on-site and in the field

**Fortune Development – Auberge Beach Residences & Spa**  
Fort Lauderdale, FL

*Sales Executive*  
10/2014-12/2015

- Assisted in the successful launch of the North Tower as part of the 5 person sales team
- Sold a lower penthouse in the North Tower
- Hosted the most broker presentations on-site of any on the team
- Assisted in the successful launch of the South Tower
- Sold highest priced unit \$/sf in the South Tower at \$1,317/sf

**OneWorld Properties – Conrad Fort Lauderdale**  
Fort Lauderdale, FL

*Sales Executive*  
11/2013-06/2014

- Assisted brokerage in the relaunch and rebranding of the Trump International Fort Lauderdale to the new Conrad Fort Lauderdale Beach Residences
- Worked directly with buyers and brokers both locally and internationally to garner more interest in the project
- Utilized my contacts locally and in feeder markets to set up brokerage-wide presentations at their offices as well as our on-site sales gallery

**Casey Karl Koslowski**

**539 North Birch Road  
Fort Lauderdale, FL 33304  
305.302.0988 | ckoslo@hotmail.com**

**Fortune Development – Paramount Bay**  
Miami, FL

*Sales Executive*  
01/2010-12/2011

- Assisted brokerage in securing the exclusive listing agreement with the project's seller
- Was one of two sales executives who priced the entire building during the prelaunch phase
- From the launch of sales in Sept of 2011 through the balance of my contract in Dec 2011, sold 43 units in a market burdened by a difficult lending environment for buyers

**Majestic Properties**  
Miami Beach, FL

*General Real Estate Sales*  
04/2004-01/2010

- Sold a standard (non-Penthouse) residence for \$2,498/sf, a record for S. Florida at the time
- Leased 2,300 sf condominium for a 2-yr \$768,000 contract, another record for S. Florida
- Responsible for maintaining an average of \$20 million in listings
- Sold \$10.03M in pre-construction at the W South Beach
- Sold \$10.2M in pre-construction at 900 Biscayne Bay
- Awarded an office in the company's prestigious South Beach location
- Responsible for creating and implementing new sales strategies
- Maintained strong lines of communication between my buyers and sellers
- Had the honor of being recruited to join the sales teams of successful projects such as Vizcayne and the Icon on Brickell

**Majestic Collection - Ten Museum Park**  
Miami, FL

*Sales Executive*  
12/2003-04/2004

- Sold \$50M of new construction in a project that achieved total sell-out in 3 months in a challenging neighborhood

**The Setai Group - The Setai**  
Miami Beach, FL

*Sales Associate*  
11/2000-12/2003

- Top sales associate in number of residences sold at a project that launched at record-breaking pre-construction pricing and during a contested presidential election, anticipated and eventual recession, 9/11 terrorist attacks, volatile stock market, weak Euro and before the real estate boom years of 2004 & 2005
- Completed 3-year contract with only 1 sick day
- Maintain to this day close contact with my buyers there

**Dezer Development - Ocean Grande**  
Sunny Isles, FL

*Director of Marketing*  
05/2000-10/2000

- Involved in daily communication with advertising agencies, vendors & PR firm
- Managed inventory and streamlining of collateral
- Ensured all necessary materials and arrangements were made for international and domestic shows & conferences

**Atlantic Gulf Communities - Sunset Lakes**  
Miramar, FL

*Community Representative*  
05/1999-05/2000

- Provided community overviews to walk-ins describing amenities and neighborhood attributes
- Proofed various sales & marketing collateral
- Engaged with the local organizations and press to heighten awareness of the development's offerings to the community

**Casey Karl Koslowski**

**539 North Birch Road  
Fort Lauderdale, FL 33304  
305.302.0988 | ckoslo@hotmail.com**

**Atlantic Gulf Communities - West Bay Club**  
Naples, FL

*Sales Assistant*  
01/1999-05/1999

- Was chosen to relocate and assist 6 sales executives with Spanish & German speaking clientele'
- Assisted in giving site tours of the 868 acre community
- Was rewarded with the opportunity to transfer within the company to the Sunset Lakes project

**Education**

**University of Wisconsin**  
Madison, WI

*Bachelor Student*  
08/1992-05/1997

- Received degrees in Latin-American & Iberian Studies, German & International Business
- Studied in Seville, Spain and lived with a Spanish host family
- Interned in Frankfurt, Germany and lived with a German single-mother & her son
- Member of Delta Upsilon Fraternity and held leadership positions
- Participant in Humorology, nation's largest Greek-run philanthropy benefiting special needs children

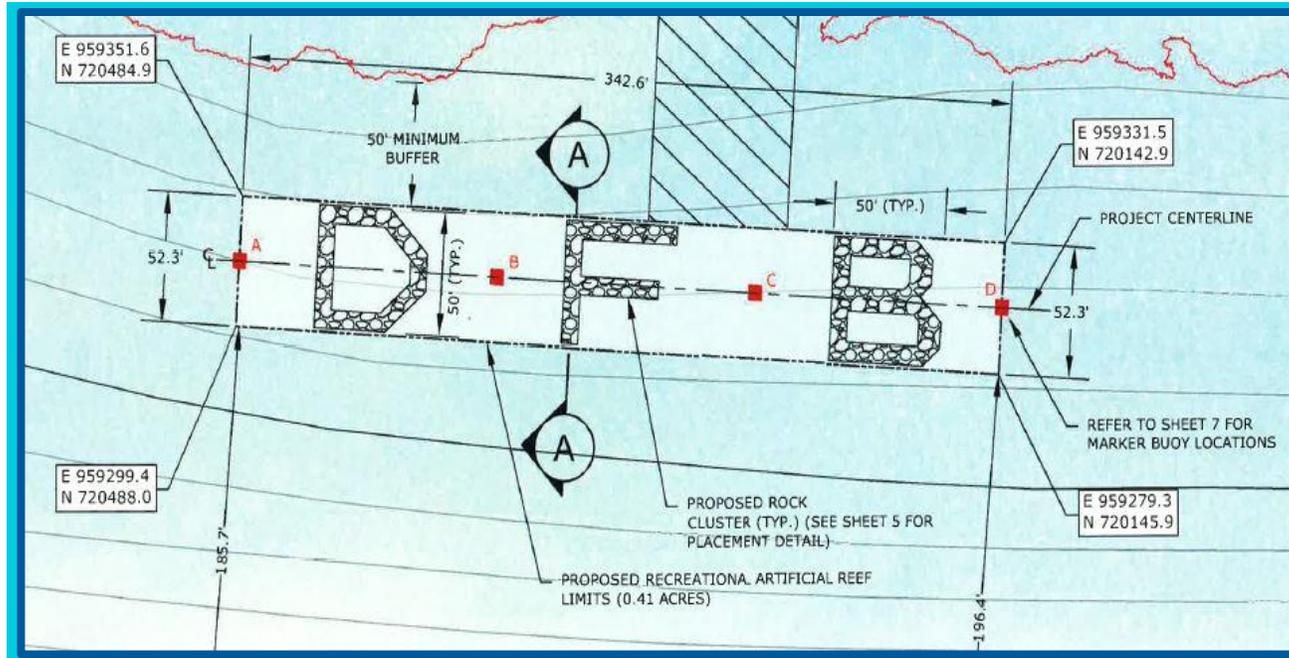
**References available upon request**



# DEERFIELD BEACH ARTIFICIAL REEF

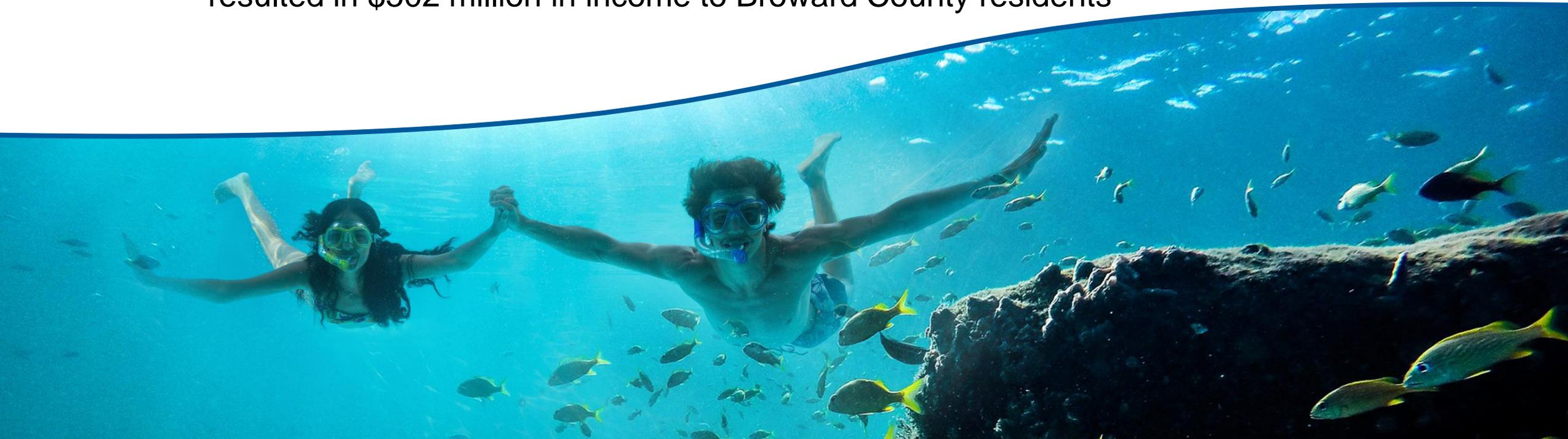
# Project Description

- Three clusters of limestone boulders, each measuring 50 feet by 50 feet
- Approximately 200 feet offshore making it accessible from land
- In water depth of approximately 8-10 feet
- Located within already constructed Vessel Exclusion Zone (VEZ) for enhanced safety



# Benefits of Artificial Reefs

- Reduces pressure from natural reefs
- Increased economic activity (Studies indicate 4 to 1 return on investment)
- Provides habitat for juvenile fish species
- Increases marine population
- Artificial reef-related expenditures generated \$961 million in sales and resulted in \$502 million in income to Broward County residents



# Deerfield Beach Tourism Statistics

- Approximately 3 million visitors annually
- Contributions of \$2.6 million annually to Tourist Development Council (TDC)
- Expanding residential and commercial development
- Consistent with City goal of marketing City/County as a Nautical Destination



# Exciting New Attraction for Broward County

- Provides safe recreational snorkeling experience with VEZ
- Promotes marine life
- Offers environmental education opportunities
- Facilitate reef-related research
- Reinvest TDC funds to promote tourism in County



# Funding Request

- 200,000 City of Deerfield Beach Funds
- \$30,000 Grants funds awarded
- \$150,000 requested for construction and marketing



# Summary

- In line with TDC goals to promote tourism in the region
- City has contributed significant funds to TDC over the last 14 years (\$26,000,000)
- Unique project for the County
- Provides recreational and educational opportunities



# Executive Summary

---

Investment in and maintenance of public resources is a prime function of government. Artificial and natural reefs are public resources that provide recreational benefits to reef users and income to local economies. This study determined, in a comprehensive manner, the net economic value of southeast Florida's natural and artificial reef resources to the local economies and the reef users. Southeast Florida is defined as the counties of Palm Beach, Broward, Miami-Dade and Monroe. This study area includes, from north to south, the cities of West Palm Beach, Fort Lauderdale, and Miami, and the Florida Keys.

This study employed extensive survey research to measure the economic contribution and the use values of artificial and natural reefs over the twelve-month period of June 2000 to May 2001. The reef users surveyed were boaters who are recreational fishers (commercial fishers were not included), reef divers, reef snorkelers and/or visitors viewing the reefs on glass-bottom boats. This study estimated the following values:

- Use of artificial and natural reefs by residents and visitors in each of the four counties over a twelve-month period as measured in terms of person-days
- Economic contribution of the artificial reefs as residents and visitors spend money in each of the four counties to participate in reef-related recreation
- Economic contribution of the natural reefs as residents and visitors spend money in each of the four counties to participate in reef-related recreation
- Willingness of reef users to pay to maintain the natural reefs of southeast Florida in their existing conditions
- Willingness of reef users to pay to maintain the artificial reefs of southeast Florida in their existing conditions
- Willingness of reef users to pay for investment in and maintenance of additional artificial reefs in southeast Florida
- Socioeconomic characteristics of reef users

Economic contribution is measured by total sales, income, employment and tax revenues generated within each county. In addition, the opinions of resident reef-using boat owners regarding the existence or establishment of "no-take" zones as a tool to protect existing artificial and natural reefs are presented.

This study was funded by each of the four counties, the Florida Fish and Wildlife Conservation Commission through the use of Federal Aid in Sport Fish Restoration funds, and the National Oceanic and Atmospheric Administration through the Socioeconomic Monitoring Program for the Florida Keys National Marine Sanctuary.

**Study Methods.** This study conducted four surveys as follows:

- Resident boaters – mail survey conducted in the Fall of 2000
- General visitors – intercept survey conducted in the Summer of 2000 and the Winter of 2001
- Visitor boaters – intercept survey conducted in the Summer of 2000 and the Winter of 2001
- Charter / Party boats – mail survey conducted in the Spring of 2001

Visitors are defined as nonresidents of the county that they are visiting. Residents are those who live within the county.

The purpose of the resident boater survey and the visitor boater survey was to collect information to estimate the following characteristics:

- Percentage of all boaters who fish, dive and / or snorkel on the reefs;
- Itemized expenditures in the county related to using the reefs (lodging, food, gas, equipment, etc.);
- Number of person-trips and person-days of reef use by type of reef and activity;
- Willingness of reef users to pay to protect southeast Florida’s natural and artificial reefs in their existing condition;
- Willingness of reef users to pay for additional artificial reefs in southeast Florida; and,
- Socioeconomic characteristics of reef users.

In addition, at the request of the counties, the resident survey also included questions regarding “no-take” zones in southeast Florida and in their counties of residence.

The purpose of the general visitor survey was to obtain estimates of the total number of visitors to each county and the percentage of visitors who boat. This information was necessary to estimate reef use.

The charter/party boat survey was a survey of for-hire operations that take out passengers for recreational fishing, snorkeling, scuba diving and glass-bottom boat rides in saltwater off the coasts of the four counties. The primary purpose of this survey was to estimate the proportion of charter / party service activity that takes place on the artificial versus the natural reefs in each county. The results of this survey were used to allocate charter/party boat fishing days between artificial and natural reefs.

The results of this study are based on the responses to these surveys. The resident mail survey resulted in 2,543 completed surveys. The general visitor intercept survey resulted in 3,855 completed surveys. The visitor boater intercept survey resulted in 2,473 completed surveys. These completed surveys provided sufficient information to estimate the economic value of the reefs to reef users and the economies of each of the southeast Florida counties.

**Definitions.** Certain terminology is used in this report to represent units of recreational activity. These terms are person-trip and person-day. A person-trip is defined as one person making one trip to a county. That trip may last one day to many days. On any given day, the number of visitor person-trips and the number of visitors are the same. For resident boaters, a person-trip is one day's outing on a boat to participate in saltwater recreation activities. A person-day is defined as one person participating in an activity for a portion or all of a day.

**Number of Days People Participated in Recreational Use of the Reefs.** The number of person-days of reef use by county and by reef type is presented in Table ES-1. Visitors and residents spent 28.3 million person-days using artificial and natural reefs in southeast Florida during the 12-month period from June 2000 to May 2001. Reef users spent about 10 million person-days using artificial reefs and 18.4 million person-days using natural reefs.

The breakdown of reef use by residents and visitors is provided in Table ES-2. Overall, residents and visitors each spent about 14 million person-days using the reefs of southeast Florida but the proportions vary by county.

A summary of reef use by type of activity is provided in Table ES-3. Overall, fishing activity on the reefs appears to dominate when snorkeling and scuba diving are compared separately. When snorkeling and scuba diving are considered together as diving activities, diving and fishing contribute about equally to total reef use in southeast Florida. In Palm Beach County, diving and fishing are equally popular activities, while in Miami-Dade County fishing is significantly more prevalent than diving. In Broward and Monroe counties, the levels of fishing activities appear to be more prevalent.

**Table ES-1  
Number of Person-Days Spent on Artificial and Natural Reefs in  
Southeast Florida  
Residents and Visitors by County  
June 2000 to May 2001**

County	Number of Person-Days (in millions)		
	Artificial Reefs	Natural Reefs	All Reefs
Palm Beach	1.41	2.83	4.24
Broward	3.97	5.47	9.44
Miami-Dade	2.95	6.22	9.17
Monroe	1.58	3.88	5.46
Total	9.91	18.39	28.30

**Table ES-2**  
**Number of Person-Days Spent on All Reefs**  
**Comparison of Visitor Versus Resident Use in Southeast Florida**  
**June 2000 to May 2001**

County	Number of Person-Days (in millions)		
	Residents	Visitors	All Users
Palm Beach	2.98	1.26	4.24
Broward	3.72	5.72	9.44
Miami-Dade	4.51	4.66	9.17
Monroe	3.38	2.08	5.46
Total	14.58	13.72	28.30

**Table ES-3**  
**Number of Person-Days on All Reefs by Recreational Activity**  
**June 2000 to May 2001 – Residents and Visitors (in millions)**

Activity	Palm Beach County	Broward County	Miami-Dade County	Monroe County	Total – Southeast Florida
Snorkeling	0.74	1.09	2.11	1.87	5.81
Scuba Diving	1.73	3.85	1.14	0.89	7.61
Fishing	1.76	4.45	5.90	2.62	14.74
Glass Bottom Boats	0	0.05	0.02	0.07	0.15
Total	4.23	9.44	9.17	5.46	28.30
<i>a Residents were not asked about their participation in glass bottom boat sightseeing. Therefore, glass bottom boats include only visitors.</i>					

Glass bottom boat sightseeing is available in Broward, Miami-Dade and Monroe counties. The reported number of person-days associated with viewing the reefs using glass bottom boats applies to visitors, not residents. Resident boaters were not asked for their level of activity on glass bottom boats. Visitors spent about 160,000 person days on glass bottom boats in southeast Florida.

**Contribution of Reef-Related Spending to the County Economies.** The total economic contribution of the reefs to each county is the contribution of reef-related expenditures to county sales, income and employment. As residents and visitors spend money in the county to participate in reef-related recreation, income and jobs are created within the county as a result. Economic contribution includes the direct, indirect and induced effects of visitor spending and the direct effects of resident spending.

The economic contributions of the reefs to each of the counties are provided in Table ES-4. The sales contribution is defined as the value of the additional output produced in the county due to the reef-related expenditures. The total income contribution is defined as the sum of employee compensation, proprietor's income, interest, rents, and profits generated as a result of the reef-related expenditures. Income is the amount of money that remains in the economy. The employment contribution is the number of full-time and part-time jobs created due to the reef-related expenditures.

**Table ES-4**  
**Economic Contribution of Reef-Related Expenditures to Each County<sup>1</sup>**  
**June 2000 to May 2001 – Residents and Visitors**

Type of Economic Contribution	Palm Beach County	Broward County	Miami-Dade County	Monroe County
Sales – All Reefs (in millions of 2000 dollars)	\$505	\$2,070	\$1,297	\$504
Artificial Reefs	\$151	\$962	\$419	\$131
Natural Reefs	\$354	\$1,108	\$877	\$373
Income – All Reefs (in millions of 2000 dollars)	\$194	\$1,049	\$614	\$140
Artificial Reefs	\$52	\$502	\$195	\$33
Natural Reefs	\$142	\$547	\$419	\$107
Employment – All Reefs (number of full- and part-time jobs)	6,300	35,500	18,600	10,000
Artificial Reefs	1,800	16,800	6,000	2,400
Natural Reefs	4,500	18,700	12,600	7,600

Reef-related expenditures generated \$505 million in sales in Palm Beach County, \$2.1 billion in sales in Broward County, \$1.3 billion in sales in Miami-Dade County and \$504 million in sales in Monroe County during the 12-month period from June 2000 to May 2001. These sales resulted in \$194 million in income to Palm Beach County residents, \$1.1 billion in income to Broward County residents, \$614 million in income to Miami-Dade County residents and \$140 million in income to Monroe County residents during the same time period. Reef-related

<sup>1</sup> *The economic contributions cannot be summed over the four counties to get the total economic contribution of the reefs to southeast Florida. This is because the concept of economic contribution looks at the economy of the individual geographic area as a separate entity from its neighbors. In this study, visitors were asked how much they spent in the county they were visiting. They were not asked how much they spent in the other three counties. Also, visitors to a county can come from one of the other three southeast Florida counties. When looking at southeast Florida as a whole, only the indirect and induced contribution of visitors from outside the four counties can be considered as 100 percent reef-related. To get the economic contribution of the reefs to all of southeast Florida, the southeast Florida expenditures of visitor reef users to southeast Florida would have to be estimated wherein a visitor lives outside the four county area.*

expenditures provided 6,300 jobs in Palm Beach County, 35,500 jobs in Broward County, 18,600 jobs in Miami-Dade County and 10,000 jobs in Monroe County.

In Palm Beach and Miami-Dade counties, artificial reef-related expenditures comprised about a third and natural reef-related expenditures comprised about two-thirds of the economic contribution associated with the reef system. In Broward County, artificial and natural reef-related expenditures added equally to the economic contribution of the reef system. In Monroe County, artificial reef-related expenditures comprised about 26 percent of the economic contribution associated with the reef system.

**Value that Reef Users Place on the Reefs.** In this study, four types of use values were estimated: (1) the value to natural reef users of maintaining the natural reefs in their existing condition; (2) the value to artificial reef users of maintaining the artificial reefs in their existing condition; (3) the value to artificial and natural reef users of maintaining both the artificial and natural reefs in their existing condition; and (4) the value of adding and maintaining additional artificial reefs. In general, use value is the maximum amount of money that reef users are willing to pay to maintain the reefs in their existing condition and to add more artificial reefs to the system. Use value was measured in terms of per party per trip for existing natural and artificial reefs and per party per year for new artificial reefs. For presentation, values were normalized to values per person-day of reef-related activity so that the use values can be compared to use values estimated in other studies. Use value is also presented in aggregate for all users of the reef system.

The reef user values associated with maintaining the reefs in their existing conditions for each county are provided in Table ES-5. Use value per person-day means the value per person-day of artificial, natural or all reef use, as specified in the table. Values for all reefs were taken from statistical analysis of responses to Question 38 of the Visitor Boater Survey: “Suppose that both of the above plans to maintain the natural and artificial reefs in southeast Florida were put together into a combined program...If your total costs for this trip would have been \$\_\_\_ higher, would you have been willing to pay this amount to maintain the artificial and natural reefs?” The dollar values provided to the respondents were rotated from respondent to respondent and were \$20, \$100, \$200, \$400, \$1,000 and \$2,000. The responses were then statistically analyzed to calculate average values. Values for artificial reefs were taken from statistical analysis of responses to Question 36 pertaining only to a program to maintain the existing artificial reefs in their current condition. Values for natural reefs were taken from statistical analysis of responses to Question 34 pertaining only to a program to maintain the natural reefs in their current condition. For the individual reef types (artificial or natural), the dollar values provided to the respondents were rotated and were \$10, \$50, \$100, \$200, \$500, and \$1,000.

**Table ES-5**  
**Annual Use Value From June 2000 to May 2001 and Capitalized Value associated With Reef Use**  
**Southeast Florida – Residents and Visitors**

<b>Item</b>	<b>Palm Beach County</b>	<b>Broward County</b>	<b>Miami-Dade County</b>	<b>Monroe County</b>	<b>Total<sup>a</sup></b>
<b>All Reefs - Artificial and Natural</b>					
Person-Days of Reef Use (in millions)	4.24	9.44	9.17	5.46	<b>28.30</b>
Use Value Per Person-Day	\$7.34	\$13.35	\$5.12	\$9.48	<b>\$9.04</b>
Annual Use Value in million dollars	\$31.11	\$126.00	\$46.92	\$51.78	<b>\$255.81</b>
Capitalized Value @ 3 percent Discount Rate in billion dollars	\$1.04	\$4.20	\$1.6	\$1.70	<b>\$8.5</b>
<b>Artificial Reefs</b>					
Person-Days of Reef Use (in millions)	1.41	3.97	2.95	1.58	<b>9.91</b>
Use Value Per Person-Day	\$6.47	\$14.07	\$3.50	\$6.18	<b>\$8.58</b>
Annual Use Value in million dollars	\$9.09	\$55.87	\$10.33	\$9.75	<b>\$85.04</b>
Capitalized Value @ 3 percent Discount Rate in billion dollars	\$0.30	\$1.86	\$0.34	\$0.33	<b>\$2.83</b>
<b>Natural Reefs</b>					
Person-Days of Reef Use (in millions)	2.83	5.47	6.22	3.88	<b>18.39</b>
Use Value Per Person-Day	\$14.86	\$15.16	\$7.54	\$14.82	<b>\$12.47</b>
Annual Use Value in million dollars	\$42.10	\$82.88	\$46.86	\$57.46	<b>\$229.30</b>
Capitalized Value @ 3 percent Discount Rate in billion dollars	\$1.40	\$2.76	\$1.56	\$1.92	<b>\$7.64</b>

<sup>a</sup> Use Value per Person per Day is calculated by dividing Total Annual Use Value by Total Person-Days of Reef Use.

Note: Use value per person day means per person day of artificial, natural or all reef use. Values for all reefs taken from statistical analysis of responses to Question 38 of Visitor Boater Survey: Suppose that both of the above plans to maintain the natural and artificial reefs in southeast Florida were put together into a combined program...If you total costs for this trip would have been \$\_\_\_ higher, would you have been willing to pay this amount to maintain the artificial and natural reefs. Values for artificial reefs taken from statistical analysis of responses to Question 36 pertaining only to a program to maintain the existing artificial reefs in their current condition. Values for natural reefs taken from statistical analysis of responses to Question 34 pertaining only to a program to maintain the natural reefs in their current condition. Therefore, the sum of the values for the individual reef programs may be different from the value for both programs. These results were estimated using the Logit model. Alternate methods of estimation are provided in the Technical Appendix to this report.

Visitor and resident reef users in Palm Beach County are willing to pay \$31.1 million per year to maintain both the artificial reefs and the natural reefs in their current condition by maintaining water quality, limiting damage to reefs from anchoring, and preventing overuse of the reefs. When the projects to protect the artificial and natural reefs are considered separately, visitor and resident reef users are willing to pay \$9.1 million to protect the artificial reefs and \$42.1 million to protect the natural reefs.

Visitor and resident reef users in Broward County are willing to pay \$126 million per year to maintain both the artificial reefs and the natural reefs in their current condition by maintaining water quality, limiting damage to reefs from anchoring, and preventing overuse of the reefs. When the projects to protect the artificial and natural reefs are considered separately, visitor and resident reef users are willing to pay \$55.9 million to protect the artificial reefs and \$82.9 million to protect the natural reefs.

Visitor and resident reef users in Miami-Dade County are willing to pay \$46.9 million per year to maintain both the artificial reefs and the natural reefs in their current condition by maintaining water quality, limiting damage to reefs from anchoring, and preventing overuse of the reefs. When the projects to protect the artificial and natural reefs are considered separately, visitor and resident reef users are willing to pay \$10.3 million to protect the artificial reefs and \$46.9 million to protect the natural reefs.

Visitor and resident reef users in Monroe County are willing to pay \$51.8 million per year to maintain both the artificial reefs and the natural reefs in their current condition by maintaining water quality, limiting damage to reefs from anchoring, and preventing overuse of the reefs. When the projects to protect the artificial and natural reefs are considered separately, visitor and resident reef users are willing to pay \$9.8 million to protect the artificial reefs and \$57.4 million to protect the natural reefs.

Visitor and resident reef users in all four counties are willing to pay \$255.8 million per year to maintain both the artificial reefs and the natural reefs in southeast Florida in their current condition by maintaining water quality, limiting damage to reefs from anchoring, and preventing overuse of the reefs. When the projects to protect the artificial and natural reefs are considered separately, visitor and resident reef users in all four counties are willing to pay \$85.1 million per year to protect the artificial reefs and \$229.3 million per year to protect the natural reefs in southeast Florida.

The sum of the values for the individual reef programs can be different from the value for the combined programs. This result is not inconsistent with the literature on embedded values. Randall and Hoehn (1992) have shown that this type of result is consistent with economic theory. The combined programs have exceeded the income constraints of many respondents and/or many respondents had value for only one of the programs. So it is reasonable to conclude that the estimated values for the natural and artificial reefs valued separately and together are valid estimates. Bear in mind that willingness to pay for the combined programs is a different scenario from willingness to pay for the individual programs.

The capitalized value of the reef user values is equal to the present value of the annual values calculated at three percent discount rate. It represents the “stock” value analogous to land market values. The capitalized reef user value for all southeast Florida reefs is \$7.6 billion. Bear in mind that this value only includes the value that reef users place on the reefs and does not include the values that non-reef-users place on the reefs or the economic contribution of the reefs. The estimation of the value of the reefs to non-reef users was not part of this study.

Visitor and resident reef users’ willingness to pay to invest in and maintain “new” artificial reefs is provided in Table ES-6. The use value per person-day is the value per day or a portion of a day of artificial reef use. In Palm Beach County, reef users are willing to pay \$4.7 million annually for this program in Palm Beach County. Broward County reef users are willing to pay \$15.7 million per year while Miami-Dade County reef users are willing to pay \$4.1 million per year. Monroe County reef users are willing to pay \$2.2 million annually per year to fund this program in Monroe County. These values are those that are appropriate to use in a benefit-cost analysis of providing new artificial reefs.

**Table ES-6**  
**Estimated Use Value of Investing in and Maintaining "New" Artificial Reefs**  
**Southeast Florida – Residents and Visitors**

Item	Palm Beach County	Broward County	Miami-Dade County	Monroe County	Total <sup>a</sup>
Person-Days of Artificial Reef Use (in millions)	1.41	3.97	2.95	1.58	9.91
Use Value Per Person-Day for "New" Artificial Reefs	\$3.37	\$3.95	\$1.38	\$1.38	\$2.69
Annual Use Values for "New" Artificial Reefs in million dollars	\$4.74	\$15.70	\$4.07	\$2.19	\$26.70
Capitalized Value @ 3 percent Discount Rate in million dollars	\$157.8	\$523.4	\$135.8	\$73.00	\$890.1

<sup>a</sup> Use Value per Person per Day is the average among the counties.

Note: Use value per person-day is a day or portion of a day of artificial reef use.

**Resident Opinions of “No Take” Zones.** Both the economic contribution and the use value of the reef system are based upon its management or lack thereof. In each of the four counties, resident reef-users were asked questions regarding “no take” zones. A “no take” zone is a designated area of the reef system in which nothing is to be taken from this area including fish and shellfish.

Because the reefs play a vital role in the entire oceanic ecosystem by providing habitat and protection for young fish and other creatures, it is argued that “no-take” zones would actually increase recreational, commercial, and natural resource benefits even though takings would be banned in certain areas. No one knows exactly where and to what degree “no-take” zones must be employed to increase net benefits. As a result, “no-take” zones have become a controversial issue. Therefore, as part of this study, resident respondents were asked their opinions regarding the establishment of “no-take” zones as a management tool for artificial and natural reefs in southeast Florida.

These opinions are summarized in Table ES-7. It is apparent from this table that a majority of resident reef-users endorse the idea of “no-take” zones in their county and in the other southeast Florida counties. A majority of residents would support “no take” zones on 20 to 25 percent of the existing natural reefs. About 75 percent of respondents in all counties supported the existing “no take” zones in the Florida Keys. About 60 percent of respondents supported “no take” zones in their own counties and about the same percentage supported “no take” zones on some of the reefs in Palm Beach, Broward and Miami-Dade counties. Such a result provides public officials with information important to the management of the reef system from Palm Beach County to Monroe County.

**Table ES-7**  
**A Summary of the Opinion of Resident Reef-Users on**  
**"No Take" Zones in Southeast Florida, 2000**

<b>Question: "Support Existing "No Take" Zones in the Florida Keys"</b>			
<b>County</b>	<b>Percentage of Respondents Answering "Yes"</b>	<b>Percentage of Respondents Answering "No"</b>	<b>Percentage of Respondents Answering "Don't Know"</b>
Palm Beach	76%	15%	9%
Broward	75%	18%	7%
Miami-Dade	74%	19%	7%
Monroe	78%	18%	4%
<b>Question: "Support "No Take" Zones on Some Reefs in Your County"</b>			
<b>County</b>	<b>Percentage of Respondents Answering "Yes"</b>	<b>Percentage of Respondents Answering "No"</b>	<b>Percentage of Respondents Answering "Don't Know"</b>
Palm Beach	65%	23%	12%
Broward	63%	27%	10%
Miami-Dade	61%	28%	11%
Monroe <sup>1</sup>	57%	21%	22%
<b>Question: "Support "No Take" Zones on Some Reefs off Palm Beach, Miami-Dade and Broward Counties"</b>			
<b>County</b>	<b>Percentage of Respondents Answering "Yes"</b>	<b>Percentage of Respondents Answering "No"</b>	<b>Percentage of Respondents Answering "Don't Know"</b>
Palm Beach	65%	21%	14%
Broward	64%	24%	12%
Miami-Dade	61%	28%	11%
Monroe	44%	39%	17%
<b>Question: "What Percentage of Coral or Natural Reefs in Your County Would Be Reasonable to Protect Using "No Take" Zones?"</b>			
<b>County</b>	<b>Average Percentage</b>	<b>Median Percentage</b>	
Palm Beach	30%	20%	
Broward	35%	25%	
Miami-Dade	30%	20%	
Monroe	32%	20%	

<sup>1</sup> Since Monroe County already has "no take" zones, the word "additional" was inserted into this question for Monroe County surveys.

**Demographic Characteristics of Reef Users.** Demographic characteristics were obtained from the resident boater survey and the visitor boater survey. They are summarized in Tables ES-8 and ES-9. The typical reef user is a non-Hispanic white male, in his forties, with an annual household income from \$55,000 to \$90,000. However, the demographic picture provided in Table ES-8 also shows that females, non-whites and Hispanic persons also use the reefs. Visitor reef-users tend to be younger than resident reef users. Also, larger proportions of visitors than residents are women and/or non-white.

**Table ES-8  
Demographic Characteristics of Resident and Visitor Reef-Users in Southeast Florida,  
2000**

<b>Median Age of Respondent</b>	<b>Resident Reef-Users</b>			<b>Visitor Reef-Users</b>		
Palm Beach	48			41		
Broward	48			39		
Miami-Dade	46			41		
Monroe	54			44		
<b>Sex Of Respondent</b>	<b>Resident Reef-Users</b>			<b>Visitor Reef-Users</b>		
	<b>Male</b>	<b>Female</b>		<b>Male</b>	<b>Female</b>	
Palm Beach	91%	9%		79%	21%	
Broward	92%	8%		77%	23%	
Miami-Dade	93%	7%		75%	25%	
Monroe	86%	14%		70%	30%	
<b>Race Of Respondent</b>	<b>Resident Reef-Users</b>			<b>Visitor Reef-Users</b>		
	<b>White</b>	<b>Black</b>	<b>Other</b>	<b>White</b>	<b>Black</b>	<b>Other</b>
Palm Beach	97%	0%	3%	94%	2%	4%
Broward	93%	2%	5%	89%	7%	4%
Miami-Dade	88%	1%	11%	83%	7%	10%
Monroe	94%	0.2%	5.8%	95%	2%	3%
<b>Percent Hispanic/Latino</b>	<b>Resident Reef-Users</b>			<b>Visitor Reef-Users</b>		
Palm Beach	4%			5%		
Broward	5%			13%		
Miami-Dade	33%			29%		
Monroe	7%			8%		
<b>Median Household Income</b>	<b>Resident Reef-Users</b>			<b>Visitor Reef-Users</b>		
Palm Beach	\$71,695			\$87,500		
Broward	\$72,310			\$87,500		
Miami-Dade	\$69,722			\$55,000		
Monroe	\$56,393			\$87,500		

From Table ES-9, it is clear that residents have been boating in southeast Florida for a significantly longer period of time than visitors – about 22 years versus 7 years. Overall, visitor and resident boat owners have similar sized boats and both resident and visitor reef users have about the same probability of belonging to a fishing or diving club.

**Table ES-9  
Boater Profile of Resident and Visitor Reef-Users in Southeast Florida, 2000**

<b>Average Years Boating in South Florida</b>		
<b>County</b>	<b>Residents</b>	<b>Visitors</b>
Palm Beach	21	9
Broward	22	7
Miami-Dade	25	7
Monroe	22	7

<b>Average Length of Boat Used for Salt Water Activities in Feet</b>		
<b>County</b>	<b>Residents</b>	<b>Visitors</b>
Palm Beach	25	25
Broward	25	27
Miami-Dade	23	26
Monroe	24	22

<b>Percentage of Respondents Who Belong to Fishing and/or Diving Clubs</b>		
<b>County</b>	<b>Residents</b>	<b>Visitors</b>
Palm Beach	20%	24%
Broward	19%	12%
Miami-Dade	18%	6%
Monroe	15%	11%

# The Economic Benefits Associated with Florida's Artificial Reefs<sup>1</sup>

Chuck Adams, Bill Lindberg, and John Stevely<sup>2</sup>

## Introduction

Florida reportedly has the most permitted artificial reefs in the nation. Approximately 2,700 artificial reef deployments are located off 34 coastal counties in Florida (Table 1). Although permitted by the United States Army Corps of Engineers and the Florida Department of Environmental Protection, artificial reefs are deployed under a set of guidelines established by the Florida Fish and Wildlife Conservation Commission. These guidelines are specified within the State of Florida Artificial Reef Strategic Plan (FFWCC 2003). Artificial reefs are utilized by recreational anglers, divers, and other user groups. The existence and use of artificial reefs sets in motion a variety of economic activities that result in significant economic benefit to the coastal communities in close proximity to the reefs. This document will provide an overview of these economic benefits and briefly discuss some recent studies that have attempted to measure them.

## Benefits of Artificial Reefs

Artificial reefs may be constructed for a variety of purposes, each with a set of potential benefits associated with that intended purpose or goal. One purpose of artificial reefs might be to provide a source of biological replenishment to local populations of marine vertebrates and invertebrates. In that case, the benefit would be that a net biomass increase would result from deploying the reef. Artificial

reefs may also be used as a means of mitigating local habitat loss. Another purpose might be to simply provide a location where anglers and divers can utilize aggregated populations of marine species, either in a take (fishing) or no-take (viewing) fashion. The benefits in that case would be the increased economic activity (i.e., expenditures, incomes, jobs) associated with these activities. Each of these purposes may also generate non-market benefits (such as existence values), particularly to non-users of reefs. Such benefits reflect how individuals who may not directly utilize artificial reefs nonetheless value reef existence as being beneficial to the biological habitat of the region.

Aside from the purely biological benefits that might accrue from artificial reefs, many would argue that reefs are deployed to provide benefits to *human* users, whether commercial fishermen, recreational anglers, sport divers, or others. Milon, Holland, and Whitmarsh (2000) suggest that “a reef that is not useful to people is not a successful reef.” If this is an acceptable tenet, assessments of the economic benefits accruing from artificial reefs to surrounding communities are necessary. Such information provides insight into the degree to which the public benefit is being served by reef deployment and the economic consequences associated with reef use. The actual or potential economic impact of reef development to the county or state can be measured, as well as determine to what extent artificial reef deployment is an efficient public investment. In turn, this information may help justify future public expenditures on

1. This document is FE649, one of a series of the Food and Resource Economics Department, UF/IFAS Extension. Original publication date August 2006. Revised August 2011. Reviewed August 2017. Visit the EDIS website at <http://edis.ifas.ufl.edu>.

2. Chuck Adams, professor, Food and Resource Economics Department; Bill Lindberg, associate professor, Fisheries and Aquatic Sciences Department; and John Stevely, Florida Sea Grant marine Extension agent, Florida Sea Grant Program; UF/IFAS Extension, Gainesville, FL 32611.

The Institute of Food and Agricultural Sciences (IFAS) is an Equal Opportunity Institution authorized to provide research, educational information and other services only to individuals and institutions that function with non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, marital status, national origin, political opinions or affiliations. For more information on obtaining other UF/IFAS Extension publications, contact your county's UF/IFAS Extension office.

U.S. Department of Agriculture, UF/IFAS Extension Service, University of Florida, IFAS, Florida A & M University Cooperative Extension Program, and Boards of County Commissioners Cooperating. Nick T. Place, dean for UF/IFAS Extension.

artificial reefs and assist in developing adaptive strategies associated with reef deployment as a resource management tool. Of course, there are costs associated with artificial reef program implementation. These costs must be measured as well.

## Measuring the Economic Costs and Benefits

The economic costs, activities, and benefits derived from artificial reef programs can be measured several ways. These are briefly reviewed below.

### Economic Impact Analysis

This method can provide insight into how market-related activities associated with resident and non-resident expenditures change after reef deployment. An economic impact analysis will describe changes in economic activity within a given geographic region, such as expenditures, incomes, jobs, and business taxes.

### Cost Effectiveness Analysis

This method can determine to what extent the estimated cost of deployment was realized in the actual reef deployment process. With limited local and state funds for reef development, ensuring that cost efficiency is maintained is vital to a sustainable county reef program. A cost effectiveness analysis will help ensure that reef programs are completed with a minimum of cost.

### Benefit/Cost Analysis

This method takes into consideration the costs associated with the artificial reef site selection, permitting, deployment, monitoring, and other activities, and compares those costs to the suite of benefits that would be generated by the reef program. The benefits would include the total economic values associated with the overall public demand for the reef program. In this case, those benefit/cost analysis estimates would include values reflected in the market, as well as those values associated with user and non-user demand for reefs over and above that reflected by reef-related expenditures in local markets. These benefits are often referred to as consumer surplus. Foregone benefits of utilizing reef-related funds in the next best use within the region may be included as an opportunity cost. A benefit-to-cost ratio of greater than 1.0 suggests that the benefits associated with the program exceed the costs. This would be more desirable than a ratio less than 1.0, which would suggest that the costs derived from the reef program exceed

the benefits. In the former case, the program would yield positive overall (net) economic benefits.

The methods listed above are the primary means of determining the net economic benefits associated with artificial reefs. Several such studies have been completed regarding Florida's artificial reefs. These studies have addressed artificial reef-related changes in boater and angler use patterns and expenditures. They have examined the community/social impacts of artificial reef placement and the cost efficiency of reef projects, including the opportunity costs of utilizing scarce public funds for reef placement. Some studies have attempted to address the overall economic values associated with artificial reefs, such as existence values and consumer surplus. And some studies have attempted to utilize the information to determine if the costs associated with artificial reef programs are exceeded by the benefits. Not all studies address each of these issues. Some of the studies are dated and the results reflect the characteristics of the local economy and community structure at the time of the study. The key findings from these studies are briefly summarized below.

## Florida Artificial Reef Study Summaries

### Pinellas County

In one of the first such studies in Florida, Hanni and Mathews (1977) examined the costs associated with building an artificial reef system near Clearwater Beach. The intent of the study was to measure the potential economic benefits to anglers and divers who might utilize the reef. The study focused on the benefit-to-cost ratio of the reef program. The benefit-to-cost ratio for anglers was found to be greater than 1.0, while the benefit to cost ratio for divers was found to be less than 1.0.

In an attempt to examine the overall economic consequences of the artificial reef program in Pinellas County (which currently has the greatest number of permitted artificial reefs in Florida), Schug (1978) surveyed the users of the Pinellas County artificial reef system. The study found that the artificial reefs were not being utilized at the maximum use capacity. In fact, only 11 to 36 percent of the reef capacity was being utilized. In addition, 80 percent of the users were local. Thus, while the majority of users were contributing little economic impact to the region, they were enhancing the total economic activity due to their reef-related activities. Total annual expenditures by reef users were estimated to be \$181,000 to \$253,000. The

benefit-to-cost ratio of the artificial reef program in Pinellas County was estimated to be greater than 1.0.

## Miami-Dade County

Miami-Dade County currently has the third largest complement of artificial reef deployments in Florida (Table 1). Milon (1988) attempted to measure the economic benefits associated with the artificial reef program by users and non-users. The technique utilized was a mail-out survey to local boaters and divers. Respondents were asked to provide their willingness to pay for an artificial reef program. Of the respondents, 29 percent were anglers who frequented artificial reefs and 13 percent were divers who frequented artificial reefs.

Both users and non-users expressed positive benefits associated with the artificial reefs of Miami-Dade County. The annual benefits associated with artificial reefs in Miami-Dade County were estimated to be as high as \$707,000. Interestingly, the largest component of that amount was associated with non-users. Thus, artificial reefs have high values associated with those individuals who simply value the existence of such reefs but may never directly utilize them. The present value associated with artificial reefs in Miami-Dade County ranged from \$18 million to \$128 million, based on estimation method.

## Northwest Florida

The economic benefits associated with artificial reefs in northwest Florida were measured by Bell, Bonn, and Leeworthy (1998). The purpose of the study was to assess the economic impact, user valuation, and benefit-to-cost ratio associated with artificial reefs located in the waters adjacent to Escambia, Santa Rosa, Okaloosa, Walton, and Bay Counties.

A total of \$414 million in expenditures were associated with artificial reef use. Those expenditures supported 8,136 jobs and \$84 million in wages and salaries. Of the total expenditures, \$359 million and \$56 million were attributed to visitors and residents, respectively. Of the five counties studied, the total expenditures were distributed as follows: Bay (36%), Okaloosa (30%), Escambia (22%), Santa Rosa (7%), and Walton (5%). The willingness to pay for an artificial reef program was also measured for the region. The annual recreational use value was estimated to be \$19.7 million, with a discounted asset value of \$656 million for the reef program. The benefit-to-cost ratio of the artificial reefs within the northwest Florida region was estimated to be 131, a value indicating an extremely high, positive return to the cost of developing and implementing the artificial

reef programs within the five-county, northwest Florida region.

## Southeast Florida

The economic impact and use values associated with artificial and natural reef systems in southeast Florida were analyzed by Johns, Leeworthy, Bell, and Bonn (2001). The methodology utilized was similar to that used in the study of the artificial reefs of northwest Florida. In addition, values associated with both the existing and potential new reef sites were assessed. The counties included in the study were Palm Beach, Broward, Miami-Dade, and Monroe.

The study found that non-residents and visitors annually spent \$1.7 billion on fishing and diving activities associated with artificial reefs. Of the total expenditures, Broward County contributed 53 percent, Miami-Dade County contributed 25 percent, and Palm Beach and Monroe Counties each contributed 11 percent. These expenditures generated approximately 27,000 jobs in the region and created \$782 million in wages and salaries. Interestingly, the expenditures associated with natural reef systems, in contrast to artificial reefs, generated \$2.7 billion in annual expenditures.

The annual recreational use value associated with existing artificial reefs in the region was estimated to be \$84.6 million. This annual value discounted into the future produced a discounted value of \$2.8 billion. The annual use value associated with any new artificial reefs was estimated to be \$27 million, with a discounted value of \$888 million. The annual willingness to pay for new artificial reefs was \$4 million. Interestingly, the annual recreational value associated with natural reefs was \$228 million, considerably more than that for artificial reefs.

## Martin County

A study similar in methodology to the Palm Beach–Monroe Counties region was conducted for Martin County, Florida. The study examined the values associated with artificial and natural reef systems. Johns (2004) examined annual expenditures, jobs, and incomes, as well as annual use values. The annual expenditures associated with artificial reef use were \$7.2 million. The contribution associated with resident and non-resident expenditures were approximately equal. The incomes associated with artificial reefs were estimated to be \$3.2 million, with approximately 100 jobs created within Martin County. The values associated with natural reefs were slightly smaller in magnitude.

The annual use value associated with existing artificial reefs (by residents and non-residents) was estimated to be \$3.6 million. This value discounted into the future was estimated to be \$120 million. The annual value associated with any new artificial reefs was estimated to be \$1.1 million, which when discounted into the future yielded a value of \$37.5 million.

## USS Spiegel Grove

The *USS Spiegel Grove* was a retired navy ship that was sunk off Key Largo, Florida in 2002. The primary purpose of the *Spiegel Grove* deployment as an artificial reef was to determine whether introducing an artificial reef in close proximity to a natural reef environment would reduce usage of the surrounding natural reefs. Thus, the primary objective was from a resource management perspective. However, economic implications were in question as well. A key question was whether the local economy would benefit from deploying artificial reefs whose primary purpose would be redirecting diver use away from natural reefs. A study was conducted on use patterns and local economic activity before and after the *Spiegel Grove* deployment (Leeworthy, Maher, and Stone 2005; Leeworthy, Maher, and Stone 2006). The study provided insight into how the *Spiegel Grove* performed as a substitute by divers and snorkelers for local natural reefs, as well as what benefits to the local economy occurred.

Regarding the resource management objective, the *Spiegel Grove* artificial reef was deemed a success. Following the deployment, the diver and snorkeler use of natural reefs within the study area declined by 13.7 percent. In addition, the number of dive charters specifically for natural reefs within the region declined by 16.7 percent. However, the total number of dive charters and other related dive/snorkel activity increased substantially. The net change in expenditures on diving and snorkeling activities increased \$2.6 million during the study period, with approximately 80 percent of that increase being attributed to non-residents. Incomes within the local economy increased by \$960,000, and an additional 68 jobs were created. Thus, the deployment of the *Spiegel Grove* was considered a win-win situation for both the natural reef environment and the local economy.

## USS Oriskany

The decommissioned Essex Class attack aircraft carrier, the *USS Oriskany*, was sunk off the coast of Pensacola, Florida on May 17, 2006. The original 2004 deployment was delayed due to further PCB (polychlorinated biphenyl) abatement needs and hurricane events. Obtaining,

preparing, transporting, and sinking the vessel was due to the combined efforts of several county, state, and federal agencies. At the time of the sinking, the *Oriskany* was the largest artificial reef structure ever deployed. The *Oriskany* was sunk at a depth and distance from shore that would preclude most novice divers, with the top of the “island” being at 60 feet and the flight deck at 130 feet. Diving to the flight deck and hangar deck (150 feet) is better suited to those with technical diving skills (i.e., nitrox and trimix).

The primary purpose of the deployment was to enhance the coastal economic activity associated with the recreational dive industry located in the Baldwin County (Alabama) and Escambia County (Florida) regions. Analyses on both single- and two-county scenarios indicated significant economic activities and impacts were realized during the year immediately following the deployment of the *Oriskany* (Haas Center 2007). Approximately 4,200 chartered dive trips were taken to the *Oriskany* during the first year after the sinking. Average expenditures for dive trips originating from non-local destinations were estimated to be \$463, while an average local dive trip resulted in expenditures of \$352. Dive activities originating from Baldwin and Escambia Counties combined resulted in dive-trip related expenditures of \$2.2 million, with an economic impact of \$3.6 million, the creation of 67 jobs, and the generation of \$1.4 million in local incomes. Dive activities originating from Escambia County only resulted in dive-trip related expenditures of \$1.2 million, with an economic impact of \$2 million, the creation of 37 jobs, and the generation of \$740,000 in local incomes.

The *Oriskany* also provided the opportunity to examine the preferences of divers for existing and hypothetical dive opportunities. For example, the perceived value of the possibility of “bundling” (locating) a smaller sunken vessel in the proximity of the *Oriskany* but closer to shore, and thereby increasing the use opportunities of a hypothetical complement of artificial reefs, was examined (Morgan, Massey, and Huth 2009). Subsequent analyses have shown that the concept of bundling additional reef sites does increase the perceived use values associated with large ship artificial reef deployments.

## USS Vandenberg

The 520-foot *USS Vandenberg* was a retired United States Air Force missile tracking ship that was sunk off Key West, Florida in May 2006. The vessel was placed within the Florida Keys National Marine Sanctuary. The primary purpose of the deployment was to enhance local economic development and tourism. The total cost of preparing and sinking

the vessel amounted to \$8.6 million. Subsequent studies have shown that the *Vandenberg* has increased activities within the local dive charter industry, as well as the local economy in general (Office of National Marine Sanctuaries 2011). Following the sinking of the *Vandenberg*, the local dive-related business increased by almost 190 percent. This resulted in an increase of \$6.5 million in expenditures, while annual state and local sales and lodging tax revenues increased by approximately \$620,000. An additional 105 jobs, with \$3.2 million in incomes, were generated by the deployment of the *Vandenberg* as an artificial reef.

Similar to the *USS Spiegel Grove* project, an additional objective of the *Vandenberg* artificial reef project was to assess the diversion of divers and snorkelers from natural reefs to the nearby artificial reef—the *Vandenberg*. As hypothesized, the total use of natural reefs by divers and snorkelers did decline, but the overall increase in activity due to the presence of the *Vandenberg* resulted in a net increase in the use of nearby natural reefs.

## Southwest Florida

A study by the University of Florida focused on the economic impact that artificial reef deployments have on six counties in southwest Florida: Pinellas, Hillsborough, Manatee, Sarasota, Charlotte, and Lee (Swett, Adams, Larkin, Hodges, and Stevens 2011). The study found that approximately 614,000 boating days and over 2 million person days were spent annually utilizing the artificial reefs within the six-county region, with 5,600 persons utilizing the reefs on a daily basis. The primary users of the artificial reefs were private boaters; however, the for-hire sector (guide, party, and charter clients) was also found to be an important user of the complement of artificial reefs in the region. In fact, this study was the first to provide clear insight into the role that the for-hire sector plays in the utilization of Florida's artificial reefs.

The use of artificial reefs in the six-county region resulted in annual expenditures of \$253 million, of which \$136 million was spent by residents in the region and \$117 million was spent by non-residents. Of the total expenditures, \$163 million was spent by private boaters, while \$90 million was spent by clients of the for-hire sector. The annual expenditures on artificial reefs generated economic impacts of \$227 million, along with \$122 million in incomes and \$17 million in business taxes, and created approximately 2,600 jobs. In addition, the study found strong public support for the use of public funds toward providing and maintaining artificial reefs in Florida waters.

## Summary

Florida reportedly has the largest complement of permitted artificial reefs in the nation. These reefs have been shown to be beneficial to the local economies. The studies reviewed above show that artificial reefs do increase economic activity in surrounding communities. Because artificial reefs are valued by users and non-users alike and provide benefits that exceed costs, they may be an effective tool for redirecting use away from natural reefs if such a management objective is required. Overall, artificial reefs are a source of economic value that may justify additional deployments, even after taking into account the opportunity costs associated with scarce public funds.

## References

- Bell, F.W., M.A. Bonn, and V.R. Leeworthy. 1998. Economic Impact and Importance of Artificial Reefs in Northwest Florida. Office of Fisheries Management and Assistance Service, Florida Department of Environmental Administration, Tallahassee, FL.
- Florida Fish and Wildlife Conservation Commission [September 2011]. Artificial Reef Deployment Data. Division of Marine Fisheries Management, Tallahassee, FL. Data found on the following website: <http://myfwc.com/conservation/saltwater/artificial-reefs/>
- Florida Fish and Wildlife Conservation Commission. 2003. State of Florida Artificial Reef Strategic Plan. Division of Marine Fisheries Management, Tallahassee, FL.
- Haas Center. 2007. The Economic Impact of Diving the USS Oriskany on the Regional Economy. The Haas Center for Business Research and Economic Development, The University of West Florida, Pensacola, FL.
- Hanni, E. and H.H. Mathews. 1977. Benefit-Cost Study of Pinellas County Artificial Reefs. FLSGP-T-77-005. Florida Sea Grant College Program, UF/IFAS Extension, Gainesville, FL.
- Johns, G. 2004. *Socioeconomic Study of Reefs in Martin County, Florida*. Report prepared for Martin County, Florida by Hazen and Sawyer, P.C., Hollywood, FL.
- Johns, G., V.R. Leeworthy, F.W. Bell, and M.A. Bonn. 2001. *Socioeconomic Study of Reefs in Southeast Florida*. Report prepared for Miami-Dade County, Florida by Hazen and Sawyer, P.C., Miami, FL.

Leeworthy, V.R., T. Maher, and E.A. Stone. 2005. Can Artificial Reefs Reduce or Alter User Pressure on Adjacent Natural Reefs? Coastal and Ocean Resource Economics Program, Special Projects Office, National Ocean Service, National Oceanic and Atmospheric Administration, Silver Spring, MD.

Leeworthy, V.R., T. Maher, and E.A. Stone. 2006. Can artificial reefs reduce or alter user pressure on adjacent natural reefs? *Bulletin of Marine Science* 78(1): 29–37.

Milon, J.W. 1988. The Economic Benefits of Artificial Reefs: An Analysis of the Dade County, Florida Reef System. SGR-90. Florida Sea Grant College Program, UF/IFAS Extension, Gainesville, FL.

Milon, J.W., S. Holland, and D. Whitmarsh. 2000. Social and Economic Evaluation Methods. *Evaluating Artificial Reefs and Related Aquatic Habitats*, edited by W. Seaman. Boca Raton, FL: CRC Press.

Morgan, O.A., D.M. Massey, and W.L. Huth. 2009. Diving demand for large ship artificial reefs. *Marine Resource Economics* 24(1): 43–59.

Office of National Marine Sanctuaries. 2011. Socioeconomic Monitoring Program for the Florida Keys National Marine Sanctuary—Recreation/Tourism: New Artificial Reefs. National Oceanic and Atmospheric Administration (NOAA), Silver Springs, MD. [http://sanctuaries.noaa.gov/science/socioeconomics/floridakeys/recreation/new\\_reefs.html](http://sanctuaries.noaa.gov/science/socioeconomics/floridakeys/recreation/new_reefs.html).

Schug, D.M. 1978. Political and Economic Aspects of Artificial Reefs in Pinellas County, Florida. M.S. Thesis, Department of Marine Science, University of South Florida, Tampa, FL.

Swett, R.A., C. Adams, S. Larkin, A.W. Hodges, and T.J. Stevens. 2011. Economic Impacts of Artificial Reefs for Six Southwest Florida Counties. TP-178. Florida Sea Grant College Program, UF/IFAS Extension, Gainesville, FL.

Table 1. Number of artificial reef deployments in Florida by county .

County	# of Reefs
Bay	220
Brevard	63
Broward	108
Charlotte	33
Citrus	25
Collier	80
Dade	191
Dixie	9
Duval	96
Escambia	182
Flagler	12
Franklin	47
Gulf	21
Hernando	22
Hillsborough	75
Indian River	10
Lee	116
Levy	31
Manatee	83
Martin	86
Monroe	62
Nassau	17
Okaloosa	181
Palm Beach	75
Pasco	37
Pinellas	401
Santa Rosa	15
Sarasota	156
St. Johns	40
St. Lucie	44
Taylor	17
Volusia	82
Wakulla	33
Walton	4
<b>TOTAL</b>	<b>2,276</b>

Source: Florida Fish and Wildlife Conservation Commission (2011) <http://myfwc.com/conservation/saltwater/artificial-reefs/>



## SUMMARY REPORT

# THE ECONOMIC VALUE OF U.S. CORAL REEFS



EDITED BY Peter E.T. Edwards

Economist and Social Science Coordinator  
NOAA Coral Reef Conservation Program. 2013.  
Summary Report, The Economic Value of U.S.  
Coral Reefs. Silver Spring, MD:NOAA

NOTE: This summary document is a companion document to another report entitled "The Total Economic Value of US Coral Reefs: A Review of the Literature" - Brander et al (2013). The Brander report presents a detailed analysis of US coral reef valuation studies. The authors conducted a meta-analysis of the seven studies presented in this report in addition to a few other valuation studies not included here. The Brander study is a more technical document than this summary report. However for those who require more in depth analysis they are free to refer to it at the web link provided here: <http://coralreef.noaa.gov/Library/Publications/valuemetaanalysis.pdf>

This report was made possible with support from NOAA's Coral Reef Conservation Program

# Contents

Introduction.....	3
Background.....	4
Florida.....	6
Hawaii.....	9
American Samoa.....	11
Commonwealth of the Northern Mariana Islands (CNMI): Saipan.....	14
Guam.....	16
Puerto Rico.....	18
US Virgin Islands.....	20
Conclusions.....	22
References.....	23





# Introduction

Coral reefs are among the most valuable ecosystems on Earth, they provide humans with billions of dollars in economic and environmental services (also known as ecosystem services) such as food, protection for coasts, and tourism. However, increasing population growth rates along with economic and industrial development has resulted in unprecedented pressure to coral reefs. These pressures include impacts from climate change, unsustainable fishing, and land-based pollution.

Domestically, the NOAA Coral Reef Conservation Program (CRCP) funds and equips reef conservation activities by NOAA and its partners in the seven US states and jurisdictions containing coral reefs (American Samoa, the Commonwealth of the Northern Mariana Islands, Florida, Guam, Hawai`i, Puerto Rico, and the US Virgin Islands), as well as in uninhabited islands including the Northwestern Hawaiian Islands and the Pacific Remote Island Areas.

Given some of the threats mentioned above, there are a few questions to consider. *How much are coral reefs worth to society? How much do people care about coral ecosystems? Can we demonstrate the value of these unique ecosystems and account for what we stand to lose if they are irreparably damaged?* Providing answers to these questions can assist with better decisions that influence coral reef resource management and policy. One way to provide answers is through the use of Economic Valuation techniques.

The CRCP recognizes the benefits gained from the strategic use of social science tools in US coral reef jurisdictions and one of these tools includes Natural Resource Valuation. Since 2001, the program has funded social science activities including, valuation studies in seven (7) US coral reef jurisdictions. This document attempts to summarize the major findings of these studies in order to provide an overall report on the value of US coral reefs.



# Background

This document summarizes the work done over a ten year period on seven US coral reef jurisdictions. NOAA was a significant contributor to the seven valuation studies that were conducted during the period. It should be noted that while all the studies were economic valuation studies, they each may have used slightly different approaches. Additionally, each of these studies varies slightly in terms of the theoretical economic assumptions (Total Economic Value, Benefit Transfer, Economic Impact). A list of common valuation approaches is shown in the table below. The references provided for each individual study contain more details on methodology and findings.

**Table 1 Common valuation techniques for goods and services of coral reefs**

Technique	Goods and services
<b>Directly applicable market techniques</b>	
Loss of earnings / Human capital approach (HC)	Tourism/recreation
Change in Productivity / Effect of production (EoP)	Fisheries/ornamental use/tourism
Stock (houses, infrastructure, land) at Risk (SaR)	Coastal protection
Preventive expenditures (PE)	Coastal protection
Damage Costs (DC)	Coastal protection
Replacement costs (RC)	Coastal protection
<b>Revealed preference techniques</b>	
Travel-cost approaches (TC)	Tourism/recreation
Hedonic pricing method (HP)	Amenity value
<b>Stated preference techniques</b>	
Contingent valuation methods (CVM)	Cultural services, biodiversity
Choice Experiment (CE)	Cultural services, biodiversity

Source: Adapted from Dixon (1990), Barton (1994).

Notwithstanding the application of slightly different methodological approaches, which produce different ranges of values<sup>1</sup>, the results and findings in each study support and confirm that coral reefs provide significant benefits to society. Understanding the value of coral reefs therefore provides information that can be used to improve the allocation of resources to ensure conservation.

The report summaries are presented in chronological order

- Florida (2001)
- Hawaii (2002)
- American Samoa (2004)
- Commonwealth of the Northern Mariana Islands (CNMI-Saipan) (2006)
- Guam (2007)
- Puerto Rico (2008)
- US Virgin Islands (2011)

The table below outlines the annual values converted to 2012 dollars (real dollars) for comparison across jurisdictions. Results presented below are based on CRCP funded projects only.

**Table 2 Total Economic Values of US Coral Reef Jurisdictions (2012\$)**

Location	Study Year	Present Value (2012\$ Million/Year)
Florida	2001	324
Hawaii	2002	455
American Samoa	2004	11
CNMI – Saipan	2006	68
Guam	2007	150
Puerto Rico	2008	1,161
US Virgin Islands	2011	210

<sup>1</sup>For example the Puerto Rico study used the Total Economic Valuation approach that sums different types of estimated values and this in turn results in a very high (aggregated) dollar amount.



## Title: Socioeconomic Study of Reefs in Southeast Florida: Final Report (2001)

*Johns, Leeworthy, Bell and Bonn*

This study determined the net economic value of southeast Florida's natural and artificial reef resources to the local economies and the reef users. Southeast Florida is defined as the counties of Palm Beach, Broward, Miami-Dade and Monroe. The study area included, from north to south, the cities of West Palm Beach, Fort Lauderdale, and Miami, and the Florida Keys.

Using survey research methods the researchers measured the economic contribution and the use values of artificial and natural reefs over the twelve-month period of June 2000 to May 2001. The reef users surveyed were boaters who are recreational fishers (commercial fishers were not included), reef divers, reef snorkelers and/or visitors viewing the reefs on glass-bottom boats. The study used a combination of approaches including estimating the economic contribution of visitor and Florida resident spending as well as reef users' willingness to pay for maintaining the condition of the reefs. The study was funded by each of the four counties, the Florida Fish and Wildlife Conservation Commission through the use of Federal Aid in Sport Fish Restoration funds, and the National Oceanic and Atmospheric Administration through the Socioeconomic Monitoring Program for the Florida Keys National Marine Sanctuary.

Between 2000 and 2001, surveys were conducted on the following groups of respondents: Resident boaters (mail survey), General visitors (intercept survey), Visitor boaters (intercept survey) and Charter/Party boats (mail survey). The surveys collected information that was used to estimate participation rates in reef related activities, expenditures related to reef use, willingness to pay and demographic information.

## Findings

### Contribution of Reef-Related Spending to the County Economies

The total economic contribution of the reefs to each county is measured as the contribution of reef-related expenditures to county sales, income and employment. As residents and visitors spend money in the county to participate in reef-related recreation, income and jobs are created within the county. Economic contribution<sup>2</sup> includes the direct, indirect and induced effects of visitor spending and the direct effects of resident spending.

Reef-related expenditures generated **\$505 million** in sales in Palm Beach County, **\$2.1 billion** in sales in Broward County, **\$1.3 billion** in sales in Miami-Dade County and **\$490 million** in sales in Monroe County during the 12-month period **from June 2000 to May 2001**. These sales resulted in \$194 million in income to Palm Beach County residents, \$1.1 billion in income to Broward County residents, \$614 million in income to Miami-Dade County residents and \$139 million in income to Monroe County residents during the same time period. **Reef-related expenditures provided 6,300 jobs in Palm Beach County, 36,000 jobs in Broward County, 19,000 jobs in Miami-Dade County and 10,000 jobs in Monroe County**

**Table 3 Economic Contribution of Reef-Related Expenditures to Each County\***

Type of Economic Contribution	Palm Beach	Broward County	Miami-Dade County	Monroe County
Sales – All Reefs (in millions of 2000 dollars)	\$505	\$2,069	\$1,297	\$490
Artificial Reefs	\$148	\$961	\$419	\$127
Natural Reefs	\$357	\$1,108	\$878	\$363
Income – All Reefs (in millions of 2000 dollars)	\$194	\$1,049	\$614	\$139
Artificial Reefs	\$52	\$502	\$195	\$33
Natural Reefs	\$142	\$547	\$419	\$106
Employment – All Reefs (number of full- and part-time jobs)	6,300	36,000	19,000	10,000
Artificial Reefs	1,800	17,000	6,000	2,000
Natural Reefs	4,500	19,000	13,000	8,000

*\*The economic contributions cannot be summed over the four counties to get the total economic contribution of the reefs to southeast Florida. This is because the concept of economic contribution looks at the economy of the individual geographic area as a separate entity from its neighbors.*

<sup>2</sup>Please note, economic contribution (or impact) as described here is different from “economic benefit or value”. Economic value resides in the contributions that ecosystem functions make to human well-being, while economic impact describes localized economic effects on local businesses and communities (sales, employment, income and taxes). Economic impacts do not measure benefits to resource users.

## Economic Value that Reef Users Place on the Reefs

While the results above highlight the economic impacts from sales and expenditures the researchers also conducted an economic valuation exercise. The researchers used a contingent valuation approach to derive the economic values Florida reef users have. Users were asked about their willingness to pay for specific reef programs. The study estimated four types of use values, these were: (1) the value to natural reef users of maintaining the natural reefs in their existing condition; (2) the value to artificial reef users of maintaining the artificial reefs in their existing condition; (3) the value to artificial and natural reef users of maintaining both the artificial and natural reefs in their existing condition; and (4) the value of adding and maintaining additional artificial reefs. The respondents were asked: *"If your total cost per trip would have been \$\_\_\_\_\_ higher, would you have been willing to pay this amount to maintain the (kind of reef – artificial or natural or both) in their existing condition."* Estimates of value were derived from the survey data using econometric analytical techniques.

**The report found that the aggregate value of visitor and resident reef users in all four counties was \$255 million per year** for the purpose of maintaining both the artificial reefs and the natural reefs in southeast Florida in their current condition by maintaining water quality, limiting damage to reefs from anchoring, and preventing overuse of the reefs. When the projects to protect the artificial and natural reefs are considered separately, visitor and resident reef users in all four counties are willing to pay **\$85 million** per year to protect the artificial reefs and **\$228 million** per year to protect the natural reefs in southeast Florida.

8 For further details see full study <http://coastalsocioeconomics.noaa.gov/core/reefs/02-01.pdf>



## Economic valuation of the coral reefs of Hawaii (2002)

*Cesar, van Beukering, Pintz and Dierking*

Coral reefs are essential for the livelihood of many Hawaiians, through both the provision of tourism and fisheries. Reefs also protect coastal infrastructure, tourist beaches and communities through their ability to dissipate wave energy. In addition, coral reefs play an important spiritual and cultural role in Hawaiian society. The objective of the study were threefold: (i) to assess the economic value of selected case study areas (see below) and of Hawaii as a whole, (ii) to determine the economic costs of reef degradation; (iii) to compare the costs and benefits of various management options which aim to reverse these trends. The economic valuation of natural resources presents a major challenge: how to put a price-tag on goods and services from coral reefs that are not typically traded in the market. A host of valuation techniques are available to value these ecosystem goods and services. Those used in this study are the Effect on Production (EoP); Replacement Costs (RC); Damage Costs (DC); Travel Costs (TC); and the Contingent Valuation Method (CVM)<sup>2</sup>.

### Findings

The average annual benefits that accrue from Hawaiian coral reefs amount to \$364 million. This leads to a net present value of nearly \$10 billion (at a discount rate<sup>3</sup> of 3%). This figure represents the asset value of the coral reefs of the Main Hawaiian Islands. Sensitivity estimates suggest that without discounting, this asset value would be as much as \$19 billion, while a discount rate of 15% would produce a corresponding net present value of \$2.8 billion. The largest contribution (85%) to the yearly benefits of \$364 million is the annual value added by recreation and tourism (\$304

<sup>2</sup> Refer to Table 1

million). Second contributor to overall value is the amenity/property value, with benefits of \$40 million per annum. The impact of reefs on the total property value in Hawaii is modest, but as total property values are so high in Hawaii, a high coral reef related value is still generated. The third most important benefit is biodiversity. This is partly expressed in terms of reef-related research expenditures (\$10 million per year) and partly in terms of non-use value (\$7 million per year). The latter value was estimated through benefit transfer<sup>4</sup>.

**Table 4 Annual benefits and the net present value of the Hawaiian coral reefs and the different study sites**

		Hanauma Bay, Oahu	Kihei Coast, Maui	Kona Coast, Hawaii	Hawaii - overall
Recreational value	Million\$/year	36.23	8.02	8.06	304.16
Amenity value	Million\$/year	0.00	18.26	4.47	40.05
Biodiversity value	Million\$/year	1.11	1.71	4.35	17.00
Fishery value	Million\$/year	0.01	0.10	0.7	2.50
Education spill-over value	Million\$/year	0.22	-	-	-
Total annual benefits	Million\$/year	37.57	28.09	17.68	363.71
Net Present Value @ 3%	Million\$	1,503	522	389	9,722

The table above shows the various benefits for the three case studies, as well as the figures for the State of Hawaii. For Hawaii overall, the asset value of its coral reefs are estimated to be **\$ 9.7 billion**. This is determined as the sum of all future quantified benefits streams over a 50-year period and a 3% discount rate. The last column in the table shows the composition of the main economic benefits of the coral reefs in Hawaii.

The average annual value of the coral reef ecosystem amounts to **\$364 million**. This leads to a **net present value at a discount rate of 3% of nearly \$10 billion**. Without discounting this value would be nearly \$19 billion, **while at a discount rate of 15% the net present value amounts to \$2.8 billion**. These high numbers certainly indicate that it is important, both from an ecological and an economic perspective, to take care of this valuable resource. (For more on discount rates <http://www.iearesearch.com/papers/discounting.pdf>)

It should be noted that a related study was sponsored by NOAA's Office of Response and Restoration. A choice experiment study of the Northwestern Hawaiian Islands was conducted and the researchers' estimated a coral reef value of approximately \$34 Billion dollars (Bishop et al 2011). This figure represents non-use value<sup>5</sup> for the entire US Population. However as mentioned previously, the results of that study are not included in this report.

For further details on the 2002 Hawaii study, go to: [http://www.hcri.ssri.hawaii.edu/files/research/pdf/cesar\\_noaa\\_final\\_report\\_01-02.pdf](http://www.hcri.ssri.hawaii.edu/files/research/pdf/cesar_noaa_final_report_01-02.pdf)

<sup>3</sup> Similar to "interest rate", discount rate is used in cost-benefit analysis and discounted cash flow analysis to calculate the present value of profits that will be received in the future.

<sup>4</sup> Benefit transfer involves transposing existing monetary environmental values estimated at one site (study site) to another (policy site), usually with similar context or physical characteristics.

<sup>5</sup> Economists classify ecosystem values into several types. Two common categories are use values and non-use, or "passive use" values. Use values are based on actual use of the environment (diving, fishing) while non-use values are values that are not associated with actual use (direct use) of an ecosystem or its services. Another category is "existence value", which is the non-use value that people place on simply knowing that something exists, even if they will never see it or use it.

## Economic Valuation of Coral Reefs and Adjacent Habitats in American Samoa (2004)

*Spurgeon, Roxburgh, O' Gorman, Lindley, Ramsey and Polunin*

The coral reefs of American Samoa are one of its most valuable assets, providing benefits to generations of islanders. However, with one of the fastest population growth rates in the world and rapid economic and industrial development the island's coral reefs have come under pressure from habitat loss, over fishing and pollution. In December 2003, the Department of Commerce commissioned a study to undertake an economic valuation of the coral reefs and adjacent habitats of American Samoa. The overall aim of the study was to undertake an economic valuation of coral reefs and adjacent habitats in American Samoa, of sufficient quality and content, to guide future use of resources and management for the territory. In particular, the aim was to focus on current and potential values for corals and mangroves focusing on artisanal and subsistence fisheries, shoreline protection and recreation/tourism (ecotourism). The study also attempted to estimate **potential nonuse values**. That is, values that were predominantly related to social, cultural and biodiversity aspects. **Potential nonuse values result from the** fact that people may have a value for maintaining coastal resources irrespective of their actual use of the resource. The ultimate hope of this effort was that the study information produced would be used to assist in overall policy decision-making, particularly to guide resource management for future generations.

A **general public contingent valuation questionnaire** was designed and used to collect information about the use and importance of coral reefs and mangroves to the local residents on American Samoa. The main aim was to elicit a willingness to pay value covering use and non-use values. The survey was initially piloted amongst a small sample (14 persons) in January 2004 before being modified and conducted island wide in February 2004. Responses were obtained from 300 residents from 44 villages on Tutuila, Ofu and Olosega. Interview sampling locations and

respondents were selected to be reasonably representative of population distribution (e.g. 90% in southern Tutuila) and socio-economic characteristics (e.g. gender, age, place of birth). Potential future values were calculated based on two scenarios; a business as usual (BAU) scenario and an optimum sustainable management (OSM) scenario.

## Findings

The coral reefs and mangroves of American Samoa both provide significant benefits to the territory and mainland US. Total benefits to American Samoa residents and visitors are estimated to be worth around **US\$ 5 million/year for coral reefs** and **US\$ 0.7 million/year for mangroves**. When potential **non-use benefits accruing to US citizens** are included, overall benefits could be in the order of at least US\$ 10 million/year for coral reefs and **US\$ 1.5 million/year for mangroves**. The economic value of corals in American Samoa was shown to be relatively low when compared to other US coral reef jurisdictions. This is because tourism and recreational access to corals is limited, extensive man-made shoreline defenses have already been constructed (due to significant beach sand and rubble mining) and because there is a relatively small and poor population.

**Table 5 Current coral reef annual values (US\$/year)**

Type of benefit		Residents	Visitors	US public	Total
Use benefits	Direct subsistence fishery products	572,000	-	-	572,000
	Direct artisanal fishery products	44,000	-	-	44,000
	Direct subsistence fishing CS1	73,000	-	-	73,000
	Direct snorkelling/diving CS1	38,000	12,000	-	50,000
	Direct snorkel/dive expenditure2	17,000	7,000	-	23,000
	Indirect artisanal fishery products3	70,000	-	-	70,000
	Indirect shoreline protection	447,000	-	-	447,000
Non-use benefits		3,598,000	216,000	4,964,000	8,778,000
Total benefits		4,858,000	235,000	4,964,000	10,057,000

1. CS = Consumer Surplus

2. Visitor expenditures are actually a cost to visitors and a benefit to local businesses/residents

3. Offshore reef-associated bottomfish.

**Table 6 Current mangrove annual values (US\$/year)**

Type of benefit		Residents	Visitors	US public	Total
Use benefits	Direct subsistence fishery products	29,000	-	-	29,000
	Direct subsistence fishing CS1	4,000	-	-	4,000
	Indirect fishery products2	13,000	-	-	13,000
	Indirect shoreline protection	135,000	-	-	135,000
Non-use benefits		541,000	32,000	745,000	1,318,000
Total benefits		722,000	32,000	745,000	1,499,000

1. CS = Consumer Surplus

2. Component of the direct coral reef fishery (accounted for in Table 1)

The tables above also highlight that with US public non-use values included, around 50% of coral reef and mangrove values accrue to residents of American Samoa, equivalent to **US\$ 4.9 million/year and US\$ 0.7 million/year** respectively. Around 75% of the resident values are related to non-uses, which partly capture traditional and social values. However, of particular significance for residents are subsistence fishery catches (worth US\$ 0.6 million/year), shoreline protection services (US\$ 0.5 million/year) and subsistence consumer surplus, which represents part of the way of life in American Samoa (US\$ 73,000/year).

When considered at a macro-scale (e.g. the entire territory or an individual island), the total values appear reasonably large. For instance, the annual coral reef resident and visitor use and non-use values (**US\$ 5 million**) outweigh the current coastal zone management expenditure of around US\$ 2 million per year by two and a half times. Including non-use values for the US population, the total of **US\$10 million** outweighs the management expenditure by five times. Without this investment in management, the coral and mangrove values would rapidly decline to virtually zero.

For more details you can find the full report here [http://www.coralreef.gov/meeting18/ascoralvaluation\\_samoa\\_2007.pdf](http://www.coralreef.gov/meeting18/ascoralvaluation_samoa_2007.pdf)



## The Economic Value of the Coral Reefs of Saipan (2006)

*van Beukering, Haider, Wolfs, Liu, van der Leeuw, Longland, Sablan, Beardmore, di Prima, Massey, Cesar and Hausfather*

van Beukering et al (2006) estimate the total economic value of coral reefs and associated resources on Saipan in the CNMI. This study was commissioned by the US Department of the Interior and NOAA. The main objective of the study was to carry out an economic valuation of the coral reefs and associated resources on Saipan and examine the potential for sustainable financing of conservation efforts. The primary purpose of the household survey (of 375 local residents) was to determine the nature and level of the use and non-use values of coral reefs, from the perspectives of local communities on Saipan.

The survey covered a number of issues, such as respondents' level of beach and marine recreation, environmental awareness, fishing activities and the importance of fish in their diet. The survey showed that the residents of Saipan are strongly connected to the coral reefs and the ocean. Citizens of Saipan heavily use the marine environment surrounding the island for fishing and recreational activities. As such, there is strong concern about further deterioration of the marine environment on Saipan and strong support policy interventions by the CNMI government to reverse the negative trend.

To estimate the economic value of the above-mentioned non-market values, a Discrete Choice Experiment (DCE) was used. Respondents were presented with a series of choice sets, composed of different attributes associated with reefs and their management (e.g. recreation, fisheries, tax payments). They were then asked to choose between these choice sets. Saipan's residents appeared to place a similar value on the ability of reefs to provide local recreational benefits and supply culturally significant fish species. Although there is some indication that Saipan's residents may support increasing the size of the MPA in the lagoon, they are much more concerned with the effects of pollution and managing pollution as a threat to the reefs. They are generally willing to pay more tax for this issue to be addressed. The total annual values for each service are summarized in Table 7 below. The table shows that reef related tourism values account for the largest share of total economic value.

**Table 7 Total coral reef values for CNMI (millions US\$/Year; 2007 prices)**

Ecosystem service	Valuation method	Total value (millions, US\$)
Amenity	Value transfer	3
Commercial fishery	Net factor income	1
Tourism	Travel cost method	45
Recreation	Travel cost method	6
Coastal protection	Avoided damage costs	9
Research	Net factor income	1
<b>Total Economic Value</b>		<b>65</b>

The researchers also investigated the spatial dimension of interactions between the economy and coral reefs. They found that in general, the beneficiaries of the reefs' goods and services were not spread evenly throughout Saipan, but varied from location to location. They used Geographic Information System (GIS) tools to analyze this spatial variation in economic values. They found that the **average value of reefs per square kilometer amounted to \$0.8 million however the highest value per square kilometer was around \$9 million**. The highest value categories were attributed to the most popular diving and snorkeling sites. Based on their comparison of the distribution of reefs' total economic value and their anthropogenic threats, the authors conclude that, in general, the more valuable the reef, the poorer their condition and the greater their threats.

Based on the study findings and in conjunction with Saipan's Local Action Strategy, the following policy recommendations were provided;

1. Tackle the problem of non-point and point source pollution;
2. Make use of the cultural importance residents place on marine ecosystems to improve coral reef management;
3. Develop a comprehensive system of user fees for visitors of the Marine Protected Areas on Saipan.

For further details the full study can be found here: <http://www.crm.gov.mp/pubs/22.pdf>



## Economic Value of Guam's Coral Reefs (2007)

16 *van Beukering, Haider, Longland, Cesar, Sablan, Shjegstad, Beardmore, Liu, Garces*

The objective of this study was to carry out a comprehensive economic valuation of the coral reefs and associated resources in Guam. The focus was on valuing the five main uses of coral reefs in Guam. Some of these are extractive uses, such as fisheries (i); others are non-extractive, such as recreation/tourism (ii), cultural/traditional uses (iii), and education and research (iv). Indirect uses such as shoreline and infrastructure protection (v) are also included in the study. The aim being that with a better understanding of the economic importance of coral reefs, Guam's decision makers can formulate more effective policies utilizing limited funds.

The valuation of Guam's coral reefs involved a series of steps leading to the estimation of the total economic value. The researchers also examined the underlying motives and mechanisms that lie behind the estimated values. In particular, they focused on (1) people's relationships with marine ecosystems; (2) local willingness to pay for coral reef conservation; (3) the economic importance of Guam's reefs; and (4) the spatial variation of reef-associated values and threats. The main purpose of the household survey (of 400 local residents) was to determine the nature and level of the cultural value of coral reefs. The survey covered a number of issues, such as respondents' level of beach and marine recreation, environmental awareness, fishing activities and the importance of fish in their diet.

### Findings

The study found that local residents utilize the coastal marine ecosystems for recreational purposes. A majority of the respondents in Guam have barbeques, swim or wade at the beach. Nevertheless, only a minority can actually swim. A significant share of respondents participates in snorkeling and diving. Clean, clear and safe water and good public facilities were considered to be the most important recreational amenities. Coral reefs and fish abundance were also mentioned as relevant, but were not considered to be crucial amenities. Most local residents reported witnessing a degradation of the

marine environment in recent decades, in particular a decline in both water quality and fish abundance. Between 35% and 45% of respondents were active fishermen. On average, fishermen go fishing around once a week. Despite the depleted fish stocks, fishing has not declined in popularity. In fact, because fishermen have grown older and have more time available, they now go fishing more frequently. Residents of Guam use the marine environment for fishing and recreational activities. As a result, people are concerned about degradation of the marine environment and are willing to support policy interventions that will address the issue. In fact, residents of Guam have clear ideas about the direction in which these policies should move.

The researchers also conducted a Discrete Choice Experiment valuation survey to estimate total economic values (TEV) for Guam’s coral reefs. The study valued the six main ecosystem services provided by coral reefs in Guam, namely support for commercial fisheries, recreation, tourism, cultural/traditional uses, research, and shoreline protection. The total annual values for each ecosystem service and the valuation methods used are summarized in Table 8. The total economic value of Guam’s coral reefs is dominated by the value of tourism activities, which represents approximately three quarters of the TEV.

**Table 8 Total coral reef values for Guam (millions US\$/year; 2007 prices)**

Ecosystem service	Valuation method	Total value (millions, US\$)
Tourism	Travel cost method	104
Recreation	Value transfer and net factor income	10
Commercial Fishery	Net factor income	4
Amenity	Hedonic pricing	11
Coastal protection	Avoided damage costs	9
Research	Net factor income	2
<b>Total Economic Value</b>		<b>139</b>

The authors identified a number of important areas in need of protection:

- The most valuable coral reefs are located within 200 meters of the most popular diving and snorkeling spots.
- Coral reefs in the inner areas of Tumon, Agana and Piti Bays are valuable because of their proximity to the numerous hotels, beaches and parks in these bays.
- Coral reefs along the southern coastline of Guam have a relatively high economic value because of their roles in tourism, fisheries, coastal protection and amenities provision. However, due to serious sedimentation, these reefs are highly threatened.
- The coral reefs located in the north and northeast of the island are in better condition, but their economic (use) value is relatively low.

The report offered some policy recommendations for consideration. The authors suggest that in order to provide economically-sound guidance to decision makers on the management of coral reefs, it was important to:

1. Identify both the most valuable, and most seriously threatened, reefs in Guam;
2. Determine the type of threat endangering a specific reef and select a number of potentially worthwhile interventions;
3. Evaluate the economic benefits and financial costs associated with these interventions, and;
4. Find sustainable sources of funding for management interventions.

For more details go to:

[ftp://data.nodc.noaa.gov/pub/data.nodc/coris/library/NOAA/CRCP/project/1029/econ\\_value\\_guam\\_coral\\_reefs.pdf](ftp://data.nodc.noaa.gov/pub/data.nodc/coris/library/NOAA/CRCP/project/1029/econ_value_guam_coral_reefs.pdf)



## Economic Assessment of Eastern Puerto Rico's Coral Reefs and Associated Environments (2008)

### *Estudios Técnicos Inc*

The Puerto Rican Department of Natural and Environmental Resources hired the consulting firm Estudios Técnicos Inc., to carry out an economic assessment of the coral reefs and associated environments of eastern Puerto Rico, namely Fajardo, the Cordillera reef system, Vieques and Culebra. The objective of the study was to calculate the total economic value of the coral reefs and associated resources in this part of eastern Puerto Rico.

### Approach

The report calculated total economic value on the basis of goods, roles, and services provided by this ecosystem. Using the TEV approach they arrive at this value by adding the use values (value of goods and services) and passive values (future value, legacy value, existential value, and biodiversity value).

### Findings

The non-use values for the Puerto Rican population are estimated through the application of the contingent valuation method and again show that these types of values, when estimated, dominate the total economic value of coral reefs. The total annual values for each service are summarized in Table 9.

**Table 9 Total coral reef values for Puerto Rico (millions US\$/year; 2007 prices)**

Ecosystem service	Valuation method	Total value (millions, US\$)
Small-scale fishing	Gross revenue	1
Recreation and tourism	Travel cost	192
Coastal protection	Value transfer	1
Education and research	Gross revenue	1
Existence value	Contingent valuation	306
Future value	Contingent valuation	193
Bequest value	Contingent valuation	210
Biodiversity	Contingent valuation	191
<b>Total Economic Value</b>		<b>1,093</b>

Coral reef resources, however, continue to deteriorate, mostly due to poor land use practices and improperly regulated tourist/recreational activities. Over the course of this study, factors were identified that have the potential to impact the effective management of these resources, including the following:

1. A lack of understanding on the part of the general population of the importance of coral reefs and their interconnectedness with other coastal resources;
2. A lack of understanding on the part of the general population of what types of tourism/recreational activities are harmful to the resources;
3. The extension and condition of these resources are unknown;
4. Information on research and researchers of these resources is scattered; and
5. The Commonwealth has laws and regulations on the books to protect the reefs, but their enforcement has been inadequate.

Based on the analysis of uses, users, and threats uncovered in the economic assessment exercise, a number of recommendations were put forward. They were roughly grouped under Management and Financing Recommendations.

The management recommendations were:

- Establishment of areas where fishing is permanently banned
- Significantly increase penalties for violations of environmental law
- Implement a study that details the characteristics and demarcation of the zone
- Engage in ecosystem surveillance and supervision
- Limit access to the most sensitive areas
- Buoy placement
- Promotion of sustainable tourism
- Ongoing restoration and monitoring programs
- Implementation of a system for boat access to the area
- Visitor information program

While the suggested financing recommendations were:

- Impose an environmental tax to finance a small fund for maintaining the natural resources of eastern Puerto Rico
- Include tourists and users in the protection and management of the area



## The Economic Value of the Coral Reef Ecosystems of the United States Virgin Islands (2011)

*van Beukering, Brander, van Zanten, Verbrugge and Lems*

The objective of this study was to provide a quantitative measure of how important the reefs are to the USVI in monetary terms and also to generate a reference point with which to compare possible alternative development/conservation plans. The assumption being that information on the Total Economic Value (TEV) of reefs should provide a basis for advocating the preservation of the coral reefs in USVI, establishing damage compensation, setting fees for permit applications or determining potential user fees for residents and tourists.

### Approach

The approach for this study was to focus on valuing the six main uses of coral reefs and adjacent habitats in selected sites on the USVI: (1) fishery value; (2) tourism value; (3) recreational and cultural value; (4) real estate value; (5) shoreline protection; and (6) education/research values. Based on the overall approach mentioned, the study involved a wide range of research activities. These include the following:

1. An elaborate local resident survey aimed at estimating the local cultural and recreation attachment to the marine environment;
2. An extensive tourist survey with the objective to get a comprehensive insight into the importance of the marine environment for visitors to the USVI;
3. A thorough analysis of the coastal protection function of reefs thereby revealing the role of coral reefs in avoiding storm damage to properties and infrastructure;

4. A hedonic pricing analysis based on real estate transactions which demonstrated the positive impact of healthy reefs on house prices;
5. A spatial analysis aimed at preparing value maps of the coral reefs of the USVI.
6. An aggregation exercise combined with a rapid scenario analysis leading to the estimation of the TEV of coral reefs of the USVI.

## Findings

The above activities resulted in the estimation of the main ecosystem services provided by coral reefs in the USVI. However estimation of the various ecosystem service values involved a large number of assumptions that simplify the underlying dynamics and complexity of coral reefs in the USVI. The authors of this study presented lower and upper bound estimates determined for each ecosystem service, recognizing the uncertainty surrounding the economic analysis. In the case of coastal protection, for example, the different storm frequencies available in the literature were used to create a range of values. In the case of the fishery values, the wide range of financial cost estimates was used to set the upper and lower bound of the value. The ranges estimated for each ecosystem service is presented in Table 10 below.

With an average estimate of US\$ 202 million per year, the lower bound estimate is determined at almost US\$100 million per year while the upper bound is set at US\$273 million per year. The authors suggest that further study could allow for the reduction of uncertainties and thus the narrowing of the value range.

**Table 10 Upper and lower bound estimates of the annual benefits of coral reefs in the USVI (2010US\$ million/year)**

Ecosystem Service	Lower bound	Average	Upper bound
Tourism	64.7	102.9	141.0
Recreation & Cultural	17.5	51.1	66.7
Amenity	9.7	37.1	47.2
Coastal protection	3.4	6.7	13.4
Fishery	3.1	3.3	3.4
Research & Education	0.5	1.0	1.5
Total annual economic value	98.9	202.1	273.2

The study provides various insights that may be used to develop policy measures which directly contribute to more sustainable management of coral reefs in the USVI. It also provided a clear perspective of who benefits most from healthy coral reefs. Those who stand to gain the most may be ideal contributors to the preservation of the USVI coral reefs. The study shows that next to tourists, the second most important beneficiary of the coral reefs is the local community, who benefits from the reef in various ways (e.g. recreation, culture, coastal protection). Through stronger engagement of the local public in marine management, decision makers may build more local support for conservation oriented measures while at the same time enhancing the awareness of local communities.

For further details see full study:

[http://www.ivm.vu.nl/en/Images/The%20Economic%20Value%20of%20the%20Coral%20Reefs%20of%20the%20USVI\\_tcm53-232341.pdf](http://www.ivm.vu.nl/en/Images/The%20Economic%20Value%20of%20the%20Coral%20Reefs%20of%20the%20USVI_tcm53-232341.pdf)

# Conclusion

This document presents a brief summary of seven NOAA Coral Reef Conservation Program funded studies. Other valuation studies were conducted in some of the same jurisdictions over this period. For the purposes of this summary report, we have focused only on these seven studies. However, Brander et al (2013) present a detailed analysis of US coral reef valuation studies in which they include the seven studies discussed here as well as a few others. As part of their summary report, Brander et al conducted a meta-analysis of valuation data. They combined the data from all studies and ran multiple regression models that allowed them to examine relationships between variables, for example the statistical relationships between people and their demand (willingness to pay) for particular coral reef attributes. For example, they found that bundles of tourism/recreation activities were more highly valued than individual activities and non-use values for coral reefs were found to be substantially higher than other values.

Brander et al have estimated total economic value of coral reef services for all US coral reef jurisdictions at just over **US\$ 3.4 billion** per year. The authors consider this value to be a partial estimate due to (1) the limited geographical coverage of some state/territory level TEV estimates and (2) the limited set of services that are valued for some states and territories. They have recommended that in order to develop a full picture of the TEV of US coral reefs it is necessary to fill the information gaps on non-use values for the remaining coral reef regions.

Like the report discussed above (Brander et al 2013), this report also comes to a similar conclusion. **Coral reefs contribute significant economic value to the US public.** These studies also confirm that **in order to continue to address the management needs and to build public support for conservation of these resources, economic values must be considered.**

Better consideration of these economic values should lead to more efficient decision making that balances the needs of development and conservation. The findings summarized here demonstrate a need for new valuation studies in order to update some of the more dated coral reef valuation estimates. In some cases, these studies are over 10 years old and would benefit from advances in valuation approaches and econometric techniques. New valuation studies should incorporate attribute based choice experiment survey approaches as well as the use of cutting edge hedonic analyses.

The results from new studies should not only contribute to increased awareness of coral reef values but also could provide useful information that can lead to improvements in policy and decision-making.

## Total Economic Value of US Reefs by Jurisdiction (2012\$)

Location	Study Year	Present Value (2012\$ Million/Year)
Florida	2001	324
Hawaii	2002	455
American Samoa	2004	11
CNMI – Saipan	2006	68
Guam	2007	150
Puerto Rico	2008	1,161
US Virgin Islands	2011	210

# References

- Bishop, R.C., Chapman, D.J., Kanninen, B. J., Krosnick, J.A., Leeworthy, V.R., and Meade, N.F. (2011). Total economic value for protecting and restoring Hawaiian coral reef ecosystems: Final Report. Silver Spring, MD: NOAA Office of National Marine Sanctuaries, Office of Response and Restoration, and Coral Reef Conservation Program. NOAA Technical Memorandum CRCP 16. 406 pp.
- Brander, L. and van Beukering, P. (2013) The Total Economic Value of US Coral Reefs : A Review of the Literature. February 2013. NOAA Coral Reef Conservation Program.
- Cesar, H.J., van Beukering, P., Pintz, S., Dierking, J. (2002) Economic valuation of the coral reefs of Hawaii. December 23, 2002. NOAA Coastal Ocean Program and University of Hawaii Coral Reef Initiative Research Program.
- Estudios Técnicos, 2007. Economic Assessment of Eastern Puerto Rico's Coral Reefs and Associated Environments. San Juan, Puerto Rico
- Johns, G.M., Leeworthy, V.R., Bell, F.W., and Bonn, M.A., 2001. Socioeconomic Study of Reefs in Southeast Florida. National Oceanic and Atmospheric Administration, National Ocean Service, Special Projects
- Spurgeon, J., Roxburgh, T., O'Gorman, S., Lindley, R., Ramsey, D., Polunin, N. (2004) Economic Valuation of Coral Reefs and Adjacent Habitats in American Samoa. Final Report. Department of Commerce and Government of American Samoa. November 2004
- van Beukering, P, Wolfgang Haider, W., Wolfs, E., Liu, Y., van der Leeuw, K., Longland, M., Sablan, J., Beardmore, B., di Prima, S., Massey, E., Cesar, H., and Hausfather, Z. (2006). The Economic Value of the Coral Reefs of Saipan, Commonwealth of the Northern Mariana Islands. Cesar Environmental Economics Consulting, Arnhem, The Netherlands. Department of the Interior and National Oceanic and Atmospheric Administration. Washington DC.
- van Beukering, P., Haider, W., Longland, M., Cesar, H., Sablan, J., Shjegstad, S., Beardmore, B., Liu, Y., and Omega Garces, G. (2007) The Economic Value of Guam's Coral Reefs. University of Guam Marine Laboratory Technical Report No. 116
- van Beukering, P. Brander, L., Van Zanten, B., Verbrugge, E., Lems, K., (2011). The Economic Value of the Coral Reef Ecosystems of the United States Virgin Islands. IVM Report number: R-11/06.





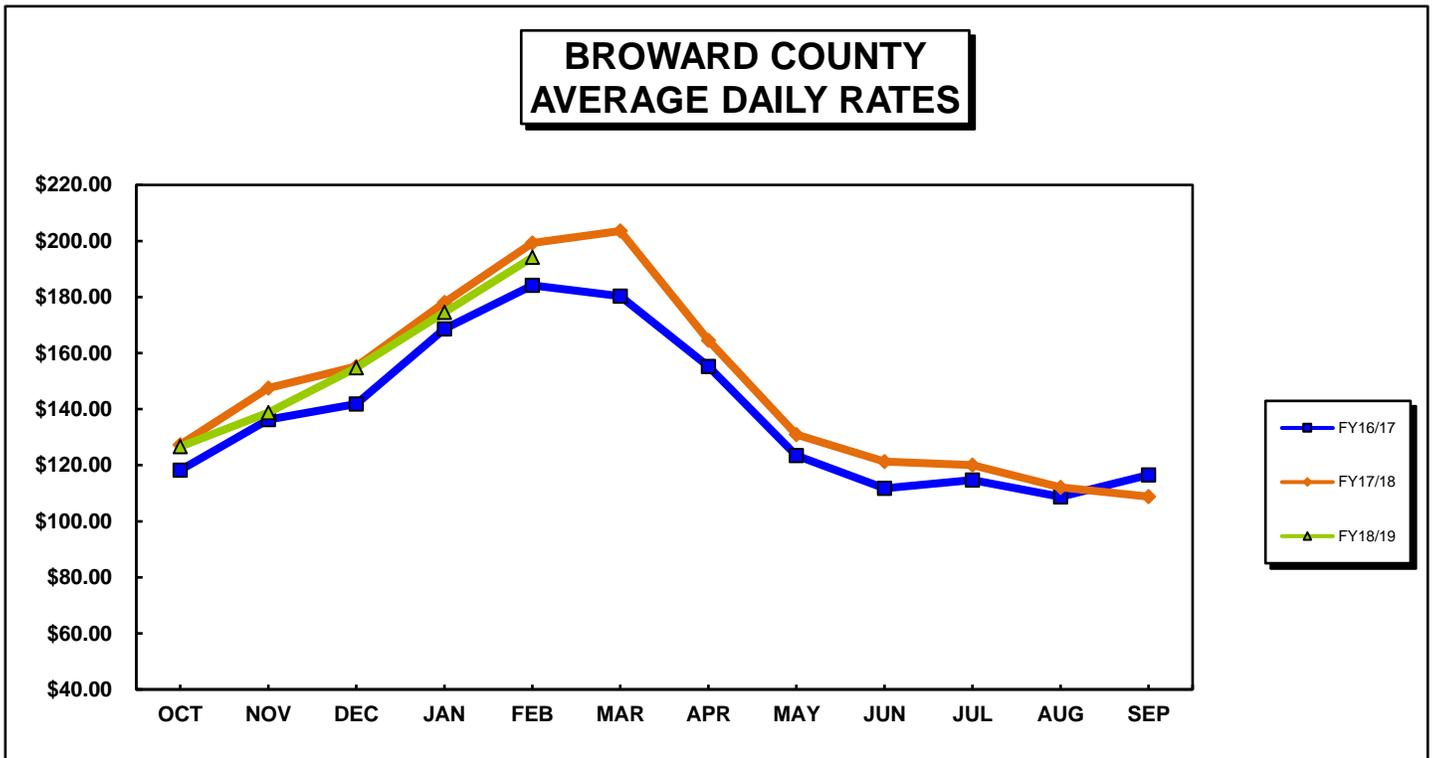
<http://coralreef.noaa.gov/>



NOAA Coral Reef Conservation Program, N/OCRM  
1305 East West Highway, 10th Floor  
Silver Spring, MD 20910-3281

## GREATER FORT LAUDERDALE AVERAGE DAILY RATES

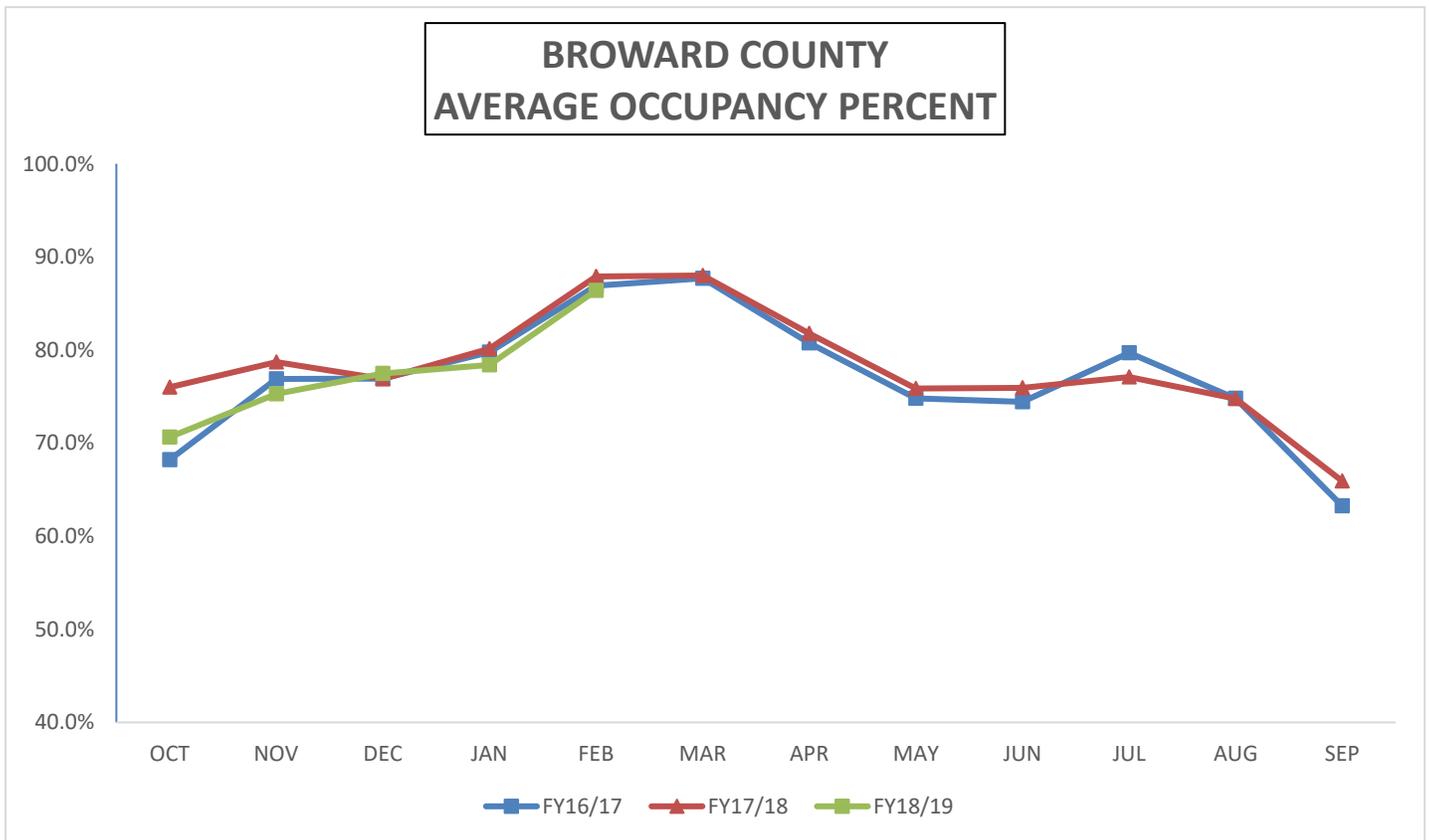
	FY16/17	FY17/18	FY18/19
<b>OCT</b>	\$118.29	\$127.34	\$126.62
<b>NOV</b>	\$136.33	\$147.58	\$138.81
<b>DEC</b>	\$141.80	\$155.30	\$154.82
<b>JAN</b>	\$168.59	\$178.12	\$174.54
<b>FEB</b>	\$184.18	\$199.32	\$194.14
<b>MAR</b>	\$180.31	\$203.56	
<b>APR</b>	\$155.20	\$164.55	
<b>MAY</b>	\$123.43	\$130.99	
<b>JUN</b>	\$111.80	\$121.33	
<b>JUL</b>	\$114.72	\$120.04	
<b>AUG</b>	\$108.74	\$112.09	
<b>SEP</b>	\$116.50	\$108.80	
<b>ANNUAL AVERAGE</b>	<b>\$138.32</b>	<b>\$147.42</b>	



SOURCE:

## GREATER FORT LAUDERDALE AVERAGE OCCUPANCY PERCENT

	FY16/17	FY17/18	FY18/19
<b>OCT</b>	68.2%	76.0%	70.6%
<b>NOV</b>	76.9%	78.7%	75.3%
<b>DEC</b>	76.9%	76.9%	77.5%
<b>JAN</b>	79.8%	80.1%	78.4%
<b>FEB</b>	86.9%	87.9%	86.4%
<b>MAR</b>	87.7%	88.0%	
<b>APR</b>	80.8%	81.8%	
<b>MAY</b>	74.8%	75.9%	
<b>JUN</b>	74.4%	75.9%	
<b>JUL</b>	79.7%	77.1%	
<b>AUG</b>	74.8%	74.8%	
<b>SEP</b>	63.3%	65.9%	
<b>ANNUAL AVERAGE</b>	77.0%	78.2%	

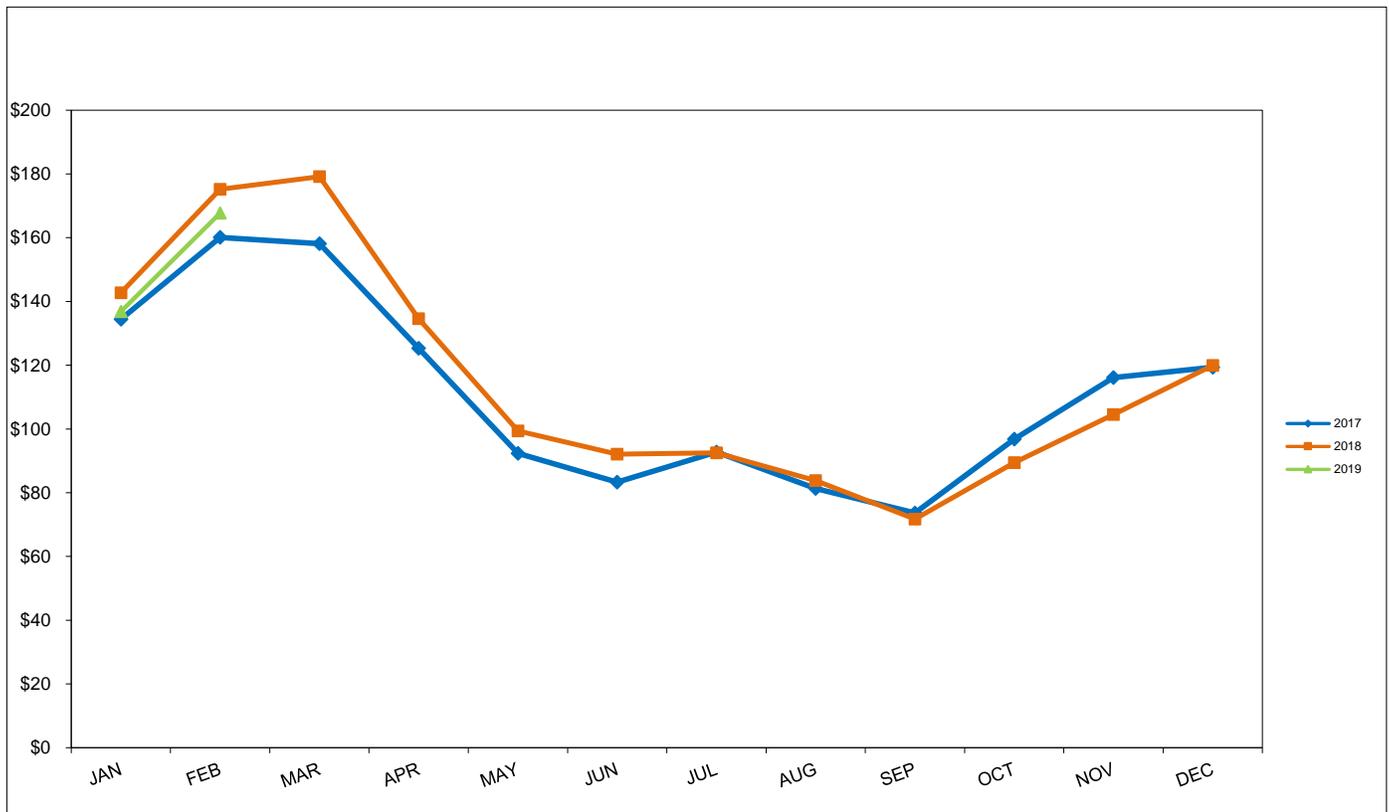


SOURCE:

Smith Travel Research: Lodging Market Trend Report, GFLCVB (1997 - Present) Annual Average Weighted

# GREATER FORT LAUDERDALE CONVENTION & VISITORS BUREAU RevPAR ANALYSIS

	2017	2018	2019
JAN	\$134.47	\$142.70	\$136.84
FEB	\$160.08	\$175.20	\$167.72
MAR	\$158.09	\$179.15	
APR	\$125.34	\$134.57	
MAY	\$92.36	\$99.38	
JUN	\$83.34	\$92.13	
JUL	\$92.76	\$92.54	
AUG	\$81.32	\$83.80	
SEP	\$73.65	\$71.73	
OCT	\$96.78	\$89.45	
NOV	\$116.15	\$104.49	
DEC	\$119.35	\$119.94	



Source: Smith Travel Research, Greater Fort Lauderdale Convention & Visitors Bureau.

DATE	VENDOR NAME	DESCRIPTION	DEPARTMENT	TYPE OF ACTIVITIES	AMOUNT
10/1/2018	CRUISE LINES INTERNATIONAL ASSOCIATION	27366	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	40000.000
10/1/2018	SANDS EXPO AND CONVENTION CENTER		BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	8308.000
10/11/2018	CVENT, INC	28537	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	2351.000
10/31/2018	HARBOR BEACH MARRIOTT RESORT & SPA	29070	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	6585.000
11/1/2018	INSTITUTE OF REAL ESTATE MANAGEMENT II	29105	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	9000.000
11/1/2018	NORTHEAST CVB REPRESENTATIVES INC	29106	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	450.000
11/7/2018	CVBREPS	29261	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	2000.000
11/26/2018	CONFERENCE DIRECT	29505	BA-CVB Convention Group Sales	Tvl-Conference Registration	11000.000
11/27/2018	HILTON FORT LAUDERDALE MARINA	29487	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	10265.480
11/30/2018	DIPLOMAT HOTEL LESSEE LLC	29185	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	23177.000
11/30/2018	THE WESTIN FORT LAUDERDALE BEACH RES	29640	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	3012.000
12/4/2018	DESTINATIONS INTERNATIONAL	29711	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	12700.000
12/10/2018	HARBOR BEACH MARRIOTT RESORT & SPA	29954	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	1096.000
12/10/2018	FT LAUDERDALE EMBASSY SUITES LEASING	29957	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	1360.000
12/11/2018	VISIT FLORIDA	29981	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	5000.000
10/31/2018	WELLS FARGO BANK NA	0000000001	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	23.000
10/31/2018	WELLS FARGO BANK NA	0000000006	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	23.000
10/31/2018	WELLS FARGO BANK NA	00093129	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	15.000
10/31/2018	WELLS FARGO BANK NA	1817252	BA-CVB Convention Group Sales	Tvl-Hotels	1388.950
10/31/2018	WELLS FARGO BANK NA	189102412460224	BA-CVB Convention Group Sales	Tvl-Hotels	129.000
10/31/2018	WELLS FARGO BANK NA	37F900757629A209	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	25.000
10/31/2018	WELLS FARGO BANK NA	380C3ACF8966H208	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	125.000
10/31/2018	WELLS FARGO BANK NA	381202836232A207	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	50.000
10/31/2018	WELLS FARGO BANK NA	41004726798	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	535.000
10/31/2018	WELLS FARGO BANK NA	5157437	BA-CVB Convention Group Sales	Tvl-Conference Registration	600.000
10/31/2018	WELLS FARGO BANK NA	941164538	BA-CVB Convention Group Sales	Tvl-Car Rentals	38.090
10/31/2018	WELLS FARGO BANK NA	941370030	BA-CVB Convention Group Sales	Tvl-Car Rentals	76.160
10/31/2018	WELLS FARGO BANK NA	98840004	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	10.000
10/31/2018	WELLS FARGO BANK NA	997	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	24.000
10/31/2018	WELLS FARGO BANK NA	ALASKA AIR	BA-CVB Convention Group Sales	Tvl-Airfare	158.000
10/31/2018	WELLS FARGO BANK NA	ALASKA AIR 0272188445060	BA-CVB Convention Group Sales	Tvl-Airfare	241.400
10/31/2018	WELLS FARGO BANK NA	ALEXANDRIA PARKING METERS	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	7.650
10/31/2018	WELLS FARGO BANK NA	DELTA AIR 0062346763273	BA-CVB Convention Group Sales	Tvl-Airfare	677.500
10/31/2018	WELLS FARGO BANK NA	DELTA AIR BAGGAGE FEE	BA-CVB Convention Group Sales	Tvl-Airfare	25.000
10/31/2018	WELLS FARGO BANK NA	DESERT CAB	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	13.720

10/31/2018 WELLS FARGO BANK NA	JETBLUE 2792603445654	BA-CVB Convention Group Sales	Tvl-Airfare	25.000
10/31/2018 WELLS FARGO BANK NA	P68008763	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	12.000
10/31/2018 WELLS FARGO BANK NA	TAXI SVC LAS VEGAS	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	98.520
10/31/2018 WELLS FARGO BANK NA	V000001000000	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	8.600
10/31/2018 WELLS FARGO BANK NA	VWN2QYVKML2	BA-CVB Convention Group Sales	Tvl-Conference Registration	150.000
10/31/2018 WELLS FARGO BANK NA	216875908885884384	BA-CVB Convention Group Sales	Tvl-Airfare	321.680
10/31/2018 WELLS FARGO BANK NA	1	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	108.000
10/31/2018 WELLS FARGO BANK NA	189102412460098	BA-CVB Convention Group Sales	Tvl-Hotels	258.000
10/31/2018 WELLS FARGO BANK NA	360600-3571091531	BA-CVB Convention Group Sales	Tvl-Conference Registration	75.000
10/31/2018 WELLS FARGO BANK NA	374110104290004	BA-CVB Convention Group Sales	Tvl-Hotels	657.000
10/31/2018 WELLS FARGO BANK NA	374110104290034	BA-CVB Convention Group Sales	Tvl-Hotels	72.270
10/31/2018 WELLS FARGO BANK NA	AG0E2A09FDB0	BA-CVB Convention Group Sales	Tvl-Conference Registration	1375.000
10/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0012315720864	BA-CVB Convention Group Sales	Tvl-Airfare	444.390
10/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0012316342514	BA-CVB Convention Group Sales	Tvl-Airfare	352.390
10/31/2018 WELLS FARGO BANK NA	AP0EF8DB7B51	BA-CVB Convention Group Sales	Tvl-Conference Registration	109.000
10/31/2018 WELLS FARGO BANK NA	AR0EFAC83C4D	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	395.000
10/31/2018 WELLS FARGO BANK NA	CHI TAXI MED 04	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	147.300
10/31/2018 WELLS FARGO BANK NA	CMT CHICAGO IL27690015	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	56.000
10/31/2018 WELLS FARGO BANK NA	TAXI SVC CHICAGO	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	60.200
10/31/2018 WELLS FARGO BANK NA	TAXI SVC FORT LAUDERDA	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	19.560
10/31/2018 WELLS FARGO BANK NA	TAXI SVC NEW YORK	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	60.500
10/31/2018 WELLS FARGO BANK NA	ZAOU3IKHAT2YY3FE3	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	78.000
10/31/2018 WELLS FARGO BANK NA	00697728	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	90.000
10/31/2018 WELLS FARGO BANK NA	1181715	BA-CVB Convention Group Sales	Tvl-Conference Registration	2000.000
10/31/2018 WELLS FARGO BANK NA	1815277	BA-CVB Convention Group Sales	Tvl-Hotels	1388.950
10/31/2018 WELLS FARGO BANK NA	61354060088	BA-CVB Convention Group Sales	Tvl-Conference Registration	60.000
10/31/2018 WELLS FARGO BANK NA	DELTA AIR 0062343055632	BA-CVB Convention Group Sales	Tvl-Airfare	586.520
10/31/2018 WELLS FARGO BANK NA	DELUXE TAXI CA24350019	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	13.850
10/31/2018 WELLS FARGO BANK NA	LAS TAXI 8093	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	37.810
10/31/2018 WELLS FARGO BANK NA	QU4YYKBV4BDJAEVWC	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	5.000
10/31/2018 WELLS FARGO BANK NA	TAXI SVC LAS VEGAS	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	21.990
10/31/2018 WELLS FARGO BANK NA	0000000033	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	12.000
10/31/2018 WELLS FARGO BANK NA	0000011130	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	41.250
10/31/2018 WELLS FARGO BANK NA	100241	BA-CVB Convention Group Sales	Tvl-Meals	27.720
10/31/2018 WELLS FARGO BANK NA	113100503290005	BA-CVB Convention Group Sales	Tvl-Meals	24.140
10/31/2018 WELLS FARGO BANK NA	114100603340006	BA-CVB Convention Group Sales	Tvl-Meals	24.140
10/31/2018 WELLS FARGO BANK NA	131100703290002	BA-CVB Convention Group Sales	Tvl-Meals	15.890

10/31/2018 WELLS FARGO BANK NA	131102303310002	BA-CVB Convention Group Sales	Tvl-Meals	24.140
10/31/2018 WELLS FARGO BANK NA	148102403290007	BA-CVB Convention Group Sales	Tvl-Meals	25.960
10/31/2018 WELLS FARGO BANK NA	158100704300262	BA-CVB Convention Group Sales	Tvl-Hotels	387.000
10/31/2018 WELLS FARGO BANK NA	189102412460097	BA-CVB Convention Group Sales	Tvl-Hotels	258.000
10/31/2018 WELLS FARGO BANK NA	3539731219544678335	BA-CVB Convention Group Sales	Tvl-Meals	19.950
10/31/2018 WELLS FARGO BANK NA	38840012	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	112.000
10/31/2018 WELLS FARGO BANK NA	38840027	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	84.000
10/31/2018 WELLS FARGO BANK NA	5416	BA-CVB Convention Group Sales	Tvl-Meals	16.170
10/31/2018 WELLS FARGO BANK NA	7446	BA-CVB Convention Group Sales	Tvl-Meals	7.110
10/31/2018 WELLS FARGO BANK NA	8833	BA-CVB Convention Group Sales	Tvl-Meals	18.300
10/31/2018 WELLS FARGO BANK NA	BOATYARD	BA-CVB Convention Group Sales	Tvl-Meals	39.800
10/31/2018 WELLS FARGO BANK NA	CHICK FIL A	BA-CVB Convention Group Sales	Tvl-Meals	10.760
10/31/2018 WELLS FARGO BANK NA	CMT MIAMI FL 27800010	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	15.000
10/31/2018 WELLS FARGO BANK NA	FLT TAXI 0748	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	19.550
10/31/2018 WELLS FARGO BANK NA	MONDO GOURMET COFFEE & M	BA-CVB Convention Group Sales	Tvl-Meals	8.200
10/31/2018 WELLS FARGO BANK NA	MYRA HARBOR CAFE	BA-CVB Convention Group Sales	Tvl-Meals	12.280
10/31/2018 WELLS FARGO BANK NA	SOUTHWES 5261498228378	BA-CVB Convention Group Sales	Tvl-Airfare	484.600
10/31/2018 WELLS FARGO BANK NA	TAXI SVC FORT LAUDERDA	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	15.000
10/31/2018 WELLS FARGO BANK NA	WXWQT3BSTXSSRX5Z9	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	18.120
10/31/2018 WELLS FARGO BANK NA	0001183951	BA-CVB Convention Group Sales	Tvl-Hotels	115.000
10/31/2018 WELLS FARGO BANK NA	1816926	BA-CVB Convention Group Sales	Tvl-Hotels	1388.950
10/31/2018 WELLS FARGO BANK NA	35063704	BA-CVB Convention Group Sales	Tvl-Conference Registration	140.000
10/31/2018 WELLS FARGO BANK NA	SILVER AIR 4492101639108	BA-CVB Convention Group Sales	Tvl-Airfare	306.600
10/31/2018 WELLS FARGO BANK NA	TAXI SVC LAS VEGAS	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	16.800
10/31/2018 WELLS FARGO BANK NA	Z6NYFSFRXZL	BA-CVB Convention Group Sales	Tvl-Conference Registration	150.000
10/31/2018 WELLS FARGO BANK NA	ES: DOSM Meeting - Parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	3.750
10/31/2018 WELLS FARGO BANK NA	ES: Hotel - Jennifer Sena	BA-CVB Convention Group Sales	Tvl-Hotels	545.000
10/31/2018 WELLS FARGO BANK NA	ES: Hotel - Liz Kara (no-show)	BA-CVB Convention Group Sales	Tvl-Hotels	122.080
10/31/2018 WELLS FARGO BANK NA	ES: IMEX Taxi	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	59.370
10/31/2018 WELLS FARGO BANK NA	ES: Local Parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	13.000
10/31/2018 WELLS FARGO BANK NA	ES: Alliance Mtng - Parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	2.500
10/31/2018 WELLS FARGO BANK NA	ES: BB&T Event - Parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	20.000
10/31/2018 WELLS FARGO BANK NA	ES: IMEX - Airport parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	45.000
10/31/2018 WELLS FARGO BANK NA	ES: IMEX - Hotel folio	BA-CVB Convention Group Sales	Tvl-Hotels	734.720
10/31/2018 WELLS FARGO BANK NA	ES: IMEX - Taxi	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	52.770
10/31/2018 WELLS FARGO BANK NA	ES: Local Parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	9.000
10/31/2018 WELLS FARGO BANK NA	ES: NADCO Precon-Parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	6.000

10/31/2018 WELLS FARGO BANK NA	ES: Yotel Mtng- Parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	6.000
10/31/2018 WELLS FARGO BANK NA	291013	BA-CVB Convention Group Sales	Prmtrl Act-Promotnl Activities	12000.000
10/31/2018 WELLS FARGO BANK NA	291014	BA-CVB Convention Group Sales	Prmtrl Act-Promotnl Activities	877.350
10/31/2018 WELLS FARGO BANK NA	PrizePad	BA-CVB Convention Group Sales	Prmtrl Act-Promotnl Activities	5650.000
12/21/2018 CVENT, INC	Cvent Hospitality Cloud Servic	BA-CVB Convention Group Sales	Prmtrl Act-Promotnl Activities	13142.500
12/31/2018 DESTINATIONS INTERNATIONAL		BA-CVB Convention Group Sales	Prmtrl Act-Promotnl Activities	10000.000
1/13/2019 VISIT FLORIDA	30356	BA-CVB Convention Group Sales	Prmtrl Act-Promotnl Activities	10015.000
1/2/2019 LEADING AUTHORITIES, INC	30367	BA-CVB Convention Group Sales	Prmtrl Act-Promotnl Activities	15000.000
11/30/2018 WELLS FARGO BANK NA	003791	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	25.000
11/30/2018 WELLS FARGO BANK NA	015611	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	13.000
11/30/2018 WELLS FARGO BANK NA	071593	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	14.000
11/30/2018 WELLS FARGO BANK NA	10874709	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	112.570
11/30/2018 WELLS FARGO BANK NA	1251827596	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	20.000
11/30/2018 WELLS FARGO BANK NA	184816448558690846	BA-CVB Convention Group Sales	Tvl-Hotels	464.500
11/30/2018 WELLS FARGO BANK NA	21848821	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	94.400
11/30/2018 WELLS FARGO BANK NA	34370001	BA-CVB Convention Group Sales	Tvl-Conference Registration	60.000
11/30/2018 WELLS FARGO BANK NA	348722-35859105-8	BA-CVB Convention Group Sales	Tvl-Conference Registration	1420.000
11/30/2018 WELLS FARGO BANK NA	41037690618	BA-CVB Convention Group Sales	Tvl-Conference Registration	1950.000
11/30/2018 WELLS FARGO BANK NA	479678	BA-CVB Convention Group Sales	Tvl-Hotels	586.740
11/30/2018 WELLS FARGO BANK NA	633061106	BA-CVB Convention Group Sales	Tvl-Conference Registration	40.000
11/30/2018 WELLS FARGO BANK NA	729	BA-CVB Convention Group Sales	Tvl-Conference Registration	700.000
11/30/2018 WELLS FARGO BANK NA	ALASKA AIR 0272189414009	BA-CVB Convention Group Sales	Tvl-Airfare	205.800
11/30/2018 WELLS FARGO BANK NA	P61003664	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	110.000
11/30/2018 WELLS FARGO BANK NA	TAXI SVC NEW ORLEANS	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	81.000
11/30/2018 WELLS FARGO BANK NA	011608	BA-CVB Convention Group Sales	Tvl-Hotels	675.360
11/30/2018 WELLS FARGO BANK NA	036748	BA-CVB Convention Group Sales	Tvl-Hotels	717.000
11/30/2018 WELLS FARGO BANK NA	343601823	BA-CVB Convention Group Sales	Tvl-Car Rentals	219.410
11/30/2018 WELLS FARGO BANK NA	378755177-8605488	BA-CVB Convention Group Sales	Tvl-Conference Registration	60.120
11/30/2018 WELLS FARGO BANK NA	CHI TAXI MED 04	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	108.100
11/30/2018 WELLS FARGO BANK NA	DELTA AIR 0062349672495	BA-CVB Convention Group Sales	Prmtrl Act-Promotnl Activities	475.000
11/30/2018 WELLS FARGO BANK NA	DELTA AIR 0062349672496	BA-CVB Convention Group Sales	Prmtrl Act-Promotnl Activities	475.000
11/30/2018 WELLS FARGO BANK NA	DELTA AIR 0062349672497	BA-CVB Convention Group Sales	Prmtrl Act-Promotnl Activities	475.000
11/30/2018 WELLS FARGO BANK NA	MEARSSVC 5765	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	55.200
11/30/2018 WELLS FARGO BANK NA	PO331270161950	BA-CVB Convention Group Sales	Tvl-Conference Registration	120.000
11/30/2018 WELLS FARGO BANK NA	SOUTHWES 5262413224856	BA-CVB Convention Group Sales	Tvl-Airfare	330.960
11/30/2018 WELLS FARGO BANK NA	TAXI SVC CHICAGO	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	52.000
11/30/2018 WELLS FARGO BANK NA	TAXI SVC NEW YORK	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	60.500

11/30/2018 WELLS FARGO BANK NA	TAXI SVC ORLANDO	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	47.580
11/30/2018 WELLS FARGO BANK NA	00739755	BA-CVB Convention Group Sales	Tvl-Mileage	60.000
11/30/2018 WELLS FARGO BANK NA	185688478558690846	BA-CVB Convention Group Sales	Tvl-Hotels	319.410
11/30/2018 WELLS FARGO BANK NA	381797919-8649688	BA-CVB Convention Group Sales	Tvl-Conference Registration	97.110
11/30/2018 WELLS FARGO BANK NA	79006303	BA-CVB Convention Group Sales	Tvl-Conference Registration	69.000
11/30/2018 WELLS FARGO BANK NA	HOTEL UNICO 20N 87W RM	BA-CVB Convention Group Sales	Tvl-Hotels	0.010
11/30/2018 WELLS FARGO BANK NA	004619	BA-CVB Convention Group Sales	Tvl-Hotels	163.910
11/30/2018 WELLS FARGO BANK NA	082333	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	38.000
11/30/2018 WELLS FARGO BANK NA	165443	BA-CVB Convention Group Sales	Tvl-Hotels	257.180
11/30/2018 WELLS FARGO BANK NA	2154962700	BA-CVB Convention Group Sales	Tvl-Meals	34.030
11/30/2018 WELLS FARGO BANK NA	21991316	BA-CVB Convention Group Sales	Tvl-Hotels	216.450
11/30/2018 WELLS FARGO BANK NA	AMERICAN AIR0012323492058	BA-CVB Convention Group Sales	Tvl-Airfare	519.600
11/30/2018 WELLS FARGO BANK NA	HYATT PLACE MT LAUREL F&	BA-CVB Convention Group Sales	Tvl-Meals	12.700
11/30/2018 WELLS FARGO BANK NA	HYATT REGENCY NEW BRUN/F	BA-CVB Convention Group Sales	Tvl-Meals	25.330
11/30/2018 WELLS FARGO BANK NA	NEW TARRYTOWN DELI	BA-CVB Convention Group Sales	Tvl-Meals	15.720
11/30/2018 WELLS FARGO BANK NA	SOUTHWES 5262408709745	BA-CVB Convention Group Sales	Tvl-Airfare	265.950
11/30/2018 WELLS FARGO BANK NA	STEAKHOUSE 85	BA-CVB Convention Group Sales	Tvl-Meals	43.190
11/30/2018 WELLS FARGO BANK NA	TAXI SVC LONG ISLAND C	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	18.650
11/30/2018 WELLS FARGO BANK NA	1	BA-CVB Convention Group Sales	Prmtl Act-Demonstration Suppl	750.400
11/30/2018 WELLS FARGO BANK NA	CONVENTION PLANT CREATI	BA-CVB Convention Group Sales	Prmtl Act-Demonstration Suppl	138.750
11/30/2018 WELLS FARGO BANK NA	NEW ORLEANS EMEST	BA-CVB Convention Group Sales	Prmtl Act-Demonstration Suppl	116.000
11/30/2018 WELLS FARGO BANK NA	PersonID---12685043	BA-CVB Convention Group Sales	Prmtl Act-Demonstration Suppl	525.000
11/30/2018 WELLS FARGO BANK NA	ES:	BA-CVB Convention Group Sales	Tvl-Airfare	400.490
11/30/2018 WELLS FARGO BANK NA	ES: DI CSS Registration	BA-CVB Convention Group Sales	Tvl-Conference Registration	695.000
11/30/2018 WELLS FARGO BANK NA	ES: Hotel Folio - Liz Kara	BA-CVB Convention Group Sales	Tvl-Hotels	645.000
11/30/2018 WELLS FARGO BANK NA	ES: Parking - HSMAl Event	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	16.000
11/30/2018 WELLS FARGO BANK NA	ES: Airline ticket - DC SlS Ca	BA-CVB Convention Group Sales	Tvl-Airfare	448.110
11/30/2018 WELLS FARGO BANK NA	ES: Local Parking - ASAE Leade	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	18.020
11/30/2018 WELLS FARGO BANK NA	ES: Local Parking - Alliance e	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	7.500
11/30/2018 WELLS FARGO BANK NA	ES: Local Parking - Chamber of	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	6.000
11/30/2018 WELLS FARGO BANK NA	ES: Local parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	16.800
11/30/2018 WELLS FARGO BANK NA	ES: Visit Florida - Tolls	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	10.000
11/30/2018 WELLS FARGO BANK NA	PO 317079238172	BA-CVB Convention Group Sales	Prmtl Act-Demonstration Suppl	1705.730
11/30/2018 WELLS FARGO BANK NA	PO 317199237933	BA-CVB Convention Group Sales	Prmtl Act-Demonstration Suppl	127.920
11/30/2018 WELLS FARGO BANK NA	PO 317428237991	BA-CVB Convention Group Sales	Prmtl Act-Demonstration Suppl	436.400
11/30/2018 WELLS FARGO BANK NA	PO 317757238087	BA-CVB Convention Group Sales	Prmtl Act-Demonstration Suppl	1606.110
11/30/2018 WELLS FARGO BANK NA	AL0CFCB9E337	BA-CVB Convention Group Sales	Tvl-Conference Registration	7500.000

1/11/2019 TRAVELCLICK, INC.	30673	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	23000.000
1/11/2019 NORTH AMERICAN SOC.FOR PEDIATRIC GAS	30681	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	28072.500
1/23/2019 THE WESTIN FORT LAUDERDALE BEACH RES	30918	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	825.000
12/31/2018 WELLS FARGO BANK NA	0000000008	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	21.000
12/31/2018 WELLS FARGO BANK NA	0000000009	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	21.000
12/31/2018 WELLS FARGO BANK NA	1	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	13.000
12/31/2018 WELLS FARGO BANK NA	10239030	BA-CVB Convention Group Sales	Tvl-Conference Registration	1500.000
12/31/2018 WELLS FARGO BANK NA	18810198	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	32.000
12/31/2018 WELLS FARGO BANK NA	384128-3667436170	BA-CVB Convention Group Sales	Tvl-Conference Registration	55.000
12/31/2018 WELLS FARGO BANK NA	58400048	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	35.000
12/31/2018 WELLS FARGO BANK NA	JETBLUE 2792114644552	BA-CVB Convention Group Sales	Tvl-Airfare	186.390
12/31/2018 WELLS FARGO BANK NA	TAXI SVC WASHINGTON DC	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	7.580
12/31/2018 WELLS FARGO BANK NA	UNITED 0162429445858	BA-CVB Convention Group Sales	Tvl-Airfare	428.400
12/31/2018 WELLS FARGO BANK NA	000000000000	BA-CVB Convention Group Sales	Tvl-Car Rentals	18.410
12/31/2018 WELLS FARGO BANK NA	4C4D75	BA-CVB Convention Group Sales	Tvl-Car Rentals	51.000
12/31/2018 WELLS FARGO BANK NA	4C4D75	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	4.950
12/31/2018 WELLS FARGO BANK NA	P27036	BA-CVB Convention Group Sales	Tvl-Car Rentals	12.840
12/31/2018 WELLS FARGO BANK NA	01653935	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	119.110
12/31/2018 WELLS FARGO BANK NA	18467882	BA-CVB Convention Group Sales	Tvl-Hotels	988.120
12/31/2018 WELLS FARGO BANK NA	190120503350036	BA-CVB Convention Group Sales	Tvl-Meals	23.300
12/31/2018 WELLS FARGO BANK NA	290120603350300	BA-CVB Convention Group Sales	Tvl-Hotels	157.000
12/31/2018 WELLS FARGO BANK NA	38840020	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	56.000
12/31/2018 WELLS FARGO BANK NA	4243683	BA-CVB Convention Group Sales	Prmtl Act-Demonstration Suppl	315.000
12/31/2018 WELLS FARGO BANK NA	5607	BA-CVB Convention Group Sales	Tvl-Meals	10.020
12/31/2018 WELLS FARGO BANK NA	8844	BA-CVB Convention Group Sales	Tvl-Meals	9.210
12/31/2018 WELLS FARGO BANK NA	AL0AFD2C0D3F	BA-CVB Convention Group Sales	Tvl-Conference Registration	2999.000
12/31/2018 WELLS FARGO BANK NA	ARTISIAN MARKET	BA-CVB Convention Group Sales	Tvl-Meals	13.250
12/31/2018 WELLS FARGO BANK NA	BB19001	BA-CVB Convention Group Sales	Tvl-Conference Registration	2595.000
12/31/2018 WELLS FARGO BANK NA	CURRENCY CONVERSION FEE	BA-CVB Convention Group Sales	Tvl-Conference Registration	5.000
12/31/2018 WELLS FARGO BANK NA	GRAND HYATT SAN DIEGO FB	BA-CVB Convention Group Sales	Tvl-Meals	91.420
12/31/2018 WELLS FARGO BANK NA	MEETING PROFESSIONALS	BA-CVB Convention Group Sales	Tvl-Conference Registration	499.880
12/31/2018 WELLS FARGO BANK NA	SOUTHWES 5262419193881	BA-CVB Convention Group Sales	Tvl-Airfare	259.960
12/31/2018 WELLS FARGO BANK NA	TAXI SVC FORT LAUDERDA	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	59.160
12/31/2018 WELLS FARGO BANK NA	TAXI SVC LONG ISLAND C	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	19.440
12/31/2018 WELLS FARGO BANK NA	0000001555	BA-CVB Convention Group Sales	Prmtl Act-Demonstration Suppl	57.090
12/31/2018 WELLS FARGO BANK NA	0001193947	BA-CVB Convention Group Sales	Tvl-Hotels	328.000
12/31/2018 WELLS FARGO BANK NA	AN0A1A8E149A	BA-CVB Convention Group Sales	Tvl-Conference Registration	1350.000

12/31/2018 WELLS FARGO BANK NA	SILVER AIR 4492101677317	BA-CVB Convention Group Sales	Tvl-Airfare	252.750
12/31/2018 WELLS FARGO BANK NA	ES: Air - PCMA	BA-CVB Convention Group Sales	Tvl-Airfare	465.700
12/31/2018 WELLS FARGO BANK NA	ES: Hotel Folio - Wardman	BA-CVB Convention Group Sales	Tvl-Hotels	296.440
12/31/2018 WELLS FARGO BANK NA	ES: Internet - DI CSS Summit/	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	12.000
12/31/2018 WELLS FARGO BANK NA	ES: Parking - DI CSS Summit/S	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	68.000
12/31/2018 WELLS FARGO BANK NA	ES: Taxi - DC Sales Calls	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	43.250
12/31/2018 WELLS FARGO BANK NA	ES: Taxi - DI CSS Summit/SMG	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	50.700
12/31/2018 WELLS FARGO BANK NA	ES: Hotel Folio - DI CSS Summi	BA-CVB Convention Group Sales	Tvl-Hotels	659.190
12/31/2018 WELLS FARGO BANK NA	ES: Parking - DC Sales Calls	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	39.000
12/31/2018 WELLS FARGO BANK NA	ES: Taxi - DC Sales Calls	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	51.790
12/31/2018 WELLS FARGO BANK NA	ES: Taxi - DI CSS Summit/SMG M	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	85.520
12/31/2018 WELLS FARGO BANK NA	ES: Taxi -DC Sales Calls	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	14.890
1/28/2019 AMERICAN COLLEGE OF	30985	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	40000.000
1/29/2019 VISIT USA COMMITTEE GERMANY e.V.	31030	BA-CVB Convention Group Sales	Tvl-Conference Registration	2249.100
1/31/2019 COPASTUR CORPORATION	31089	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	2364.000
1/31/2019 WELLS FARGO BANK NA	Office supplies	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	66.760
1/31/2019 WELLS FARGO BANK NA	Parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	28.000
1/31/2019 WELLS FARGO BANK NA	Registration	BA-CVB Convention Group Sales	Tvl-Conference Registration	950.000
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Convention Group Sales	Tvl-Airfare	415.600
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Convention Group Sales	Tvl-Car Rentals	124.580
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Convention Group Sales	Tvl-Hotels	864.280
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Convention Group Sales	Tvl-Meals	47.620
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	262.700
1/31/2019 WELLS FARGO BANK NA	Parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	6.000
1/31/2019 WELLS FARGO BANK NA	Registration	BA-CVB Convention Group Sales	Prmtl Act-Promotnl Activities	45.000
1/31/2019 WELLS FARGO BANK NA	Registration	BA-CVB Convention Group Sales	Tvl-Conference Registration	1150.000
1/31/2019 WELLS FARGO BANK NA	Transportation	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	73.000
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Convention Group Sales	Tvl-Airfare	312.000
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Convention Group Sales	Tvl-Hotels	1235.920
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Convention Group Sales	Tvl-Meals	147.010
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	323.190
1/31/2019 WELLS FARGO BANK NA	Local - Parking	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	30.000
1/31/2019 WELLS FARGO BANK NA	Registration - MPI-NJ	BA-CVB Convention Group Sales	Tvl-Conference Registration	59.000
1/31/2019 WELLS FARGO BANK NA	Registration - MPI-NJ	BA-CVB Convention Group Sales	Tvl-Educational Course Fee	10.000
1/31/2019 WELLS FARGO BANK NA	Registration - NYC SHRM	BA-CVB Convention Group Sales	Tvl-Conference Registration	50.000
1/31/2019 WELLS FARGO BANK NA	Registration - NYSAE	BA-CVB Convention Group Sales	Tvl-Conference Registration	275.000
1/31/2019 WELLS FARGO BANK NA	Registration - SITE Northeast	BA-CVB Convention Group Sales	Tvl-Educational Course Fee	95.000

1/31/2019 WELLS FARGO BANK NA	Travel - Airfare	BA-CVB Convention Group Sales	Tvl-Airfare	271.600
1/31/2019 WELLS FARGO BANK NA	Travel - FLL Hotel	BA-CVB Convention Group Sales	Tvl-Hotels	416.000
1/31/2019 WELLS FARGO BANK NA	Travel - PCMA - Baggage	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	30.000
1/31/2019 WELLS FARGO BANK NA	Travel - PCMA - Hotel	BA-CVB Convention Group Sales	Tvl-Hotels	215.460
1/31/2019 WELLS FARGO BANK NA	Travel - PCMA - Shipping	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	61.720
1/31/2019 WELLS FARGO BANK NA	Travel - PCMA - Taxi	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	126.350
1/31/2019 WELLS FARGO BANK NA	Travel - PCMA Hotel	BA-CVB Convention Group Sales	Tvl-Hotels	646.380
1/31/2019 WELLS FARGO BANK NA	Travel - Taxi	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	96.700
1/31/2019 WELLS FARGO BANK NA	Travel PCMA - Taxi	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	13.750
1/31/2019 WELLS FARGO BANK NA	Parking - Local : ES Connect M	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	4.500
1/31/2019 WELLS FARGO BANK NA	Parking - Local: ES Chamber Mt	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	9.000
1/31/2019 WELLS FARGO BANK NA	Parking - Local: ES Hilton For	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	15.000
1/31/2019 WELLS FARGO BANK NA	Travel: ES - PCMA Airport Park	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	75.000
1/31/2019 WELLS FARGO BANK NA	Travel: ES - PCMA Hotel Folio	BA-CVB Convention Group Sales	Tvl-Hotels	930.240
1/31/2019 WELLS FARGO BANK NA	Travel: ES - PCMA Taxi	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	101.500
1/31/2019 WELLS FARGO BANK NA	registration for Dion	BA-CVB Convention Group Sales	Tvl-Conference Registration	5295.000
1/31/2019 WELLS FARGO BANK NA	Entertainment: Airfare Solutio	BA-CVB Convention Group Sales	Tvl-Airfare	463.920
1/31/2019 WELLS FARGO BANK NA	Travel: LK - Airfare - Helmsb	BA-CVB Convention Group Sales	Tvl-Airfare	469.960
1/31/2019 WELLS FARGO BANK NA	Travel: LK - Airfare Envision	BA-CVB Convention Group Sales	Tvl-Airfare	430.960
1/31/2019 WELLS FARGO BANK NA	Travel: LK - Airfare MPI Mid	BA-CVB Convention Group Sales	Tvl-Airfare	255.460
1/31/2019 WELLS FARGO BANK NA	Travel: LK - Hotel FLL GFLCVB	BA-CVB Convention Group Sales	Tvl-Hotels	416.000
1/31/2019 WELLS FARGO BANK NA	Travel: LK - Hotel Helmsbrisc	BA-CVB Convention Group Sales	Tvl-Hotels	117.170
1/31/2019 WELLS FARGO BANK NA	Travel: LK - Taxi FLL GFLCVB	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	177.100
1/31/2019 WELLS FARGO BANK NA	Travel: LK - MPI Mid America R	BA-CVB Convention Group Sales	Tvl-Conference Registration	700.000
1/31/2019 WELLS FARGO BANK NA	Travel: LK - Taxi FLL GFLCVB M	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	35.850
11/13/2018 SIMON,EDMUND		BA-CVB Convention Group Sales	Tvl-Airfare	30.000
10/8/2018 GORMAN,NORA		BA-CVB Convention Group Sales	Tvl-Meals	43.000
11/2/2018 AIRD,STEPHEN		BA-CVB Convention Group Sales	Tvl-Mileage	74.120
10/12/2018 GLADSTONE,ELENA		BA-CVB Convention Group Sales	Tvl-Airfare	80.000
11/19/2018 SIMON,EDMUND		BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	26.500
10/19/2018 AIRD,STEPHEN		BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	144.530
10/24/2018 AIRD,STEPHEN		BA-CVB Convention Group Sales	Tvl-Mileage	74.120
10/25/2018 GORMAN,NORA		BA-CVB Convention Group Sales	Tvl-Meals	59.000
10/25/2018 GORMAN,NORA		BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	21.280
11/15/2018 SIMON,EDMUND		BA-CVB Convention Group Sales	Tvl-Meals	154.000
11/15/2018 SIMON,EDMUND		BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	20.000
10/26/2018 JAMES,DION		BA-CVB Convention Group Sales	Tvl-Mileage	28.340

10/26/2018 JAMES,DION	BA-CVB Convention Group Sales	Tvl-Meals	43.000
10/31/2018 JAMES,DION	BA-CVB Convention Group Sales	Tvl-Mileage	28.340
10/31/2018 JAMES,DION	BA-CVB Convention Group Sales	Tvl-Meals	102.000
11/21/2018 VILLARD,GILBERT	BA-CVB Convention Group Sales	Tvl-Mileage	27.250
11/21/2018 VILLARD,GILBERT	BA-CVB Convention Group Sales	Tvl-Meals	310.000
11/2/2018 GORMAN,NORA	BA-CVB Convention Group Sales	Tvl-Meals	62.000
11/5/2018 AIRD,STEPHEN	BA-CVB Convention Group Sales	Tvl-Mileage	47.960
11/8/2018 GLADSTONE,ELENA	BA-CVB Convention Group Sales	Tvl-Meals	250.000
11/8/2018 GLADSTONE,ELENA	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	30.000
11/8/2018 GORMAN,NORA	BA-CVB Convention Group Sales	Tvl-Meals	66.000
12/3/2018 JAMES,DION	BA-CVB Convention Group Sales	Tvl-Mileage	27.800
12/3/2018 JAMES,DION	BA-CVB Convention Group Sales	Tvl-Meals	250.000
12/13/2018 SENA,JENNIFER	BA-CVB Convention Group Sales	Tvl-Meals	121.990
12/13/2018 SENA,JENNIFER	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	221.970
11/17/2018 AIRD,STEPHEN	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	144.960
12/30/2018 GORMAN,NORA	BA-CVB Convention Group Sales	Tvl-Meals	161.000
12/30/2018 GORMAN,NORA	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	20.000
12/4/2018 SENA,JENNIFER	BA-CVB Convention Group Sales	Tvl-Airfare	335.400
12/4/2018 SENA,JENNIFER	BA-CVB Convention Group Sales	Tvl-Car Rentals	135.690
12/4/2018 SENA,JENNIFER	BA-CVB Convention Group Sales	Tvl-Hotels	314.000
12/4/2018 SENA,JENNIFER	BA-CVB Convention Group Sales	Tvl-Meals	84.420
12/4/2018 SENA,JENNIFER	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	191.910
11/26/2018 VILLARD,GILBERT	BA-CVB Convention Group Sales	Tvl-Mileage	27.250
11/26/2018 VILLARD,GILBERT	BA-CVB Convention Group Sales	Tvl-Meals	144.000
12/3/2018 AIRD,STEPHEN	BA-CVB Convention Group Sales	Tvl-Mileage	231.080
12/14/2018 GORMAN,NORA	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	162.160
12/13/2018 SIMON,EDMUND	BA-CVB Convention Group Sales	Tvl-Mileage	135.160
12/13/2018 SIMON,EDMUND	BA-CVB Convention Group Sales	Tvl-Meals	26.000
12/13/2018 SIMON,EDMUND	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	15.250
12/19/2018 SENA,JENNIFER	BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	82.250
12/19/2018 SENA,JENNIFER	BA-CVB Convention Group Sales	Tvl-Conference Registration	75.000
12/19/2018 SENA,JENNIFER	BA-CVB Convention Group Sales	Tvl-Local Mileage Reimb	20.170
12/21/2018 VILLARD,GILBERT	BA-CVB Convention Group Sales	Tvl-Mileage	128.620
12/21/2018 VILLARD,GILBERT	BA-CVB Convention Group Sales	Tvl-Meals	26.000
12/7/2018 AIRD,STEPHEN	BA-CVB Convention Group Sales	Tvl-Mileage	74.120
1/24/2019 SIMON,EDMUND	BA-CVB Convention Group Sales	Tvl-Mileage	32.700
1/24/2019 SIMON,EDMUND	BA-CVB Convention Group Sales	Tvl-Meals	176.000

1/24/2019 SIMON,EDMUND  
 12/26/2018 KARA,ELIZABETH  
 12/26/2018 KARA,ELIZABETH  
 12/26/2018 KARA,ELIZABETH  
 1/4/2019 KARA,ELIZABETH  
 1/4/2019 KARA,ELIZABETH  
 1/4/2019 KARA,ELIZABETH  
 1/4/2019 KARA,ELIZABETH  
 1/4/2019 KARA,ELIZABETH  
 12/18/2018 AIRD,STEPHEN  
 12/19/2018 SENA,JENNIFER  
 12/19/2018 SENA,JENNIFER  
 12/19/2018 SENA,JENNIFER  
 12/21/2018 JAMES,DION  
 12/21/2018 JAMES,DION  
 1/5/2019 JAMES,DION  
 1/29/2019 GLADSTONE,ELENA  
 1/29/2019 GLADSTONE,ELENA  
 12/21/2018 GLADSTONE,ELENA  
 12/21/2018 GLADSTONE,ELENA  
 1/8/2019 JAMES,DION  
 1/3/2019 SIMON,EDMUND  
 1/3/2019 SIMON,EDMUND  
 1/16/2019 KARA,ELIZABETH  
 1/16/2019 KARA,ELIZABETH  
 1/11/2019 KARA,ELIZABETH  
 1/17/2019 KARA,ELIZABETH  
 1/31/2019 AIRD,STEPHEN  
 1/31/2019 AIRD,STEPHEN

BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	40.000
BA-CVB Convention Group Sales	Tvl-Car Rentals	160.280
BA-CVB Convention Group Sales	Tvl-Meals	126.340
BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	181.760
BA-CVB Convention Group Sales	Tvl-Airfare	202.400
BA-CVB Convention Group Sales	Tvl-Car Rentals	145.600
BA-CVB Convention Group Sales	Tvl-Hotels	349.000
BA-CVB Convention Group Sales	Tvl-Meals	235.000
BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	314.740
BA-CVB Convention Group Sales	Tvl-Mileage	58.860
BA-CVB Convention Group Sales	Tvl-Conference Registration	25.000
BA-CVB Convention Group Sales	Tvl-Local Mileage Reimb	8.720
BA-CVB Convention Group Sales	Tvl-Conference Registration	35.000
BA-CVB Convention Group Sales	Tvl-Mileage	50.140
BA-CVB Convention Group Sales	Tvl-Meals	80.000
BA-CVB Convention Group Sales	Tvl-Meals	33.000
BA-CVB Convention Group Sales	Tvl-Meals	96.000
BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	102.530
BA-CVB Convention Group Sales	Tvl-Meals	177.000
BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	53.540
BA-CVB Convention Group Sales	Tvl-Local Mileage Reimb	489.960
BA-CVB Convention Group Sales	Tvl-Meals	105.000
BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	20.000
BA-CVB Convention Group Sales	Tvl-Oth Allowbl Incidntl Csts	29.000
BA-CVB Convention Group Sales	Tvl-Local Mileage Reimb	55.050
BA-CVB Convention Group Sales	Comm Svcs-Landline Svcs	84.900
BA-CVB Convention Group Sales	Comm Svcs-Landline Svcs	84.900
BA-CVB Convention Group Sales	Comm Svcs-Landline Svcs	142.870
BA-CVB Convention Group Sales	Comm Svcs-Landline Svcs	160.480

**386383.710**

10/3/2018 PRIDE PARKING VIP SERVICES LLC 28278  
 10/3/2018 MICHAEL T. COREA 28279  
 10/31/2018 OFFERDAHL'S HAND-OFF FOUNDATION, INC. 29095

BA-CVB Film	Prmtl Act-Promotnl Activities	600.000
BA-CVB Film	Prmtl Act-Promotnl Activities	9000.000
BA-CVB Film	Prmtl Act-Promotnl Activities	15000.000

10/31/2018 WELLS FARGO BANK NA	ADA Portable Bathroom Rental f	BA-CVB Film	Prmtl Act-Promotnl Activities	155.000
10/31/2018 WELLS FARGO BANK NA	ADA Ramp Rental for OUTshine O	BA-CVB Film	Prmtl Act-Promotnl Activities	500.000
10/31/2018 WELLS FARGO BANK NA	Film Logo Ice Sculpture for OU	BA-CVB Film	Prmtl Act-Promotnl Activities	240.000
1/2/2019 ENTERCOM MIAMI LLC WMXJ-FM	30355	BA-CVB Film	Prmtl Act-Promotnl Activities	150000.000
11/30/2018 WELLS FARGO BANK NA	Local Taxi Transportation	BA-CVB Film	Tvl-Oth Allowbl Incidntl Csts	15.480
12/4/2018 STEVENSON,NOELLE		BA-CVB Film	Tvl-Local Mileage Reimb	3.850

**175514.330**

10/9/2018 MANABOUTWORLD INCORPORATED	27931	BA-CVB LGBT	Prmtl Act-Promotnl Activities	5150.000
10/18/2018 EDITORA VIAG LTDA	28356	BA-CVB LGBT	Prmtl Act-Promotnl Activities	13000.000
12/12/2018 GREATER FORT LAUDERDALE GAY & LESBIAI	30049	BA-CVB LGBT	Prmtl Act-Promotnl Activities	20000.000
12/12/2018 GREATER FORT LAUDERDALE GAY & LESBIAI	30050	BA-CVB LGBT	Prmtl Act-Promotnl Activities	15000.000
12/12/2018 GREATER FORT LAUDERDALE PRIDE, INC.	30048	BA-CVB LGBT	Prmtl Act-Promotnl Activities	25000.000
10/31/2018 WELLS FARGO BANK NA	Conference Incentive	BA-CVB LGBT	Prmtl Act-Promotnl Activities	1500.000
10/31/2018 WELLS FARGO BANK NA	Travel - Hotel NGLCC Gala DCA	BA-CVB LGBT	Tvl-Hotels	228.750
10/31/2018 WELLS FARGO BANK NA	Travel - MSP Hotel for Corpora	BA-CVB LGBT	Tvl-Hotels	356.540
10/31/2018 WELLS FARGO BANK NA	Travel - MSP/NGLCC Gala	BA-CVB LGBT	Tvl-Airfare	705.700
10/31/2018 WELLS FARGO BANK NA	Travel - ViaG Brazil	BA-CVB LGBT	Tvl-Airfare	3123.530
10/31/2018 WELLS FARGO BANK NA	Travel - airfare to World Prid	BA-CVB LGBT	Tvl-Airfare	208.400
11/30/2018 WELLS FARGO BANK NA	Parking W Hotel CMI Conf	BA-CVB LGBT	Tvl-Oth Allowbl Incidntl Csts	20.000
11/30/2018 WELLS FARGO BANK NA	TRAVEL - MSP Meetings	BA-CVB LGBT	Tvl-Oth Allowbl Incidntl Csts	122.100
11/30/2018 WELLS FARGO BANK NA	Travel - NGLCC Gala DCA	BA-CVB LGBT	Tvl-Airfare	228.750
11/30/2018 WELLS FARGO BANK NA	Travel - NGLCC Taxi DCA	BA-CVB LGBT	Tvl-Oth Allowbl Incidntl Csts	22.630
11/30/2018 WELLS FARGO BANK NA	Travel - WTM	BA-CVB LGBT	Tvl-Hotels	2882.650
11/30/2018 WELLS FARGO BANK NA	Travel - WTM	BA-CVB LGBT	Tvl-Oth Allowbl Incidntl Csts	78.590
12/31/2018 WELLS FARGO BANK NA	Parking at W Hotel for CMI Con	BA-CVB LGBT	Tvl-Oth Allowbl Incidntl Csts	15.000
1/31/2019 WELLS FARGO BANK NA	Entertainment	BA-CVB LGBT	Tvl-Oth Allowbl Incidntl Csts	73.060
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB LGBT	Tvl-Hotels	578.490
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB LGBT	Tvl-Oth Allowbl Incidntl Csts	79.220
11/28/2018 GRAY,RICHARD		BA-CVB LGBT	Tvl-Airfare	4136.710
11/28/2018 GRAY,RICHARD		BA-CVB LGBT	Tvl-Meals	787.000
11/28/2018 GRAY,RICHARD		BA-CVB LGBT	Tvl-Oth Allowbl Incidntl Csts	359.010
12/5/2018 GRAY,RICHARD		BA-CVB LGBT	Tvl-Meals	195.000
12/5/2018 GRAY,RICHARD		BA-CVB LGBT	Tvl-Oth Allowbl Incidntl Csts	40.000

1/14/2019 GRAY,RICHARD

BA-CVB LGBT

Tvl-Oth Allowbl Incidntl Csts

15.000

**93906.130**

10/31/2018 XTREME ACTION PARK	29092	BA-CVB MarketingComm SCS	Prmtl Act-Promotnl Activities	300.000
11/15/2018 OFFERDAHL'S HAND-OFF FOUNDATION, INC.	29412	BA-CVB MarketingComm SCS	Prmtl Act-Promotnl Activities	25000.000
12/3/2018 SIMPLEVIEW, LLC	29642	BA-CVB MarketingComm SCS	Prmtl Act-Promotnl Activities	1000.000
12/5/2018 XTREME ACTION PARK	29710	BA-CVB MarketingComm SCS	Prmtl Act-Promotnl Activities	300.000
12/7/2018 FLORIDA INTERNATIONAL UNIVERSITY	29976	BA-CVB MarketingComm SCS	Prmtl Act-Promotnl Activities	125000.000
12/12/2018 ECO CAPITAL LLC	30052	BA-CVB MarketingComm SCS	Prmtl Act-Promotnl Activities	18200.000
10/31/2018 WELLS FARGO BANK NA	Parking	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	8.500
10/31/2018 WELLS FARGO BANK NA	COCONUTS - FT LAUDERDALE	BA-CVB MarketingComm SCS	Prmtl Act-Promotnl Activities	1070.000
10/31/2018 WELLS FARGO BANK NA	UNITED 0162423670355	BA-CVB MarketingComm SCS	Tvl-Airfare	637.480
10/31/2018 WELLS FARGO BANK NA	UNITED 0162423672508	BA-CVB MarketingComm SCS	Tvl-Airfare	497.600
10/31/2018 WELLS FARGO BANK NA	CURRENCY CONVERSION FEE	BA-CVB MarketingComm SCS	Tvl-Hotels	4.260
10/31/2018 WELLS FARGO BANK NA	HOTEL MOON SUNRISE	BA-CVB MarketingComm SCS	Tvl-Hotels	426.000
10/31/2018 WELLS FARGO BANK NA	0005597217	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	79.980
10/31/2018 WELLS FARGO BANK NA	002630	BA-CVB MarketingComm SCS	Tvl-Meals	46.120
10/31/2018 WELLS FARGO BANK NA	00707812	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	60.000
10/31/2018 WELLS FARGO BANK NA	02002	BA-CVB MarketingComm SCS	Tvl-Meals	41.330
10/31/2018 WELLS FARGO BANK NA	0A002	BA-CVB MarketingComm SCS	Tvl-Meals	20.520
10/31/2018 WELLS FARGO BANK NA	7489	BA-CVB MarketingComm SCS	Tvl-Meals	22.430
10/31/2018 WELLS FARGO BANK NA	BUCA CAFE ITALIANO	BA-CVB MarketingComm SCS	Tvl-Meals	30.760
10/31/2018 WELLS FARGO BANK NA	EARL OF SANDWICH	BA-CVB MarketingComm SCS	Tvl-Meals	8.110
10/31/2018 WELLS FARGO BANK NA	PF CHANGS #8700	BA-CVB MarketingComm SCS	Tvl-Meals	32.550
10/31/2018 WELLS FARGO BANK NA	000000000000000000	BA-CVB MarketingComm SCS	Prmtl Act-Demonstration Suppl	21.760
10/31/2018 WELLS FARGO BANK NA	2077D286FEA130A80	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	2.050
10/31/2018 WELLS FARGO BANK NA	2965	BA-CVB MarketingComm SCS	Prmtl Act-Demonstration Suppl	7.940
10/31/2018 WELLS FARGO BANK NA	317B875AAA6443480	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	18.730
10/31/2018 WELLS FARGO BANK NA	320459EC88C94DD80	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	9.260
10/31/2018 WELLS FARGO BANK NA	39FD3B56477442680	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	9.260
10/31/2018 WELLS FARGO BANK NA	512B73F3D1A130180	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	3.080
10/31/2018 WELLS FARGO BANK NA	740D7CFB5C6237D80	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	2.050
10/31/2018 WELLS FARGO BANK NA	769A2CC5AC6E35680	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	6.460
10/31/2018 WELLS FARGO BANK NA	8267F9181CE638380	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	2.050

10/31/2018 WELLS FARGO BANK NA	84F9F9AD7D824F580	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	18.620
10/31/2018 WELLS FARGO BANK NA	8CC1439FB91E3B980	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	7.180
10/31/2018 WELLS FARGO BANK NA	8E5843B5900D48480	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	31.250
10/31/2018 WELLS FARGO BANK NA	904575203A683A780	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	10.590
10/31/2018 WELLS FARGO BANK NA	9514D766FE8035D80	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	5.130
10/31/2018 WELLS FARGO BANK NA	BB9ED93BE4CC4C980	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	9.070
10/31/2018 WELLS FARGO BANK NA	DDB9BF3B58D848F80	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	35.860
10/31/2018 WELLS FARGO BANK NA	NYCTAXIAF549	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	13.550
10/31/2018 WELLS FARGO BANK NA	P37001794	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	20.000
10/31/2018 WELLS FARGO BANK NA	P37001802	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	15.000
10/31/2018 WELLS FARGO BANK NA	Travel - NYC	BA-CVB MarketingComm SCS	Tvl-Hotels	534.820
10/31/2018 WELLS FARGO BANK NA	Travel - NYC	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	76.060
10/31/2018 WELLS FARGO BANK NA	Travel - WTM	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	32.330
11/30/2018 WELLS FARGO BANK NA	Registration - VF Leadership S	BA-CVB MarketingComm SCS	Tvl-Conference Registration	75.000
11/30/2018 WELLS FARGO BANK NA	100078	BA-CVB MarketingComm SCS	Prmtl Act-Promotnl Activities	24.320
11/30/2018 WELLS FARGO BANK NA	12F05A65575C46F80	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	47.800
11/30/2018 WELLS FARGO BANK NA	540436504119553	BA-CVB MarketingComm SCS	Tvl-Hotels	2747.500
11/30/2018 WELLS FARGO BANK NA	6530D9FD0D0939680	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	5.740
11/30/2018 WELLS FARGO BANK NA	84100860	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	1.000
11/30/2018 WELLS FARGO BANK NA	CURRENCY CONVERSION FEE	BA-CVB MarketingComm SCS	Tvl-Hotels	27.610
11/30/2018 WELLS FARGO BANK NA	E5EEC39C467F30D80	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	9.560
1/9/2019 SHARP MARKETING	Promotional Logo Items for use	BA-CVB MarketingComm SCS	Prmtl Act-Demonstration Suppl	832.640
12/31/2018 WELLS FARGO BANK NA	JETBLUE 2792604716266	BA-CVB MarketingComm SCS	Tvl-Airfare	30.000
12/31/2018 WELLS FARGO BANK NA	Registration	BA-CVB MarketingComm SCS	Tvl-Conference Registration	1000.000
12/31/2018 WELLS FARGO BANK NA	1530	BA-CVB MarketingComm SCS	Prmtl Act-Demonstration Suppl	1800.000
12/31/2018 WELLS FARGO BANK NA	1843	BA-CVB MarketingComm SCS	Prmtl Act-Demonstration Suppl	430.000
12/31/2018 WELLS FARGO BANK NA	P0IFtHfT	BA-CVB MarketingComm SCS	Prmtl Act-Demonstration Suppl	28.020
12/31/2018 WELLS FARGO BANK NA	84900757	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	2.500
12/31/2018 WELLS FARGO BANK NA	AIR CANADA 0142104636504	BA-CVB MarketingComm SCS	Tvl-Airfare	389.150
1/29/2019 SHARP MARKETING	Promotional Logo Items for use	BA-CVB MarketingComm SCS	Prmtl Act-Demonstration Suppl	32456.880
1/31/2019 WELLS FARGO BANK NA	TRP	BA-CVB MarketingComm SCS	Prmtl Act-Demonstration Suppl	2779.000
1/31/2019 WELLS FARGO BANK NA	Travel - car rental TA #4729	BA-CVB MarketingComm SCS	Tvl-Car Rentals	85.410
1/31/2019 WELLS FARGO BANK NA	Travel - hotel TA #4729	BA-CVB MarketingComm SCS	Tvl-Hotels	539.340
1/31/2019 WELLS FARGO BANK NA	Travel - parking TA #4729	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	36.000
1/31/2019 WELLS FARGO BANK NA	Travel - taxi TA #4729	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	20.100
1/31/2019 WELLS FARGO BANK NA	Travel Airfare - TA #4850	BA-CVB MarketingComm SCS	Tvl-Airfare	216.600
1/31/2019 WELLS FARGO BANK NA	travel	BA-CVB MarketingComm SCS	Tvl-Airfare	60.400

1/31/2019 WELLS FARGO BANK NA	travel	BA-CVB MarketingComm SCS	Tvl-Hotels	643.300
1/31/2019 WELLS FARGO BANK NA	travel	BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	132.890
11/9/2018 MACMILLAN,IVONNE		BA-CVB MarketingComm SCS	Tvl-Meals	156.000
11/9/2018 MACMILLAN,IVONNE		BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	30.000
12/7/2018 MACMILLAN,IVONNE		BA-CVB MarketingComm SCS	Tvl-Meals	1256.000
12/12/2018 SAVAGE,JESSICA		BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	77.950
12/12/2018 SAVAGE,JESSICA		BA-CVB MarketingComm SCS	Tvl-Local Mileage Reimb	30.550
12/6/2018 MACMILLAN,IVONNE		BA-CVB MarketingComm SCS	Tvl-Local Mileage Reimb	46.880
1/17/2019 CANTER,KIMBERLY		BA-CVB MarketingComm SCS	Tvl-Airfare	123.980
1/17/2019 CANTER,KIMBERLY		BA-CVB MarketingComm SCS	Tvl-Meals	102.000
1/17/2019 CANTER,KIMBERLY		BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	43.400
1/25/2019 MACMILLAN,IVONNE		BA-CVB MarketingComm SCS	Tvl-Meals	412.000
1/24/2019 WELLS,RITA		BA-CVB MarketingComm SCS	Tvl-Airfare	30.000
1/24/2019 WELLS,RITA		BA-CVB MarketingComm SCS	Tvl-Oth Allowbl Incidntl Csts	85.640

**220492.900**

10/1/2018 THE LAS OLAS COMPANY RIVERSIDE HOTEL	27685	BA-CVB Multicultural	Prmtl Act-Promotnl Activities	15000.000
12/7/2018 DIPLOMAT HOTEL LESSEE LLC	29955	BA-CVB Multicultural	Prmtl Act-Promotnl Activities	28074.500
12/7/2018 SHOWPRO HOLDINGS, INC.	29956	BA-CVB Multicultural	Prmtl Act-Promotnl Activities	10000.000
10/31/2018 WELLS FARGO BANK NA	0042134336	BA-CVB Multicultural	Tvl-Hotels	315.970
10/31/2018 WELLS FARGO BANK NA	00715834	BA-CVB Multicultural	Tvl-Oth Allowbl Incidntl Csts	30.000
10/31/2018 WELLS FARGO BANK NA	9H4ZB6CO3	BA-CVB Multicultural	Tvl-Airfare	7.340
10/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0017214620994	BA-CVB Multicultural	Tvl-Airfare	432.810
10/31/2018 WELLS FARGO BANK NA	JETBLUE 2792111432820	BA-CVB Multicultural	Tvl-Airfare	323.400
10/31/2018 WELLS FARGO BANK NA	UNITED 0167214620987	BA-CVB Multicultural	Tvl-Airfare	401.800
10/31/2018 WELLS FARGO BANK NA	JETBLUE 2792111330318	BA-CVB Multicultural	Tvl-Airfare	424.960
12/31/2018 LC STUDIOS, LLC		BA-CVB Multicultural	Prmtl Act-Promotnl Activities	16000.000
11/30/2018 WELLS FARGO BANK NA	00756247	BA-CVB Multicultural	Tvl-Oth Allowbl Incidntl Csts	54.000
11/30/2018 WELLS FARGO BANK NA	00795776	BA-CVB Multicultural	Tvl-Oth Allowbl Incidntl Csts	75.000
11/30/2018 WELLS FARGO BANK NA	18331171	BA-CVB Multicultural	Tvl-Hotels	929.000
11/30/2018 WELLS FARGO BANK NA	4935580	BA-CVB Multicultural	Tvl-Oth Allowbl Incidntl Csts	44.000
11/30/2018 WELLS FARGO BANK NA	5454	BA-CVB Multicultural	Tvl-Conference Registration	40.000
11/30/2018 WELLS FARGO BANK NA	626111512500031	BA-CVB Multicultural	Tvl-Hotels	338.980
11/30/2018 WELLS FARGO BANK NA	920323878454	BA-CVB Multicultural	Tvl-Conference Registration	15.000

11/30/2018 WELLS FARGO BANK NA	1523	BA-CVB Multicultural	Prmtl Act-Demonstration Suppl	862.500
11/30/2018 WELLS FARGO BANK NA	23054464	BA-CVB Multicultural	Prmtl Act-Promotnl Activities	1294.630
12/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0017235773302	BA-CVB Multicultural	Tvl-Airfare	230.500
12/31/2018 WELLS FARGO BANK NA	DELTA AIR 0067235773298	BA-CVB Multicultural	Tvl-Airfare	142.000
12/31/2018 WELLS FARGO BANK NA	YLCIRAN8F	BA-CVB Multicultural	Tvl-Airfare	3.050
1/31/2019 DIPLOMAT HOTEL LESSEE LLC	31076	BA-CVB Multicultural	Prmtl Act-Promotnl Activities	27520.000
1/31/2019 WELLS FARGO BANK NA	Parking	BA-CVB Multicultural	Tvl-Oth Allowbl Incidntl Csts	75.000
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Multicultural	Tvl-Airfare	497.990
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Multicultural	Tvl-Hotels	571.650
1/31/2019 WELLS FARGO BANK NA	Entertainment	BA-CVB Multicultural	Prmtl Act-Promotnl Activities	2375.000
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Multicultural	Tvl-Airfare	389.950
1/31/2019 WELLS FARGO BANK NA	registration for Angella	BA-CVB Multicultural	Tvl-Conference Registration	4450.000
10/22/2018 LOPEZ,ANGELLA		BA-CVB Multicultural	Tvl-Local Mileage Reimb	144.740
10/30/2018 LOPEZ,ANGELLA		BA-CVB Multicultural	Tvl-Meals	105.000
10/30/2018 LOPEZ,ANGELLA		BA-CVB Multicultural	Tvl-Oth Allowbl Incidntl Csts	5.000
1/18/2019 LOPEZ,ANGELLA		BA-CVB Multicultural	Tvl-Meals	133.000
1/18/2019 LOPEZ,ANGELLA		BA-CVB Multicultural	Prmtl Act-Promotnl Activities	18.000

**111324.770**

10/1/2018 KICS INTERNATIONAL INC.	27696	BA-CVB Sports	Prmtl Act-Promotnl Activities	3800.000
10/1/2018 KICS INTERNATIONAL INC.	27697	BA-CVB Sports	Prmtl Act-Promotnl Activities	6500.000
10/9/2018 DAVIE PRO RODEO LLC	27866	BA-CVB Sports	Prmtl Act-Promotnl Activities	30000.000
10/9/2018 KREUL CLASSIC	27890	BA-CVB Sports	Prmtl Act-Promotnl Activities	14000.000
11/5/2018 BEACH MAJORS USA, LLC	29146	BA-CVB Sports	Prmtl Act-Promotnl Activities	28995.000
11/9/2018 EXOTICS ON LAS OLAS, LLC	29348	BA-CVB Sports	Prmtl Act-Promotnl Activities	25000.000
11/14/2018 INTERNATIONAL SLOW PITCH SOFTBALL, INC	29372	BA-CVB Sports	Prmtl Act-Promotnl Activities	2500.000
11/14/2018 INCREDIBLE ICE, LLC	29373	BA-CVB Sports	Prmtl Act-Promotnl Activities	2000.000
11/14/2018 PLANTATION COMMUNITY TENNIS CORPORA	29376	BA-CVB Sports	Prmtl Act-Promotnl Activities	10484.000
11/26/2018 KICS INTERNATIONAL INC.	29457	BA-CVB Sports	Prmtl Act-Promotnl Activities	5100.000
11/26/2018 SPATS INC	39475	BA-CVB Sports	Prmtl Act-Promotnl Activities	5400.000
11/28/2018 USA COMPETITIONS, INC.	29528	BA-CVB Sports	Prmtl Act-Promotnl Activities	10000.000
11/29/2018 SPATS INC	29467	BA-CVB Sports	Prmtl Act-Promotnl Activities	4200.000
12/10/2018 FLORIDA INTERCLUB COUNCIL	29953	BA-CVB Sports	Prmtl Act-Promotnl Activities	24000.000
10/31/2018 WELLS FARGO BANK NA	00011529215082660	BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	42.000

10/31/2018 WELLS FARGO BANK NA	012040	BA-CVB Sports	Tvl-Hotels	580.170
10/31/2018 WELLS FARGO BANK NA	AGENT FEE 8900745297502	BA-CVB Sports	Tvl-Airfare	49.900
10/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0017266042258	BA-CVB Sports	Tvl-Airfare	2503.080
10/31/2018 WELLS FARGO BANK NA	CURRENCY CONVERSION FEE	BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	0.450
10/31/2018 WELLS FARGO BANK NA	SHIRLEY ARMBRISTER	BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	45.000
10/31/2018 WELLS FARGO BANK NA	SOUTHWES 5261497851602	BA-CVB Sports	Tvl-Airfare	11.010
10/31/2018 WELLS FARGO BANK NA	SOUTHWES 5261497878317	BA-CVB Sports	Tvl-Airfare	370.030
10/31/2018 WELLS FARGO BANK NA	TAXI SVC CLEVELAND	BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	43.200
10/31/2018 WELLS FARGO BANK NA	TAXI SVC HOLLYWOOD	BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	22.920
12/31/2018 GOLD COAST HURRICANES SOFTBALL INC		BA-CVB Sports	Prmtl Act-Promotnl Activities	15000.000
12/31/2018 GOLD COAST HURRICANES SOFTBALL INC		BA-CVB Sports	Prmtl Act-Promotnl Activities	6000.000
12/31/2018 GOLD COAST HURRICANES SOFTBALL INC		BA-CVB Sports	Prmtl Act-Promotnl Activities	8000.000
12/31/2018 INTEGRATIVE MEDICINE US INC.		BA-CVB Sports	Prmtl Act-Promotnl Activities	4000.000
12/31/2018 YOUTH NATIONAL CHAMPIONSHIP, LLC		BA-CVB Sports	Prmtl Act-Promotnl Activities	50000.000
1/2/2019 SPATS INC	30368	BA-CVB Sports	Prmtl Act-Promotnl Activities	5400.000
1/2/2019 SPATS INC	30369	BA-CVB Sports	Prmtl Act-Promotnl Activities	4900.000
1/2/2019 KICS INTERNATIONAL INC.	30370	BA-CVB Sports	Prmtl Act-Promotnl Activities	8000.000
1/2/2019 KICS INTERNATIONAL INC.	30371	BA-CVB Sports	Prmtl Act-Promotnl Activities	5100.000
11/30/2018 WELLS FARGO BANK NA	AD021140758	BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	193.950
11/30/2018 WELLS FARGO BANK NA	CURRENCY CONVERSION FEE	BA-CVB Sports	Tvl-Airfare	0.840
11/30/2018 WELLS FARGO BANK NA	CURRENCY CONVERSION FEE	BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	0.140
11/30/2018 WELLS FARGO BANK NA	FRONT OFFICE	BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	13.950
1/23/2019 SOUTH FLORIDA FLAG FOOTBALL LEAGUE, INC	30900	BA-CVB Sports	Prmtl Act-Promotnl Activities	5066.800
1/23/2019 4 TORS INC	30902	BA-CVB Sports	Prmtl Act-Promotnl Activities	3000.000
12/31/2018 WELLS FARGO BANK NA	136101	BA-CVB Sports	Tvl-Hotels	181.000
12/31/2018 WELLS FARGO BANK NA	000000000000	BA-CVB Sports	Tvl-Car Rentals	58.880
12/31/2018 WELLS FARGO BANK NA	000000RC38	BA-CVB Sports	Prmtl Act-Promotnl Activities	750.000
12/31/2018 WELLS FARGO BANK NA	41706	BA-CVB Sports	Tvl-Hotels	318.000
12/31/2018 WELLS FARGO BANK NA	449384934	BA-CVB Sports	Tvl-Car Rentals	128.130
1/31/2019 DAVIE PRO RODEO LLC		BA-CVB Sports	Prmtl Act-Promotnl Activities	4000.000
1/31/2019 WELLS FARGO BANK NA	Parking	BA-CVB Sports	Tvl-Local Mileage Reimb	3.000
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Sports	Tvl-Airfare	251.960
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	59.400
1/31/2019 WELLS FARGO BANK NA	registration for Dawson	BA-CVB Sports	Tvl-Conference Registration	4190.000
11/13/2018 HUDSON,CAROL		BA-CVB Sports	Tvl-Meals	106.000
11/13/2018 HUDSON,CAROL		BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	30.000
11/13/2018 HUDSON,CAROL		BA-CVB Sports	Tvl-Meals	296.000

11/13/2018 HUDSON,CAROL		BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	93.000
11/9/2018 FISHER,SASKIA		BA-CVB Sports	Tvl-Local Mileage Reimb	230.540
1/29/2019 HUDSON,CAROL		BA-CVB Sports	Tvl-Meals	556.000
1/29/2019 HUDSON,CAROL		BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	263.930
12/18/2018 PRITCHETT,ROBERT		BA-CVB Sports	Tvl-Meals	138.000
12/18/2018 PRITCHETT,ROBERT		BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	30.000
1/2/2019 FISHER,SASKIA		BA-CVB Sports	Tvl-Mileage	239.800
1/2/2019 FISHER,SASKIA		BA-CVB Sports	Tvl-Meals	112.000
1/2/2019 FISHER,SASKIA		BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	19.500
1/4/2019 FISHER,SASKIA		BA-CVB Sports	Tvl-Local Mileage Reimb	203.830
1/31/2019 HUDSON,CAROL		BA-CVB Sports	Tvl-Oth Allowbl Incidntl Csts	98.490
1/31/2019 HUDSON,CAROL		BA-CVB Sports	Tvl-Local Mileage Reimb	133.540
1/31/2019 PRITCHETT,ROBERT		BA-CVB Sports	Tvl-Local Mileage Reimb	159.150
10/1/2018	Prmtl Act-Promotnl Activities	BA-CVB Sports	Prmtl Act-Promotnl Activities	2000.000

**304972.590**

10/31/2018 GREAT BRIDAL EXPO GROUP, INC.	29091	BA-CVB Strategic Client Servic	Tvl-Conference Registration	11690.000
10/31/2018 WELLS FARGO BANK NA	369416793-8463080	BA-CVB Strategic Client Servic	Tvl-Conference Registration	63.600
10/31/2018 WELLS FARGO BANK NA	4216928	BA-CVB Strategic Client Servic	Tvl-Conference Registration	167.000
10/31/2018 WELLS FARGO BANK NA	84000654	BA-CVB Strategic Client Servic	Tvl-Oth Allowbl Incidntl Csts	3.500
10/31/2018 WELLS FARGO BANK NA	84001181	BA-CVB Strategic Client Servic	Tvl-Oth Allowbl Incidntl Csts	2.000
11/30/2018 WELLS FARGO BANK NA	60965889545610987	BA-CVB Strategic Client Servic	Tvl-Educational Course Fee	300.000
11/30/2018 WELLS FARGO BANK NA	84303153	BA-CVB Strategic Client Servic	Prmtl Act-Promotnl Activities	6.000
11/30/2018 WELLS FARGO BANK NA	JETBLUE 2792604464665	BA-CVB Strategic Client Servic	Tvl-Airfare	30.000
11/30/2018 WELLS FARGO BANK NA	JETBLUE 2797224923123	BA-CVB Strategic Client Servic	Tvl-Airfare	310.090
11/30/2018 WELLS FARGO BANK NA	SPIRIT AIRL 4870191606668	BA-CVB Strategic Client Servic	Tvl-Airfare	125.290
1/10/2019 CA & COMPANY OF SOUTH FLORIDA	30629	BA-CVB Strategic Client Servic	Prmtl Act-Promotnl Activities	18063.720
12/31/2018 WELLS FARGO BANK NA	036881	BA-CVB Strategic Client Servic	Tvl-Hotels	933.750
12/31/2018 WELLS FARGO BANK NA	062602	BA-CVB Strategic Client Servic	Tvl-Local Mileage Reimb	4.500
12/31/2018 WELLS FARGO BANK NA	175249	BA-CVB Strategic Client Servic	Tvl-Conference Registration	797.500
12/31/2018 WELLS FARGO BANK NA	4240518	BA-CVB Strategic Client Servic	Tvl-Conference Registration	553.500
12/31/2018 WELLS FARGO BANK NA	AMTRAK TELEP3452916105349	BA-CVB Strategic Client Servic	Tvl-Airfare	49.000
12/31/2018 WELLS FARGO BANK NA	GK	BA-CVB Strategic Client Servic	Tvl-Oth Allowbl Incidntl Csts	7.660
12/31/2018 WELLS FARGO BANK NA	JETBLUE 2792114794832	BA-CVB Strategic Client Servic	Tvl-Airfare	322.190

12/31/2018 WELLS FARGO BANK NA	JETBLUE 2792115695379	BA-CVB Strategic Client Servic	Tvl-Airfare	0.000
12/31/2018 WELLS FARGO BANK NA	JETBLUE 2792115697615	BA-CVB Strategic Client Servic	Tvl-Airfare	86.310
1/31/2019 WELLS FARGO BANK NA	Parking local	BA-CVB Strategic Client Servic	Tvl-Oth Allowbl Incidntl Csts	2.000
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Strategic Client Servic	Tvl-Airfare	30.000
1/31/2019 WELLS FARGO BANK NA	Parking	BA-CVB Strategic Client Servic	Tvl-Oth Allowbl Incidntl Csts	6.000
1/11/2019 SEGAL,ANNA		BA-CVB Strategic Client Servic	Tvl-Airfare	60.000
1/11/2019 SEGAL,ANNA		BA-CVB Strategic Client Servic	Tvl-Meals	278.000
1/11/2019 SEGAL,ANNA		BA-CVB Strategic Client Servic	Tvl-Oth Allowbl Incidntl Csts	74.910
1/24/2019 WELLS,RITA		BA-CVB Strategic Client Servic	Tvl-Hotels	1303.170
1/24/2019 WELLS,RITA		BA-CVB Strategic Client Servic	Tvl-Meals	223.000
1/24/2019 WELLS,RITA		BA-CVB Strategic Client Servic	Tvl-Oth Allowbl Incidntl Csts	40.000

**35532.690**

10/2/2018 VISIT FLORIDA	27901	BA-CVB Tourism Sales	Prmtl Act-Promotnl Activities	15000.000
10/2/2018 VISIT FLORIDA	27900	BA-CVB Tourism Sales	Prmtl Act-Promotnl Activities	36600.000
10/4/2018 TASMAR ENTERPRISES	28281	BA-CVB Tourism Sales	Prmtl Act-Promotnl Activities	3500.000
10/10/2018 SIGNATURE TRAVEL NETWORK INC	28512	BA-CVB Tourism Sales	Tvl-Conference Registration	5250.000
11/29/2018 BONOTEL LLC	29701	BA-CVB Tourism Sales	Prmtl Act-Promotnl Activities	10000.000
12/3/2018 TRP MARKETING LLC	29643	BA-CVB Tourism Sales	Prmtl Act-Promotnl Activities	7085.000
10/31/2018 WELLS FARGO BANK NA	FL Huddle - Visit FLA	BA-CVB Tourism Sales	Prmtl Act-Promotnl Activities	2700.000
10/31/2018 WELLS FARGO BANK NA	20181005NTAJRCC	BA-CVB Tourism Sales	Tvl-Conference Registration	1295.000
10/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0012318949110	BA-CVB Tourism Sales	Tvl-Airfare	64.000
10/31/2018 WELLS FARGO BANK NA	DELTA AIR 0062342830036	BA-CVB Tourism Sales	Tvl-Airfare	376.600
11/30/2018 WELLS FARGO BANK NA	Visit FLA Brochures	BA-CVB Tourism Sales	Prmtl Act-Promotnl Activities	150.000
11/30/2018 WELLS FARGO BANK NA	00112261	BA-CVB Tourism Sales	Tvl-Hotels	311.160
11/30/2018 WELLS FARGO BANK NA	1181715	BA-CVB Tourism Sales	Tvl-Conference Registration	2500.000
11/30/2018 WELLS FARGO BANK NA	204110805530284	BA-CVB Tourism Sales	Tvl-Hotels	229.260
11/30/2018 WELLS FARGO BANK NA	388325591809956	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	17.160
11/30/2018 WELLS FARGO BANK NA	4504T0	BA-CVB Tourism Sales	Tvl-Car Rentals	81.750
11/30/2018 WELLS FARGO BANK NA	468323794732705	BA-CVB Tourism Sales	Tvl-Car Rentals	123.180
11/30/2018 WELLS FARGO BANK NA	502112804300024	BA-CVB Tourism Sales	Tvl-Hotels	244.440
11/30/2018 WELLS FARGO BANK NA	540436504119553	BA-CVB Tourism Sales	Tvl-Hotels	2433.600
11/30/2018 WELLS FARGO BANK NA	8729	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	24.020
11/30/2018 WELLS FARGO BANK NA	AIRFLIGHT SERVICES	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	15.210

11/30/2018 WELLS FARGO BANK NA	CURRENCY CONVERSION FEE	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	50.800
11/30/2018 WELLS FARGO BANK NA	LOEWS SAPPHIRE FALLS PARK	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	47.920
11/30/2018 WELLS FARGO BANK NA	P53011	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	7.470
11/30/2018 WELLS FARGO BANK NA	SERVICOS DE VIAGENS	BA-CVB Tourism Sales	Tvl-Conference Registration	2091.900
11/30/2018 WELLS FARGO BANK NA	SP PLUS	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	8.000
11/30/2018 WELLS FARGO BANK NA	WWW.CABAPP.NET	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	87.830
11/30/2018 WELLS FARGO BANK NA	1774276500	BA-CVB Tourism Sales	Tvl-Hotels	130.390
11/30/2018 WELLS FARGO BANK NA	41042504362	BA-CVB Tourism Sales	Tvl-Conference Registration	1892.100
11/30/2018 WELLS FARGO BANK NA	4230222	BA-CVB Tourism Sales	Tvl-Conference Registration	101.500
11/30/2018 WELLS FARGO BANK NA	630	BA-CVB Tourism Sales	Tvl-Conference Registration	83.410
11/30/2018 WELLS FARGO BANK NA	7639	BA-CVB Tourism Sales	Tvl-Conference Registration	7.780
11/30/2018 WELLS FARGO BANK NA	829288	BA-CVB Tourism Sales	Tvl-Hotels	521.430
11/30/2018 WELLS FARGO BANK NA	AMERICAN AIR0010274710403	BA-CVB Tourism Sales	Tvl-Airfare	40.000
11/30/2018 WELLS FARGO BANK NA	SAFE WRAP OF MIAMI INTERN	BA-CVB Tourism Sales	Tvl-Conference Registration	22.000
11/30/2018 WELLS FARGO BANK NA	WHITTLESEABLUE	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	51.930
1/16/2019 BLANCO TRAVEL SERVICE LTDA	30747	BA-CVB Tourism Sales	Tvl-Conference Registration	3500.000
1/23/2019 BLANCO TRAVEL SERVICE LTDA	30888	BA-CVB Tourism Sales	Prmtl Act-Promotnl Activities	2500.000
1/23/2019 VISIT FLORIDA	30890	BA-CVB Tourism Sales	Prmtl Act-Demonstration Suppl	10015.000
12/31/2018 WELLS FARGO BANK NA	012678	BA-CVB Tourism Sales	Tvl-Hotels	311.440
12/31/2018 WELLS FARGO BANK NA	0617225	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	13.050
12/31/2018 WELLS FARGO BANK NA	10661	BA-CVB Tourism Sales	Tvl-Hotels	122.080
12/31/2018 WELLS FARGO BANK NA	10662	BA-CVB Tourism Sales	Tvl-Hotels	244.160
12/31/2018 WELLS FARGO BANK NA	1181715	BA-CVB Tourism Sales	Tvl-Conference Registration	2295.000
12/31/2018 WELLS FARGO BANK NA	120283	BA-CVB Tourism Sales	Tvl-Airfare	105.000
12/31/2018 WELLS FARGO BANK NA	1533	BA-CVB Tourism Sales	Prmtl Act-Demonstration Suppl	3177.000
12/31/2018 WELLS FARGO BANK NA	41100273293	BA-CVB Tourism Sales	Tvl-Conference Registration	1950.000
12/31/2018 WELLS FARGO BANK NA	4504T0	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	18.180
12/31/2018 WELLS FARGO BANK NA	61486279250	BA-CVB Tourism Sales	Prmtl Act-Demonstration Suppl	1320.600
12/31/2018 WELLS FARGO BANK NA	629120812460009	BA-CVB Tourism Sales	Tvl-Hotels	501.520
12/31/2018 WELLS FARGO BANK NA	AVIANCA TRAV1347234752413	BA-CVB Tourism Sales	Tvl-Airfare	1818.930
12/31/2018 WELLS FARGO BANK NA	AVIANCA TRAV1347234752414	BA-CVB Tourism Sales	Tvl-Airfare	378.430
12/31/2018 WELLS FARGO BANK NA	CURRENCY CONVERSION FEE	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	6.410
12/31/2018 WELLS FARGO BANK NA	HAMILTON INTERNATIONAL AI	BA-CVB Tourism Sales	Tvl-Conference Registration	628.210
12/31/2018 WELLS FARGO BANK NA	Order54447181215005358	BA-CVB Tourism Sales	Tvl-Conference Registration	895.000
12/31/2018 WELLS FARGO BANK NA	DELTA AIR 0062351333428	BA-CVB Tourism Sales	Tvl-Airfare	165.000
12/31/2018 WELLS FARGO BANK NA	094121200000001	BA-CVB Tourism Sales	Tvl-Conference Registration	1695.000
12/31/2018 WELLS FARGO BANK NA	1529	BA-CVB Tourism Sales	Prmtl Act-Demonstration Suppl	670.000

12/31/2018 WELLS FARGO BANK NA	9701215127E85XOKEY22T	BA-CVB Tourism Sales	Prmtl Act-Demonstration Suppl	190.000
12/31/2018 WELLS FARGO BANK NA	973423232MH6AGPMRS2XT	BA-CVB Tourism Sales	Prmtl Act-Demonstration Suppl	110.000
12/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0012324912314	BA-CVB Tourism Sales	Tvl-Airfare	187.400
12/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0012324975291	BA-CVB Tourism Sales	Tvl-Airfare	67.200
12/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0012324975644	BA-CVB Tourism Sales	Tvl-Airfare	178.700
12/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0012326558046	BA-CVB Tourism Sales	Tvl-Airfare	154.400
12/31/2018 WELLS FARGO BANK NA	JETBLUE 2792115358243	BA-CVB Tourism Sales	Tvl-Airfare	404.400
12/31/2018 WELLS FARGO BANK NA	VS7639 CH 2019	BA-CVB Tourism Sales	Tvl-Conference Registration	2795.000
1/29/2019 ROBERT KAUFMAN	31059	BA-CVB Tourism Sales	Prmtl Act-Promotnl Activities	500.000
1/31/2019 WELLS FARGO BANK NA	Booth Expenses	BA-CVB Tourism Sales	Prmtl Act-Demonstration Suppl	119.280
1/31/2019 WELLS FARGO BANK NA	Entertainment - Hotel	BA-CVB Tourism Sales	Tvl-Hotels	1448.650
1/31/2019 WELLS FARGO BANK NA	Registration	BA-CVB Tourism Sales	Tvl-Conference Registration	160.000
1/31/2019 WELLS FARGO BANK NA	Registration - Sales Mission	BA-CVB Tourism Sales	Tvl-Conference Registration	1500.000
1/31/2019 WELLS FARGO BANK NA	Travel - Car Rental	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	18.530
1/31/2019 WELLS FARGO BANK NA	Travel - Fuel	BA-CVB Tourism Sales	Tvl-Car Rentals	140.000
1/31/2019 WELLS FARGO BANK NA	Travel - Fuel	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	58.940
1/31/2019 WELLS FARGO BANK NA	Travel - Hotel	BA-CVB Tourism Sales	Tvl-Hotels	799.080
1/31/2019 WELLS FARGO BANK NA	Booth Expense	BA-CVB Tourism Sales	Prmtl Act-Demonstration Suppl	1268.870
1/31/2019 WELLS FARGO BANK NA	Registration	BA-CVB Tourism Sales	Tvl-Conference Registration	2090.000
1/31/2019 WELLS FARGO BANK NA	Shipping	BA-CVB Tourism Sales	Prmtl Act-Demonstration Suppl	395.000
1/31/2019 WELLS FARGO BANK NA	Shipping(refund)	BA-CVB Tourism Sales	Prmtl Act-Demonstration Suppl	200.000
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Tourism Sales	Tvl-Airfare	620.600
1/31/2019 WELLS FARGO BANK NA	Travel	BA-CVB Tourism Sales	Tvl-Hotels	1305.000
11/7/2018 MARTINEZ,GABRIEL		BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	75.750
10/31/2018 RUBIO,GONZALO		BA-CVB Tourism Sales	Tvl-Meals	30.000
10/31/2018 RUBIO,GONZALO		BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	140.810
11/28/2018 MARTINEZ,GABRIEL		BA-CVB Tourism Sales	Tvl-Airfare	391.400
11/28/2018 MARTINEZ,GABRIEL		BA-CVB Tourism Sales	Tvl-Car Rentals	168.820
11/28/2018 MARTINEZ,GABRIEL		BA-CVB Tourism Sales	Tvl-Hotels	459.800
11/28/2018 MARTINEZ,GABRIEL		BA-CVB Tourism Sales	Tvl-Meals	102.000
11/28/2018 MARTINEZ,GABRIEL		BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	160.700
12/11/2018 MARTINEZ,GABRIEL		BA-CVB Tourism Sales	Tvl-Airfare	3105.630
12/11/2018 MARTINEZ,GABRIEL		BA-CVB Tourism Sales	Tvl-Meals	803.000
12/11/2018 MARTINEZ,GABRIEL		BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	365.430
11/13/2018 RUBIO,GONZALO		BA-CVB Tourism Sales	Tvl-Meals	182.000
11/13/2018 RUBIO,GONZALO		BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	70.260
1/4/2019 MARTINEZ,GABRIEL		BA-CVB Tourism Sales	Tvl-Meals	225.000

1/4/2019 MARTINEZ,GABRIEL	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	187.170
12/17/2018 MARTINEZ,GABRIEL	BA-CVB Tourism Sales	Tvl-Meals	123.000
12/17/2018 MARTINEZ,GABRIEL	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	30.000
12/12/2018 RUBIO,GONZALO	BA-CVB Tourism Sales	Tvl-Meals	122.000
12/12/2018 RUBIO,GONZALO	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	140.440
12/11/2018 MARTINEZ,GABRIEL	BA-CVB Tourism Sales	Tvl-Meals	180.000
12/11/2018 MARTINEZ,GABRIEL	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	218.900
1/17/2019 RUBIO,GONZALO	BA-CVB Tourism Sales	Tvl-Meals	250.000
1/17/2019 RUBIO,GONZALO	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	106.760
1/31/2019 RUBIO,GONZALO	BA-CVB Tourism Sales	Tvl-Meals	166.000
1/31/2019 RUBIO,GONZALO	BA-CVB Tourism Sales	Tvl-Oth Allowbl Incidntl Csts	164.270

**148155.040**

10/2/2018 IVY TOWER 101 PROPERTY, LLC	IVY TOWER CUST #T0006507	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	20588.800
10/2/2018 IVY TOWER 101 PROPERTY, LLC	IVY TOWER CUST OPER EX	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	15423.470
10/2/2018 LANIER PARKING SOLUTIONS	LANIER PARKING ACCOUNT #688163	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	2684.500
10/10/2018 FIRED UP CULTURE	28358	BA-GFL Convention-Visitors Bur	Tvl-Educational Course Fee	25850.000
10/25/2018 IVY TOWER 101 PROPERTY, LLC	IVY TOWER CUST #T0006507	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	20588.800
10/25/2018 IVY TOWER 101 PROPERTY, LLC	IVY TOWER CUST OPER EX	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	15423.470
10/25/2018 LANIER PARKING SOLUTIONS	LANIER PARKING ACCOUNT #688163	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	3225.100
11/20/2018 IVY TOWER 101 PROPERTY, LLC	IVY TOWER CUST #T0006507	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	21206.460
11/20/2018 IVY TOWER 101 PROPERTY, LLC	IVY TOWER CUST OPER EX	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	15423.470
11/20/2018 LANIER PARKING SOLUTIONS	LANIER PARKING ACCOUNT #688163	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	3262.770
12/6/2018 SHARP MARKETING	Promotional Logo Items for use	BA-GFL Convention-Visitors Bur	Prmtl Act-Demonstration Suppl	3403.930
10/31/2018 WELLS FARGO BANK NA	ATT phone bill	BA-GFL Convention-Visitors Bur	Comm Svcs-Wireless-Cellular	2239.320
10/31/2018 WELLS FARGO BANK NA	278973169	BA-GFL Convention-Visitors Bur	Tvl-Educational Course Fee	1571.200
10/31/2018 WELLS FARGO BANK NA	05810001	BA-GFL Convention-Visitors Bur	Tvl-Airfare	226.400
10/31/2018 WELLS FARGO BANK NA	1822669	BA-GFL Convention-Visitors Bur	Tvl-Airfare	763.070
10/31/2018 WELLS FARGO BANK NA	36211078	BA-GFL Convention-Visitors Bur	Tvl-Airfare	250.000
10/31/2018 WELLS FARGO BANK NA	44909091	BA-GFL Convention-Visitors Bur	Tvl-Airfare	1500.000
10/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0012314229014	BA-GFL Convention-Visitors Bur	Tvl-Airfare	950.600
10/31/2018 WELLS FARGO BANK NA	AMERICAN AIR0012317841209	BA-GFL Convention-Visitors Bur	Tvl-Airfare	310.400
10/31/2018 WELLS FARGO BANK NA	DELTA AIR 0062345884894	BA-GFL Convention-Visitors Bur	Tvl-Airfare	461.600
10/31/2018 WELLS FARGO BANK NA	DESTINATION MARKETING ASS	BA-GFL Convention-Visitors Bur	Tvl-Airfare	795.000

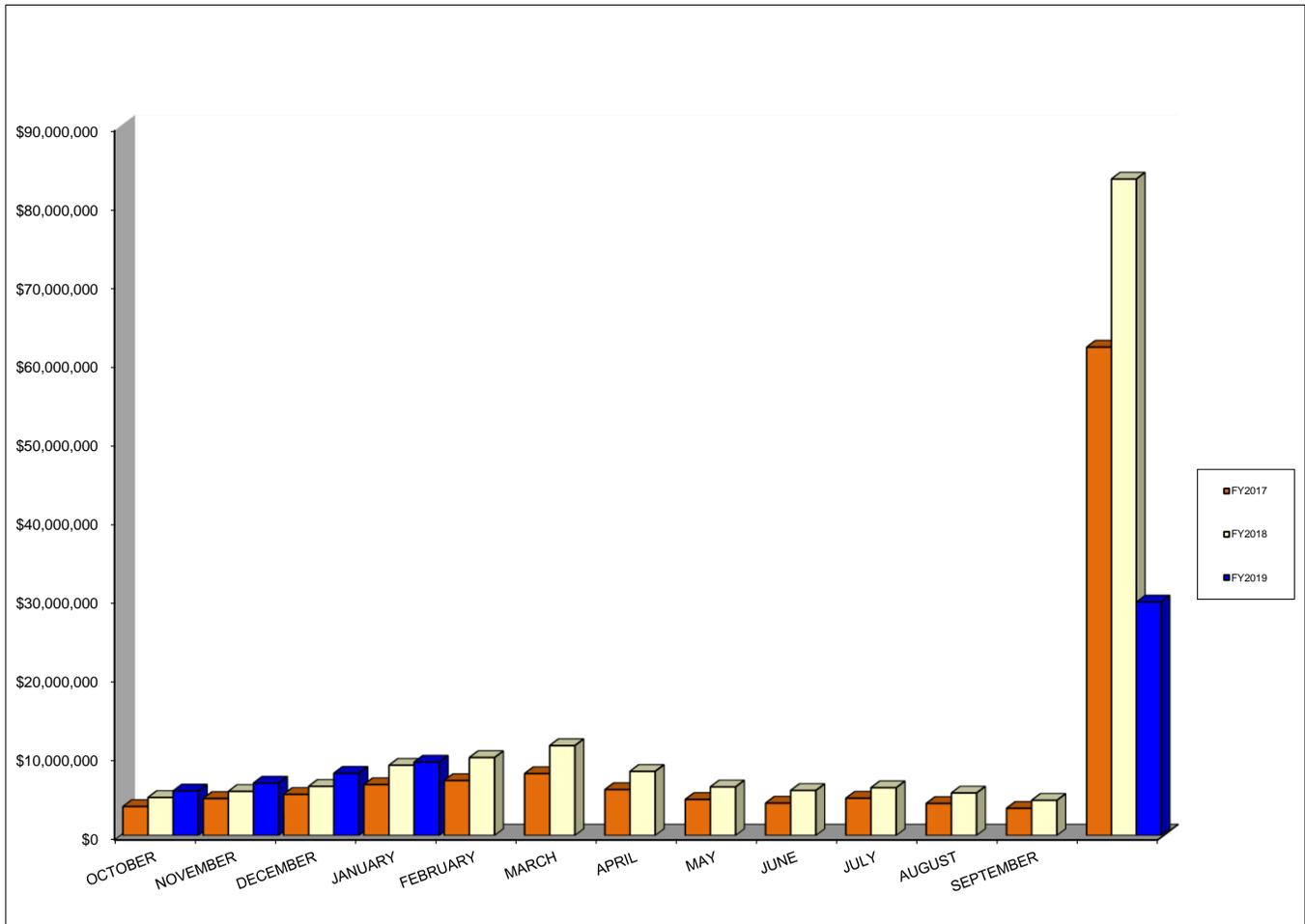
10/31/2018 WELLS FARGO BANK NA	IPHONE	BA-GFL Convention-Visitors Bur	Tvl-Airfare	100.000
10/31/2018 WELLS FARGO BANK NA	J1QQLV7OSMDWOG1B	BA-GFL Convention-Visitors Bur	Tvl-Airfare	125.000
10/31/2018 WELLS FARGO BANK NA	SYONYFIGMLVKPN9ER	BA-GFL Convention-Visitors Bur	Tvl-Airfare	950.000
10/31/2018 WELLS FARGO BANK NA	TAXI SVC LAS VEGAS	BA-GFL Convention-Visitors Bur	Tvl-Airfare	73.410
10/31/2018 WELLS FARGO BANK NA	203778407	BA-GFL Convention-Visitors Bur	Comm Svcs-Wireless-Cellular	46.330
10/31/2018 WELLS FARGO BANK NA	4F45AFC30BCA09806F9E61720	BA-GFL Convention-Visitors Bur	Prmtl Act-Advertising	250.000
12/31/2018 U.S. TRAVEL ASSOCIATION		BA-GFL Convention-Visitors Bur	Prmtl Act-Promotnl Activities	18550.000
1/2/2019 IVY TOWER 101 PROPERTY, LLC	IVY TOWER CUST #T0006507	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	21206.460
1/2/2019 IVY TOWER 101 PROPERTY, LLC	IVY TOWER CUST OPER EX	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	15915.580
1/2/2019 LANIER PARKING SOLUTIONS	LANIER PARKING ACCOUNT #688163	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	2957.620
11/30/2018 WELLS FARGO BANK NA	Sprint	BA-GFL Convention-Visitors Bur	Comm Svcs-Wireless-Cellular	93.370
11/30/2018 WELLS FARGO BANK NA	00011529215083074	BA-GFL Convention-Visitors Bur	Tvl-Airfare	42.000
11/30/2018 WELLS FARGO BANK NA	006771	BA-GFL Convention-Visitors Bur	Tvl-Airfare	168.190
11/30/2018 WELLS FARGO BANK NA	1181715	BA-GFL Convention-Visitors Bur	Tvl-Airfare	75.000
11/30/2018 WELLS FARGO BANK NA	186125888558690846	BA-GFL Convention-Visitors Bur	Tvl-Airfare	375.180
11/30/2018 WELLS FARGO BANK NA	300512	BA-GFL Convention-Visitors Bur	Tvl-Airfare	15.000
11/30/2018 WELLS FARGO BANK NA	AMERICAN AIR0012321410543	BA-GFL Convention-Visitors Bur	Tvl-Airfare	339.200
11/30/2018 WELLS FARGO BANK NA	UVFKRQRQFCOXVM17D	BA-GFL Convention-Visitors Bur	Tvl-Airfare	40.500
11/30/2018 WELLS FARGO BANK NA	PO 317200137749	BA-GFL Convention-Visitors Bur	Prmtl Act-Demonstration Suppl	86.230
11/30/2018 WELLS FARGO BANK NA	PO 317571137862	BA-GFL Convention-Visitors Bur	Prmtl Act-Demonstration Suppl	86.230
11/30/2018 WELLS FARGO BANK NA	000000000228 0000000000	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	1200.000
11/30/2018 WELLS FARGO BANK NA	1519	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	3900.000
11/30/2018 WELLS FARGO BANK NA	CUSTOMERID	BA-GFL Convention-Visitors Bur	Tvl-Conference Registration	3800.000
1/23/2019 SIMPVIEW, LLC	30891	BA-GFL Convention-Visitors Bur	Prmtl Act-Promotnl Activities	159308.750
1/25/2019 AT&T CORP	ATT REGIONAL SUMMARY BILL	BA-GFL Convention-Visitors Bur	Comm Svcs-Landline Svcs	94.840
1/25/2019 AT&T CORP	ATT REGIONAL SUMMARY BILL	BA-GFL Convention-Visitors Bur	Comm Svcs-Landline Svcs	95.600
1/25/2019 AT&T CORP	ATT REGIONAL SUMMARY BILL	BA-GFL Convention-Visitors Bur	Comm Svcs-Landline Svcs	96.450
1/25/2019 AT&T CORP	ATT REGIONAL SUMMARY BILL	BA-GFL Convention-Visitors Bur	Comm Svcs-Landline Svcs	76.490
1/25/2019 AT&T CORP	ATT REGIONAL SUMMARY BILL	BA-GFL Convention-Visitors Bur	Comm Svcs-Landline Svcs	76.900
12/31/2018 WELLS FARGO BANK NA	ATT	BA-GFL Convention-Visitors Bur	Comm Svcs-Wireless-Cellular	3657.080
12/31/2018 WELLS FARGO BANK NA	Sprint	BA-GFL Convention-Visitors Bur	Comm Svcs-Wireless-Cellular	93.370
12/31/2018 WELLS FARGO BANK NA	TRP Storage	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	500.000
12/31/2018 WELLS FARGO BANK NA	784122656822	BA-GFL Convention-Visitors Bur	Frt-Postage Cost	21.760
12/31/2018 WELLS FARGO BANK NA	980	BA-GFL Convention-Visitors Bur	Frt-Postage Cost	377.000
12/31/2018 WELLS FARGO BANK NA	0000000002	BA-GFL Convention-Visitors Bur	Tvl-Airfare	3000.000
12/31/2018 WELLS FARGO BANK NA	010612	BA-GFL Convention-Visitors Bur	Tvl-Airfare	357.240
12/31/2018 WELLS FARGO BANK NA	41108045582	BA-GFL Convention-Visitors Bur	Tvl-Airfare	990.000

12/31/2018 WELLS FARGO BANK NA	JETBLUE 2792115354811	BA-GFL Convention-Visitors Bur	Tvl-Airfare	274.400
12/31/2018 WELLS FARGO BANK NA	MONDO GOURMET COFFEE & M	BA-GFL Convention-Visitors Bur	Tvl-Airfare	451.600
1/29/2019 AT&T CORP	ATT REGIONAL SUMMARY BILL	BA-GFL Convention-Visitors Bur	Comm Svcs-Landline Svcs	77.310
1/31/2019 WELLS FARGO BANK NA	Travel	BA-GFL Convention-Visitors Bur	Tvl-Airfare	7862.190
1/31/2019 WELLS FARGO BANK NA	Travel-SPAIN	BA-GFL Convention-Visitors Bur	Tvl-Airfare	6438.660
1/31/2019 WELLS FARGO BANK NA	Storage of properties - Februa	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	1800.000
1/31/2019 WELLS FARGO BANK NA	certification course for Canda	BA-GFL Convention-Visitors Bur	Tvl-Educational Course Fee	300.000
1/31/2019 WELLS FARGO BANK NA	warehouse storage	BA-GFL Convention-Visitors Bur	Rntl-Lsg- Rental Office-Bldgs	1300.000
1/31/2019 WELLS FARGO BANK NA	wireless services	BA-GFL Convention-Visitors Bur	Comm Svcs-Wireless-Cellular	1075.410
1/31/2019 WELLS FARGO BANK NA	088D65E3CFB6D8862BE7675DC	BA-GFL Convention-Visitors Bur	Prmtl Act-Advertising	250.000
1/31/2019 WELLS FARGO BANK NA	69896554D6D3CE0B973DAA4AE	BA-GFL Convention-Visitors Bur	Prmtl Act-Advertising	250.000
10/30/2018 RITTER,STACY		BA-GFL Convention-Visitors Bur	Tvl-Meals	184.000
12/4/2018 RITTER,STACY		BA-GFL Convention-Visitors Bur	Tvl-Meals	68.000
12/4/2018 RITTER,STACY		BA-GFL Convention-Visitors Bur	Tvl-Oth Allowbl Incidntl Csts	113.280
12/17/2018 RITTER,STACY		BA-GFL Convention-Visitors Bur	Tvl-Mileage	135.160
12/17/2018 RITTER,STACY		BA-GFL Convention-Visitors Bur	Tvl-Meals	96.000
10/22/2018	Prmtl Act-Promotnl Activities	BA-GFL Convention-Visitors Bur	Prmtl Act-Promotnl Activities	49.530
11/20/2018	Frnt-Postage Cost	BA-GFL Convention-Visitors Bur	Frnt-Postage Cost	157.220
1/2/2019	Frnt-Postage Cost	BA-GFL Convention-Visitors Bur	Frnt-Postage Cost	694.540
1/7/2019	Frnt-Postage Cost	BA-GFL Convention-Visitors Bur	Frnt-Postage Cost	341.060
12/31/2018	Oth Ins-Self Insurance	BA-GFL Convention-Visitors Bur	Oth Ins-Self Insurance	702.500

**417910.000**

## GREATER FORT LAUDERDALE CONVENTION & VISITORS BUREAU TOTAL REVENUE COLLECTION ANALYSIS (6%)

	FY2017	FY2018	FY2019	2017 VS 2018		2018 VS 2019	
	FISCAL YEAR COLLECTIONS	FISCAL YEAR COLLECTIONS	FISCAL YEAR COLLECTIONS	INCREASE (DECREASE)	PERCENT CHANGE	INCREASE (DECREASE)	PERCENT CHANGE
OCTOBER	\$3,694,577.05	\$4,852,690.47	\$5,683,228.33	\$1,158,113.42	31.35%	\$830,537.86	17.11%
NOVEMBER	\$4,724,410.17	\$5,627,865.79	\$6,688,948.94	\$903,455.62	19.12%	\$1,061,083.15	18.85%
DECEMBER	\$5,246,719.86	\$6,273,779.10	\$7,947,148.63	\$1,027,059.24	19.58%	\$1,673,369.53	26.67%
JANUARY	\$6,493,397.84	\$8,961,919.71	\$9,364,250.75	\$2,468,521.87	38.02%	\$402,331.04	4.49%
FEBRUARY	\$7,018,884.14	\$9,949,163.93		\$2,930,279.79	41.75%		
MARCH	\$7,893,520.62	\$11,474,604.50		\$3,581,083.88	45.37%		
APRIL	\$5,859,692.99	\$8,186,075.08		\$2,326,382.09	39.70%		
MAY	\$4,601,099.93	\$6,203,360.32		\$1,602,260.39	34.82%		
JUNE	\$4,130,109.60	\$5,748,022.23		\$1,617,912.63	39.17%		
JULY	\$4,756,496.56	\$6,097,140.29		\$1,340,643.73	28.19%		
AUGUST	\$4,090,849.34	\$5,422,260.43		\$1,331,411.09	32.55%		
SEPTEMBER	\$3,472,775.92	\$4,491,910.46		\$1,019,134.54	29.35%		
<b>TOTAL:</b>	<b>\$61,982,534.02</b>	<b>\$83,288,792.31</b>	<b>\$29,683,576.65</b>	<b>\$21,306,258.29</b>	<b>34.37%</b>		



Tourist Bed Tax = 6% total ( 4% allocated to tourism and represented on this chart, 2% goes to the Broward County Arena)  
Effective January 1, 2018 the tax rate for the GFLCVB portion increased from 3% to 4%; the total tax increased from 5% to 6%.



<b>LBTS Visitor Center BUDGET FY 2019</b>
---

**Visitor Center Employee Costs**

Employee expenses including insurance and taxes	\$58,613
<b>Total</b>	<b>\$58,613</b>

**Visitor Center Expenses**

Welcome Center Bags	\$ 685
Office Supplies	\$ 1,800
Janitorial Expense	\$ 1,300
Maintenance Supplies	\$ 1,900
Postage	\$ 2,000
Telephone/Internet Expense	\$ 3,780
Computer & Computer/printer Maintenance	\$ 500
<b>Total</b>	<b>\$11,965</b>

<b>TOTAL VISTOR CENTER EXPENSES</b>	\$70,578
LESS: Deemed Chamber Building Benefit	\$ 3,000
<b>TOTAL Chamber Budget Visitor Center</b>	<b>\$ 67,578</b>

Less Contribution LBTS	\$26,900
Less Contribution CVB	\$20,000
<b>Total Chamber Contribution:</b>	<b>\$20, 678</b>

Presentation to  
**Broward County Tourism Development Council**

April 25, 2019

**GREATER FORT LAUDERDALE**

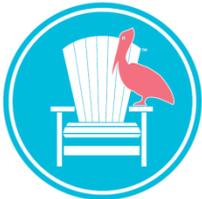


**VISITOR CENTER**

**LAUDERDALE • BY • THE • SEA**

4201 N. OCEAN DRIVE, LAUDERDALE-BY THE-SEA

# Lauderdale By-The-Sea (LBTS)



TOWN OF  
**LAUDERDALE·BY·THE·SEA**

# 4201 N. Ocean Drive



# Visitor Center History

- Partnership between LBTS and LBTS Chamber for over 25 years
- 2 paid staff
- Combined 81 years of personal interaction with visitors to Broward County
- In 2018, staff and volunteers welcomed over 10,000 visitors, and in the first three months of 2019 has welcomed 3,500 visitors



# Visitor Center Current Budget



Annual Budget of \$100,000

Funding:

Town	\$60,000
Chamber	\$20,000
TDC	\$20,000

(Town building, rent free)



# Property Location Impact

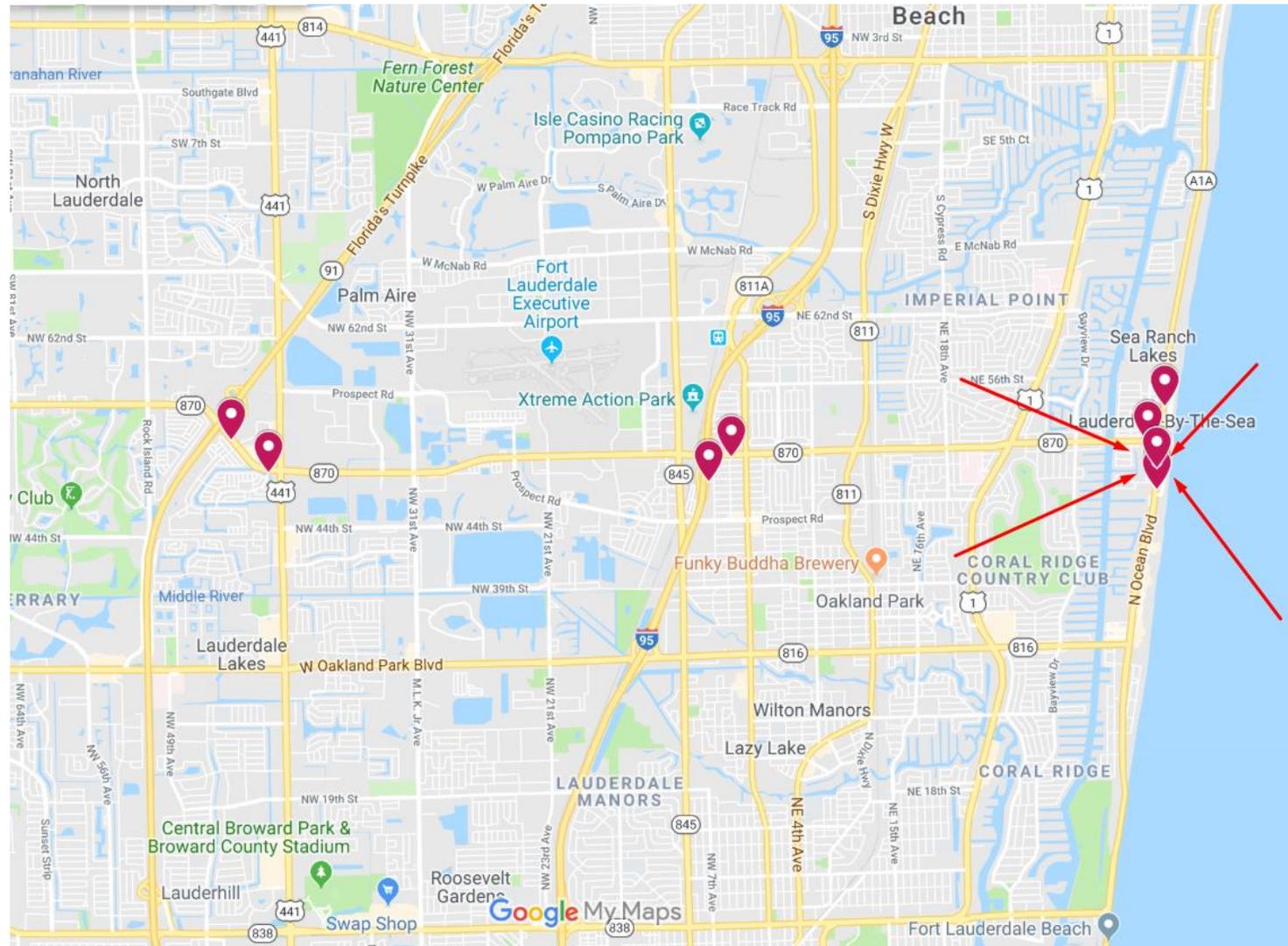
- BSO License Plate Readers (LPR) at LBTS boundaries estimate 1.6 M cars in Feb. 2019
- 439k cars on Ocean Drive passed the Visitor Center in Feb. 2019
- 1700 sq. ft. free standing building  
Town-owned prime location on A1A  
1 block from beach
- Turnpike, I-95, and Broward County wayfinding signs since 1999



# Existing Wayfinding Signs



# Wayfinding Signs in Place



# Existing Co-operative Efforts

- Town is a partner with sunny.org i.e., Vacation Planner and other cooperative marketing
- Sunny.org directs viewers to LBTS webcams
- Visitor Center promotes all Broward County attractions
- Town and Chamber websites have a links to sunny.org



Use #lovelbts to connect with us on Social Media

4501 Ocean Drive, Lauderdale by the Sea, FL 33308

LAUDERDALE·BY·THE·SEA  
CHAMBER OF COMMERCE  
greater FORT LAUDERDALE  
**HELLO SUNNY**  
VISITFLORIDA.COM

FORT LAUDERDALE

72°  
cloudy  
07:14-19:36 EDT  
fri  
77/68°F  
Weather from Weather Atlas

954-640-4200 About LBTS Blog Contact Us Policies Press Site Map Visitor Center

**The LBTS Visitor Center  
is at  
Risk of Closing**



**GREATER FORT LAUDERDALE**



**VISITOR CENTER**

**4201 N. OCEAN DRIVE, LAUDERDALE-BY-THE-SEA**

# Proposal

- Increased TDC funding of the Visitor Center with multiyear agreement
- Town maintains the building and property. Building continues to be rent free
- Chamber continues to operate Visitor Center with increased staffing allowing more SUNsational service



# TDC gets:

- Freestanding high traffic beach location for central and north Broward County
- Existing staff with over 80 years of county tourism knowledge – with a succession plan
- Managed by the LBTS Chamber and supported by the Town

GREATER FORT LAUDERDALE



4201 N. OCEAN DRIVE, LAUDERDALE-BY-THE-SEA

# Future Vision

- Greater awareness and visibility for the County using existing resources and expanding its capacity
- Expand TDC's vision to assist ALL visitors enjoy what that the county has to offer
- Augment TDC's SUNsational experience through extending the personal interaction
- Expand TDC's tourism vision and experience near Broward County central and north beaches
- Update Visitor Center to reflect broader HELLO SUNNY and TDC branding with materials, technology and increased staffing

GREATER FORT LAUDERDALE



VISITOR CENTER

4201 N. OCEAN DRIVE, LAUDERDALE-BY-THE-SEA

# Future Vision

In Partnership with the GFLCVB:

- Provide top-class SUNsational service to a larger visitor audience
- Rebrand the Visitor Center to improve and increase traffic through signs and advertising
- GFLCVB share their marketing expertise and resources

GREATER FORT LAUDERDALE



4201 N. OCEAN DRIVE, LAUDERDALE-BY-THE-SEA

# Proposed Budget

Operating Expenses	\$83,000
Staffing	\$85,000
<b>Total Annually</b>	<b>\$168,000</b>

Building Renovations	\$18,000
New street marquee/ building signage	\$8,000
Other TBD	\$5,000
<b>One-Time Expenses</b>	<b>\$31,000</b>

**1st Year** **\$199,000**

GREATER FORT LAUDERDALE



4201 N. OCEAN DRIVE, LAUDERDALE-BY-THE-SEA

# THANK YOU

Broward County Tourism Development Council  
Greater Fort Lauderdale Convention and Visitors Bureau  
Expanding Broward County's hospitality reach!



RELAX... *Next Time* YOU'RE HERE!

**SMALL IS BIG TO US!** Don't miss seeing our award-winning downtown redevelopment of our small, charming beach town.

**NO CAR NEEDED!** It's a short stroll to all of our dining and entertainment options in our very walkable town.



[LBTs-FL.gov](http://LBTs-FL.gov) **FOLLOW US**  
[LBTEvents.com](http://LBTEvents.com) **#LOVELBTS**



Working together,  
we can do so much more

**GREATER FORT LAUDERDALE**



**Lauderdale-By-The-Sea**

**FY 18 Budget Justification**

<b>Department:</b>	<b>Buildings/Visitor Center</b>	<b>511.200 VISITOR CENTER</b>				
<b>Submitted By:</b>	<b>Sharon Ragoonan, Assistant Town Manager</b>					
<b>Functions:</b>	To attract visitors and tourists to vacation or stay in Lauderdale-By-The-Sea as well as patronize our hotels, restaurants, retail establishments, and boutique shops.					
<b>FY 18 Objectives:</b>	To fund the Lauderdale-By-The-Sea Visitor Center, which promotes the Town and provides information about local attractions, restaurants, hotels and other community businesses to visitors, tourists and residents. Promotions are geared toward generating traffic to Visitor Center's website, increasing visibility of the facility by installing directional signage, replacing the monument sign and painting a wall mural, and marketing town events such as Bug Fest, Christmas-By-The-Sea, and other special events.					
<b>FY17 Achievements:</b>	As part of the LBTS Marketing Program, the Visitor Center's phone number was displayed on the Town's destination advertisements (e.g. banner ads on websites) and visitor information guides (e.g. Take the Bridge Walk, Walking Map, and artwork on buoys). The Town is creating a webpage to promote the offerings at the Visitor Center, and has incorporated the Chamber's Visitors Guide on our Trip Advisor webportal. The Municipal Services Department installed of a Bismarck palm tree in the center courtyard and an upgraded electrical panel to meet insurance requirements. The Chamber of Commerce manages the Visitor Center and has their offices in the building. Chamber staff received excellent reviews from our visitors. The reduced business hours does not seem to be having a negative affect. In season, they provided guidance on places to recreate, shop, and dine. Chamber employees assisted visitors in locating hotel accommodations. The Chamber refreshed the interior of the Visitor Center by upgrading pictures, recovering furniture, and a new rug.					
ACCT NO.	Account Detail	ACTUAL	AMENDED	DEPT REQ.	RECOMMENDED	ADOPTED
		FY 2015-16	FY 2016/17	FY 2017/18		
<b>PERSONNEL SERVICES</b>						
120	<b>SALARIES</b> - 25% of one Mun Services employee	\$10,764	\$11,149	\$11,700	\$11,700	
140	<b>OVERTIME</b>		\$0	\$1,500	\$1,500	
210	<b>FICA</b> - Social Security 6.20% and Medicare 1.45%	\$823	\$853	\$1,010	\$1,010	
220	<b>RETIREMENT</b> - Florida Retirement System	\$1,110	\$838	\$1,045	\$1,045	
230	<b>GROUP INSURANCE</b>	\$2,629	\$2,537	\$2,841	\$2,841	
	<b>TOTAL PERSONNEL SERVICES</b>	<b>\$15,326</b>	<b>\$15,377</b>	<b>\$18,096</b>	<b>\$18,096</b>	<b>\$0</b>
<b>OPERATING</b>						
340	<b>SEWER / WASTEWATER</b>	\$2,656	\$2,900	\$2,900	\$2,900	
345	<b>CONTRACT SERVICES</b> - payment to Chamber for Visitor Center management services	\$33,188	\$26,340	\$34,810	\$26,340	
430	<b>ELECTRIC SERVICE</b>	\$1,585	\$1,600	\$1,600	\$1,600	
431	<b>WATER</b>	\$3,094	\$3,000	\$3,000	\$3,000	
520	<b>BLDG MAINTENANCE</b>	\$685	\$3,000	\$3,000	\$3,000	
	<b>TOTAL OPERATING</b>	<b>\$41,208</b>	<b>\$36,840</b>	<b>\$45,310</b>	<b>\$36,840</b>	<b>\$0</b>
<b>CAPITAL OUTLAY</b>						
640	<b>EQUIPMENT &amp; MACHINERY</b>				\$4,000	
	Visitor Center Sign					
640	<b>CAPITAL OUTLAY</b>					
	<b>TOTAL CAPITAL OUTLAY</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000</b>	<b>\$0</b>
	<b>DEPARTMENT TOTAL</b>	<b>\$ 56,534</b>	<b>\$ 52,217</b>	<b>\$ 63,406</b>	<b>\$ 58,936</b>	<b>\$ -</b>
			-\$4,317	\$11,189	\$6,719	-\$52,217
			-7.6%	21.4%	12.9%	-100.0%

## **LBTS Visitor Center Print Collatral**

### **Lauderdale-By-The-Sea**

101 Ocean  
4145 By The Sea  
Aruba Beach Café  
Away Inn  
Benihana  
Breakaway Inn  
Coral Key Inn  
Costa Del Sol  
Dee Jay Beach Resort  
Delacaseas Cafe  
Eastward Strand Hotel  
High Noon Resort  
Kilwin's  
Laspada's Hoagies  
LBTS Chamber Visitor Guide  
LBTS Walking Maps  
Mulligan's Beach House  
Native Sun Resort  
Ocean Reverie Apartments  
Plunge Beach Hotel  
Sea Cliff Motel  
Sea Lord Hotel & Suites  
Sea Watch on the Ocean  
Town Topics  
Tropic Seas Resort  
Village Grille and Pump

### **Guides & Newspapers**

Bien-Venidos - Spanish  
Bienvnidos -English  
Access Florida - French  
Pelican News Paper  
Around Town News  
Le Soleil News French  
  
Visit Florida  
Go Riverwalk  
Great Locations Guidebook Broward  
Great Locations Guidebook FL Keys  
Guide Map to FL Attractions  
Hello Sunny Coupon Books  
Hello Sunny Golf Guide  
Hello Sunny Multicultural  
Ft. Lauderdale Magazine  
Travel Host Magazine  
Riverwalk Magazine

## Other

AH -TAH -THI - KI Museum  
Air Tours Miami Plane Tours  
Alligator Farm Hometeads  
Attractions Map of South FL  
Avis Bous Savings Card  
Bailey Hall/ Broward College  
Banana Republic  
Beach Vacation Rentals  
BeachComber Resort  
Bonnet House & Gardens  
Broward County Museum and Calendar  
BUBBA GUMPS  
Busch Gardens  
Butterfly World  
Camp Florida  
Coccadotts Cake Shop  
Country Ham & Eggs  
DA Vinci's Pizzeria  
Deep Sea Drift Fishing  
Deep Sea Sport Fishing  
Everglades Day Safari  
Everglades Holiday Park  
Explore Coopertown  
Explore Palm Beach Map  
Explore Palm Beach Map  
Festival Marketplace  
Fish Peddler East  
Fishing Headquarters  
Flagler Museum  
Flamingo Gardens & Wildlife Sanctuary  
Florida Official Map  
Florida State Parks  
Florida Tours .com  
Florida's Hollywood Map and Info  
Ft Lauderdale Beach Resort  
Ft Lauderdale Historical Society  
Fury Water Adventures  
Galleria Mall  
Gator Park Airboat Rides  
Glassbottom Snorkel Tours  
Go Miami card

## Other (cont')

Hotel Guide for Palm Beaches  
Jungle Queen d  
Kaluz  
Keller Deep Sea Fishing Miami  
Kennedy Space Center  
Key West Map & Guide  
LaQuinta  
Las Olas Boulevard  
Lauderdale Villas  
Lenore DuJour Culinary  
Lion Country Safari  
Mai - Kai Restaurant & show  
Miami & The Keys  
Miami Helicopter  
Miami Sea Aquarium  
Miami Zoo  
Monkey Jungle  
News Shooting Davie  
Ocean Beach Club Hotel  
Oceanside Mist  
Palm Beach Zoo  
Pembroke Gardens  
Riverwalk A&E  
Sawgrass Mills  
Sea Boat Rides  
See South Florida  
Small Superior Lodging  
South FI Family Attractions  
Sun &.Sea Villas  
Sun Tower Suites  
The Palm Beaches Insider's Guide  
Tides Inn Resort  
Tour Helicopter  
Town Center At Boca Raton  
Tri Rail  
Under The Sun Tours  
Unlimited Attractions  
Visit Orlando  
Visitors Guide Map Broward  
Vizcaya Museum  
Water Taxi Ft. Lauderdale  
Welcome to Miami Beaches



# Greater Fort Lauderdale Convention & Visitors Bureau

Brand Study

February 5, 2019



*"Selling South Florida shouldn't be hard. There are the beaches, the weather, the melting pot of cultures, beautiful people and the amazing food and scenery that serves as a backdrop to paradise."*

OMAR KELLY

NFL Columnist for Sun Sentinel

# Background and Purpose



The Greater Fort Lauderdale Convention and Visitors Bureau (GFLCVB) and Starmark are interested in developing new positioning, messaging, and marketing that is unique and compelling to travelers.

Mars Research was commissioned to conduct brand perception research in order to understand how the Greater Fort Lauderdale (GFL) area is viewed in the vacation marketplace by a specific consumer segment, and further, what characteristics are preferred by this segment overall, and in relation to other vacation destinations.

# Research Objectives

This research program was undertaken to learn how best to grow and position the GFL brand in the current marketplace. The specific objectives were:

## DESTINATION FACTORS

Learn what variables factor in the travel decision-making journey and where/how GFL can be part of that equation.

## DECISION INFLUENCERS

Uncover what consumers feel would most impact or influence their decision to visit GFL.

## TARGET SEGMENTATION

Determine how GFL can offer value to various lifestyle segments such as families, thrill seekers, the cultured club, etc.

## INFORMATION SOURCES

Discuss sources of travel information that consumers use.

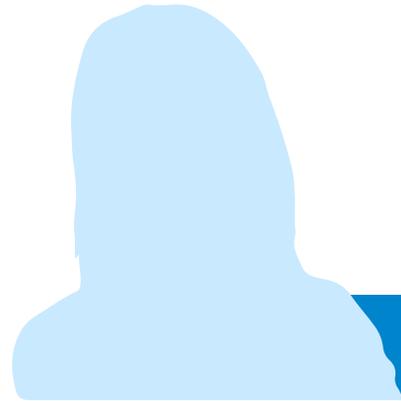
## COMPETITIVE ANALYSIS

Compare and contrast GFL with other warm weather destinations.

## DIFFERENTIATION

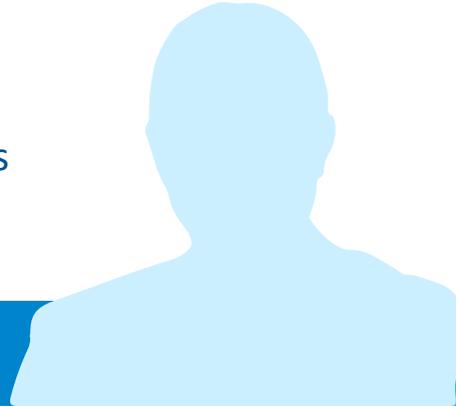
Identify what differentiates GFL from other Florida beach destinations in the minds of consumers.

# Who We Spoke With



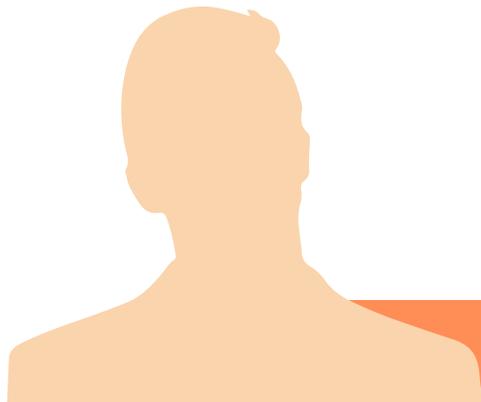
Have taken at least one warm weather vacation at least 50 miles away from home in the past year.

## Vacation Habits



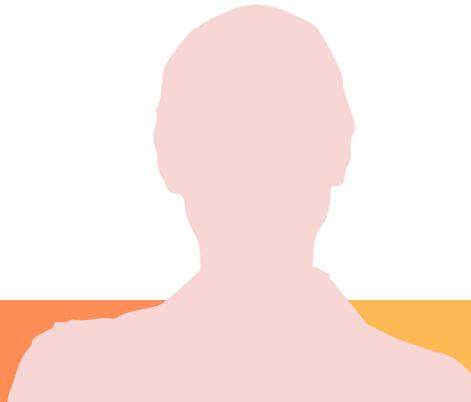
Are between the ages of 18 and 54 (with approximately 50% Millennials and 50% Gen Xers).

## Age



Are an even representation of male and female respondents.

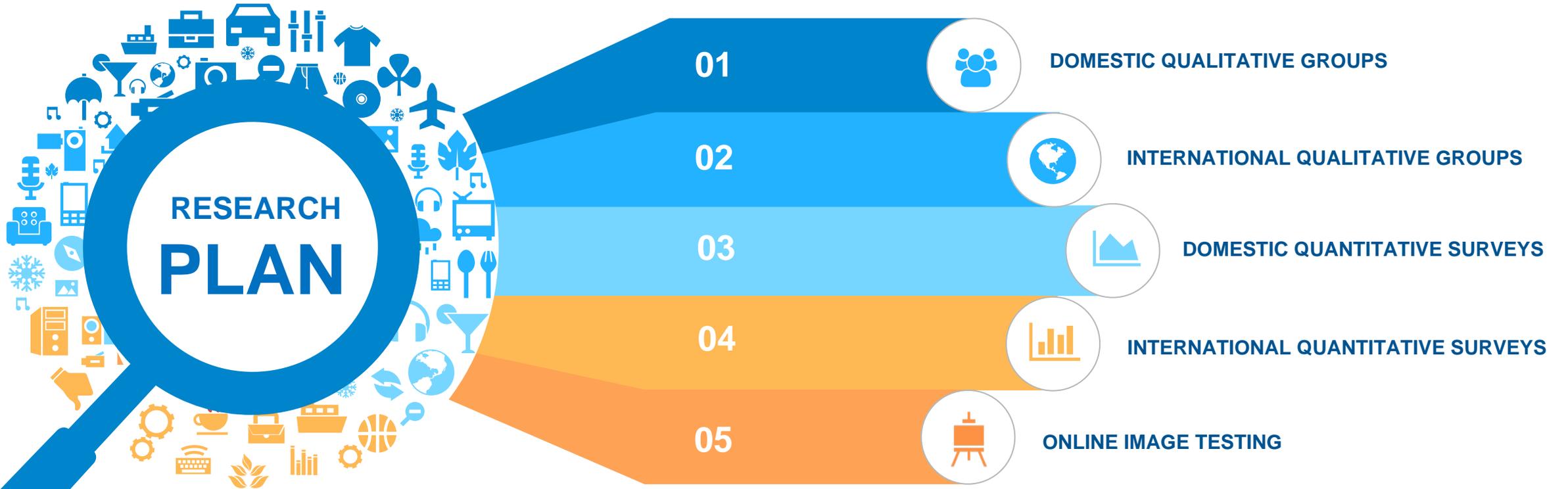
## Gender



Have a household income of at least \$100,000 (or local equivalent). Young, single participants allowed at \$75,000.

## Household Income

# Research Design





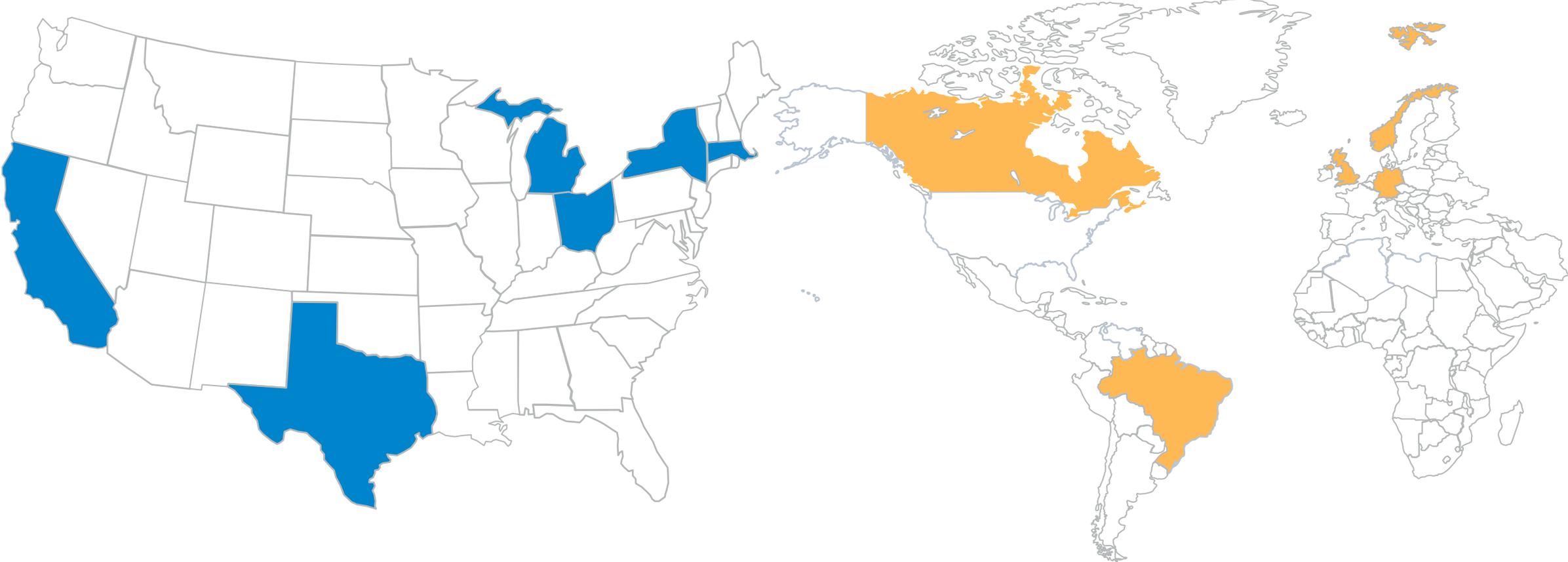
# FOCUS GROUPS



# Focus Group Locations

 **6 groups**  
Domestic Respondents

 **10 groups**  
International Respondents



# Why travel to a warm weather destination?



*“Escape from routine is the most important thing while traveling.”*

#1 Escape the cold

#2 Escape a hectic + stressful lifestyle

Show me a LAID BACK and RELAXED vibe.

Bring me atypical, interactive travel experiences.

# Why travel?



I travel to “expand my horizons.”

I want to go “beyond my bubble.”

Looking to grow socially and intellectually.

Bring home new experiences to share with family + friends, and then venture out once more.

Travel creates legacy connections for parents and children.

## What do I seek?



Beyond beaches, please.

Will spend for novel + original experiences.

But, keep it near/around waterfront activities such kayaking, snorkeling, boating.

Green space and nature is valued.

Keep kids/teens engaged (parents).

*“I want experiences, I want to do stuff I can’t do at home.”*

# What is my vacation vibe?



Hassle-free experiences in a hands-on environment is a universal sentiment:

- Easy Going
- Nautical
- Green
- Beachy
- A Place To Come Back To

Other stand-outs speak to a desire to connect with people:

- A Happy Place (the people are nice to tourists)
- Friendly

# What attributes do I care about?



- It's important to expand my horizons.
- Allows me to take home new knowledge.
- The ability to immerse in an unfamiliar culture
- A place that feels like an escape.
- Has a relaxed laid back vibe.
- Things to do around and in water (such as kayaking, snorkeling, etc).
- Has walkable neighborhoods (that are safe.)
- Offers green space and nature-like surroundings.
- Exudes a warm and accepting diverse/inclusive community throughout.

## How do I want to feel?



Natural, humanistic desire to socialize and be connected.

Highly open to new encounters.

Accomplished through immersion into culture at local level.

“I want to feel like a local”

“Travelers are craving slow, deep, and immersive experiences. We don’t want to feel commoditized — we want to feel like these experiences are created for us.”  
– Geetika Agrawal, CEO of Vacation with an Artist

## Is food important to me?



Food venues and options are well researched before the trip.

Food experiences are highly memorable and figure strongly.

“I want to eat like a local.”

*“Good food does matter, but it doesn’t have to be luxury to be good food.”*

# I do my own research.



They find great gratification from the planning process.

Prep may take up to one year, especially for parents and foreign guests.

Digital /UGC (Instagram, YouTube) are “authentic” sources + sought out.

Also consider additional web sources:

- Chamber of Commerce
- State Tourism Websites
- TripAdvisor, Expedia, Google

# Perceptions of South Florida



**Miami:** flashy, fast, exotic cars, designer clothes, alcohol, dangerous, parties, luxury, a strong Latin Vibe, famous people.



**West Palm Beach:** older, stodgy, retired, wealthy, golfing.

**Greater Fort Lauderdale:** older, dull, boring, quiet.

# Greater Fort Lauderdale as an “Epicenter” is valuable to me.



“Excursion city” or “epicenter” concept is meaningful and motivating.

Parents were strongly interested.

International travelers were intrigued, Canadians the most.

Train travel had appeal, however some commented it could be construed as a negative.

*“An epicenter is great so that we have other options.”*

# I do not understand the concept of “Greater Together.”

Not clear regarding what ENTITY is getting “greater.”

Mistakenly thought it meant bringing together the communities of West Palm, GFL and Miami.

Numerous (negative) comments regarding President Trump’s campaign of “Make America Great Again.”



# Greater Together Video



Response to the video was mixed.

Some saw appeal in the range of activities and experiences shown – craft beer, local arts, water taxis, kid-friendly attractions, Seminole tribe of Florida.

Others thought the video could have been filmed anywhere or was too “staged.”

“Too much focus on people and not enough on GFL-specific activities” was the consensus of detractors.

Germans and Norwegians, specifically, had negative reactions to the video.

# Differences by State

TEXAS	OHIO	CALIFORNIA	NEW YORK	MASSACHUSETTS
<p>Spend freely</p> <p>Like walkable neighborhoods</p>	<p>Vacation in the Panhandle: Destin, Clearwater</p>	<p>Must be better/ different than Hawaii</p> <p>Independent thinkers</p>	<p>Local and authentic neighborhoods</p> <p>Like walkable neighborhoods</p>	<p>Outdoor activities beyond the beach</p> <p>Golf</p> <p>Local sporting events</p>

# Differences by Country

NORWAY	GERMANY	BRAZIL	UNITED KINGDOM	CANADA
<p>Extremely low awareness of South Florida</p> <p>Tropical heat can be oppressive</p> <p>Frustration with USA Customs</p>	<p>Tropical heat can be oppressive</p> <p>Prefer to use warm weather to explore nature/green space</p> <p>Lowest levels of appeal for Fort Lauderdale</p>	<p>Shopping!</p> <p>Kid-friendly options</p> <p>Security</p>	<p>Less interested in walkable neighborhoods</p> <p>Presence of anti-Trump sentiment</p>	<p>Most positive about the high-speed rail</p> <p>Prefer to use warm weather to explore nature/green space</p>



# ONLINE SURVEYS



# Online Survey Sample



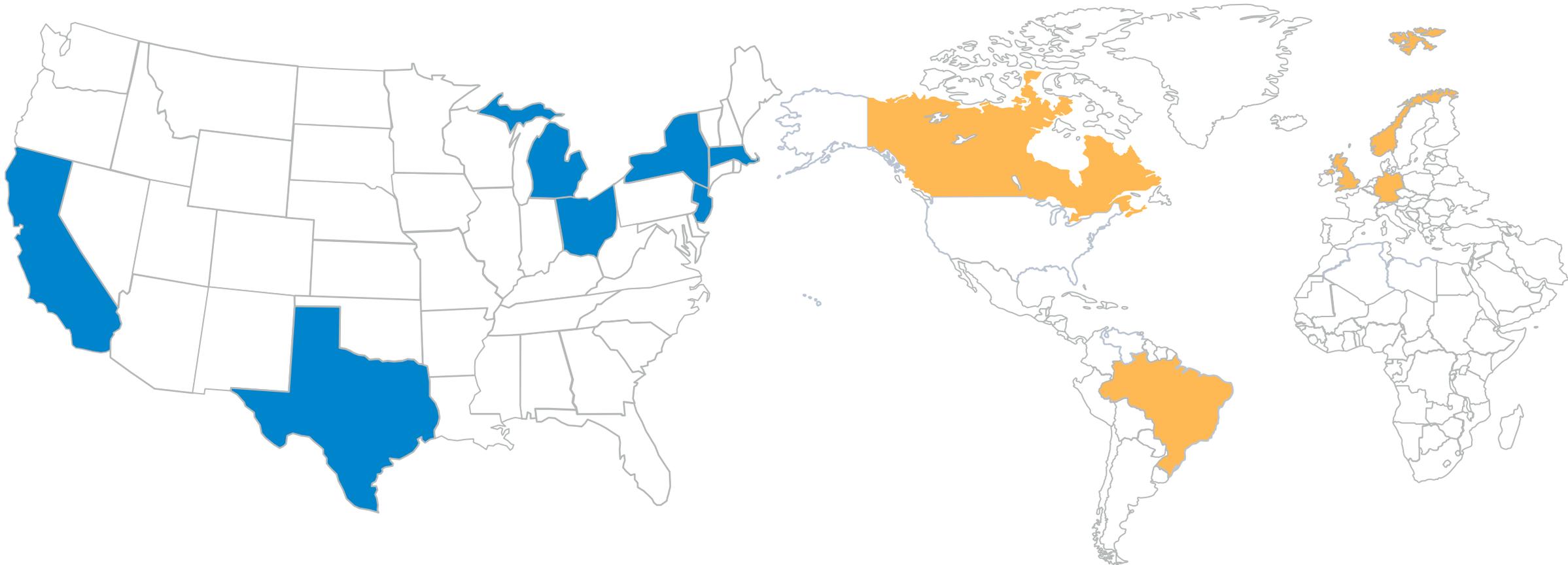
1,050

Domestic Respondents



1,500

International Respondents



# General Travel Behavior



The defined traveler group takes frequent vacations throughout the year, averaging six trips over 50 miles from home (5.8).



Few people today (16%) prefer to use a travel agent.



Nine out of 10 report they plan to vacation in a warm weather destination within the next year (94%).



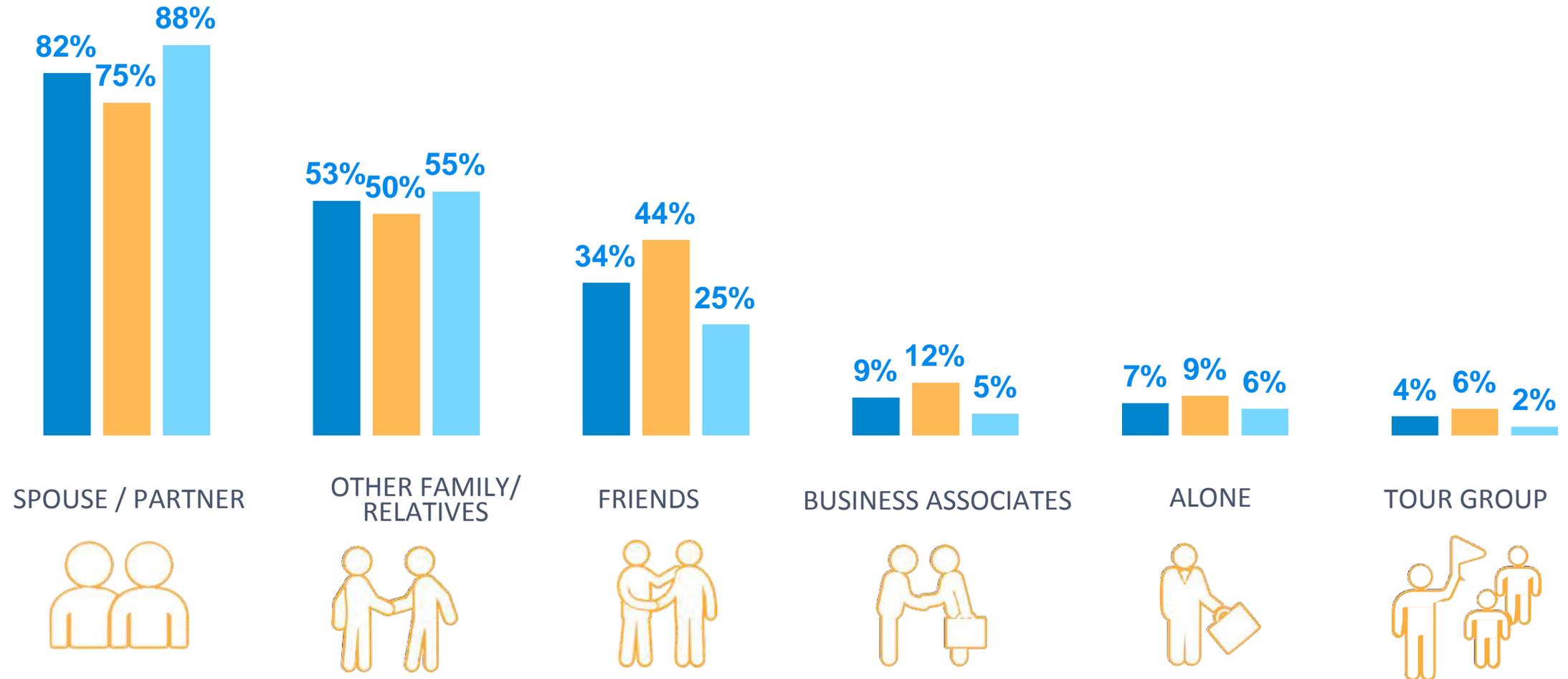
Millennials out-vacation their Gen X counterparts (6.2 vs. 5.5).



Men take more trips than women (6.4 vs. 5.3).

# Travel Companions

■ Total ■ Millennials ■ Generation X



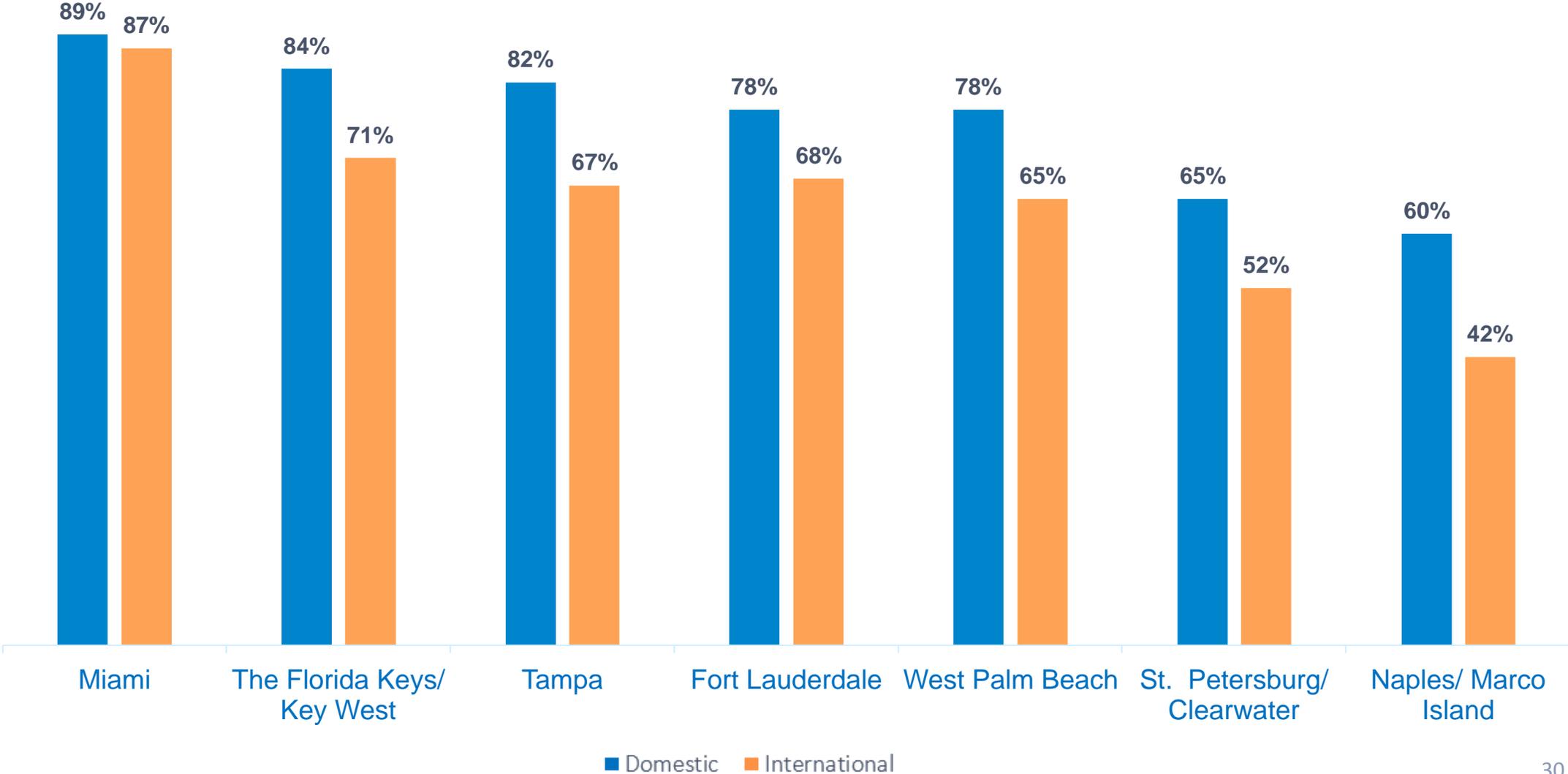


# REACTIONS TO FLORIDA VACATION DESTINATIONS

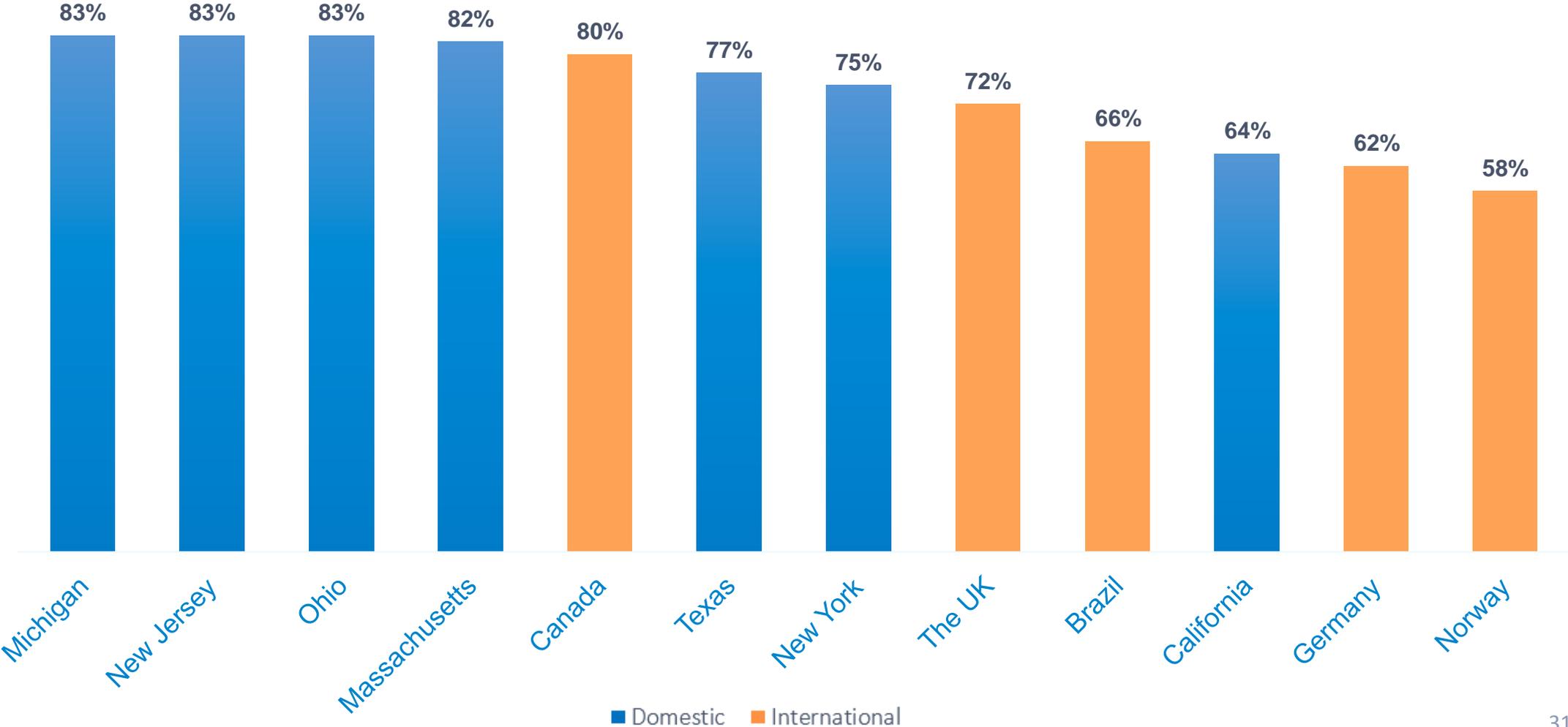
# Competition Set



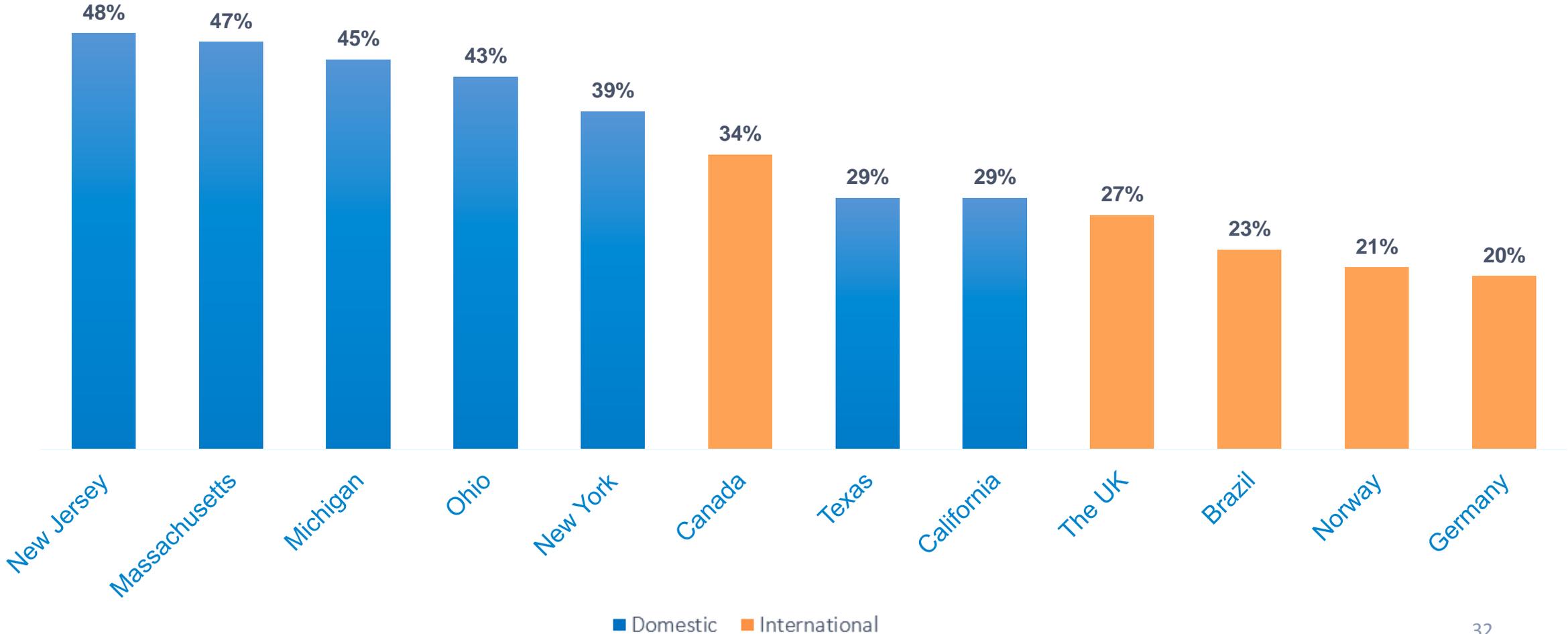
# Florida Beachfront Destination Awareness



# Greater Fort Lauderdale Awareness



# Greater Fort Lauderdale Visitation





# KEY THEMES FOR MESSAGING



# Attribute Statements

A place that feels like an escape from the ordinary.			Is home to a unique culture and annual local events that can't be found elsewhere such as music festivals, parades, food & wine festivals.
Delivers nature-based experiences like trailing, kayaks, aviaries, sanctuaries, etc.			It is a place I would come back to.
Has kid friendly attractions and destinations.			Off the beaten path - where I can avoid crowds of tourists.
Has walkable neighborhoods to explore at your own pace.			Offers me the chance to do something unfamiliar and leave with new knowledge.
Home to a relaxing vacation, where I can get away from the stress of life.			Offers miles of beautiful beaches.
Is a friendly and welcoming place, where I can connect with the locals.			Offers underground grit and an edgy culture that goes beyond the mainstream.
Is a good centralized location to stay when visiting points of interest in nearby areas.			Provides ample opportunity for water-based or nautical activities such as sailing, fishing, cruising, diving, surfing, watersports, etc.
Is diverse in people and neighborhoods.			There's a variety of local and authentic food options/venues.

# Stated Attribute Importance

(Average scores on a five-point scale)

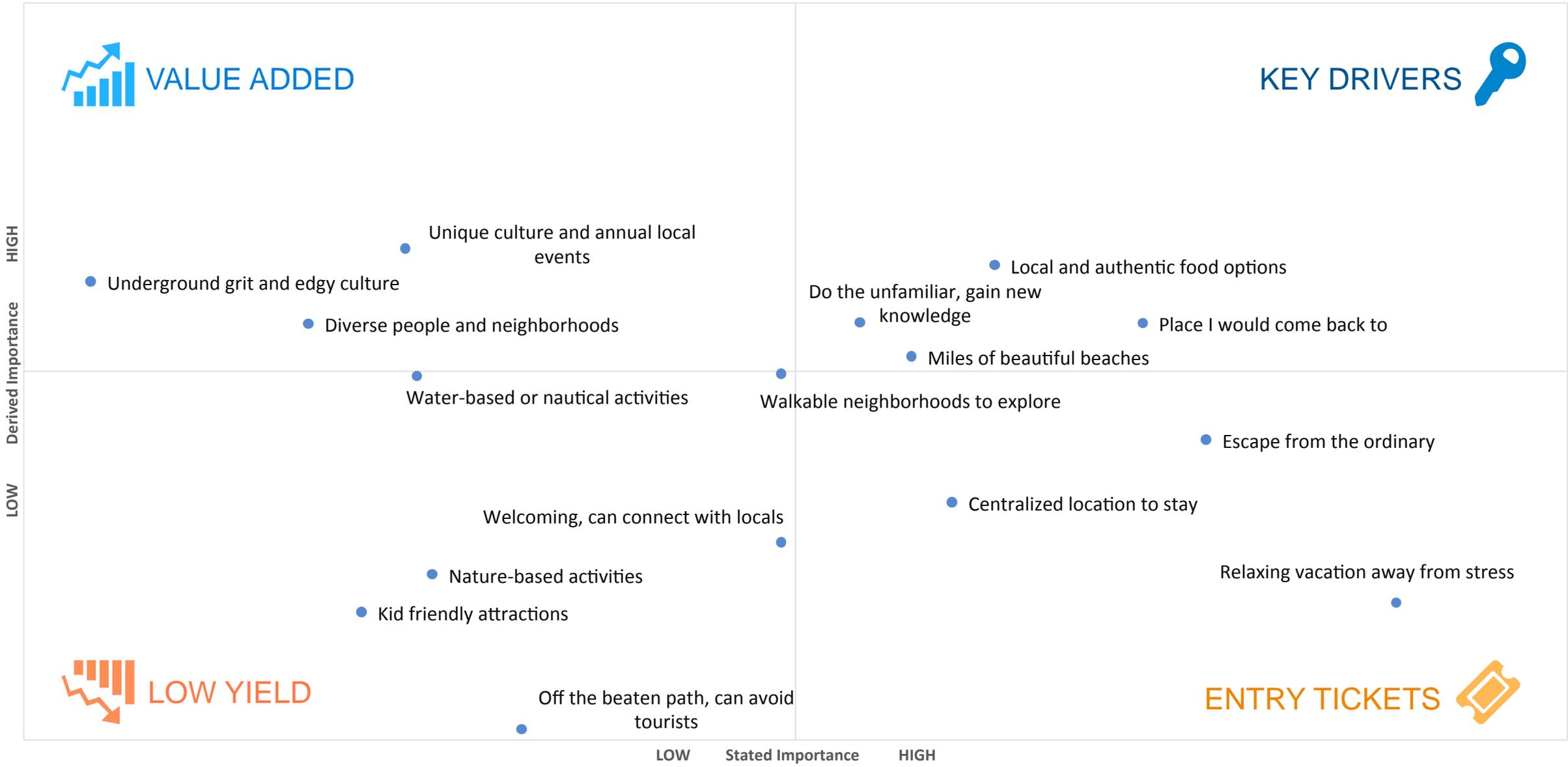


Domestic and International respondents rated the same three attributes highest in the same order

# Importance Analysis



# Importance Analysis



# Importance Analysis



## KEY DRIVERS

- Local and authentic food options
- Do the unfamiliar, new knowledge
- Place I would come back to
- Miles of beautiful beaches

# Importance Analysis



## ENTRY TICKETS

- Escape from the ordinary
- Centralized location to stay
- Relaxing vacation away from stress

# Importance Analysis



## VALUE ADDED

- Unique culture and annual local events
- Underground grit and edgy culture
- Diverse people and neighborhoods
- Walkable neighborhoods to explore
- Water-based or nautical activities

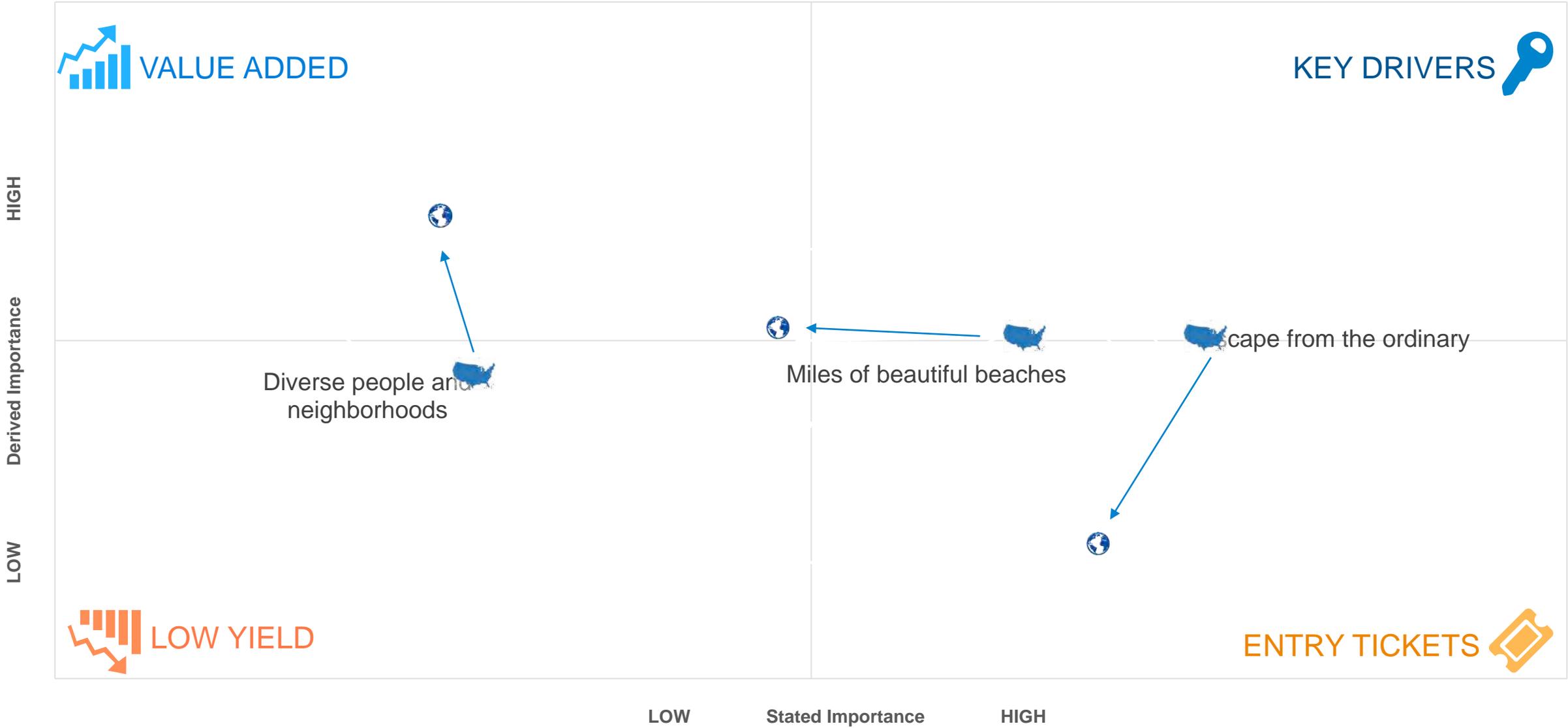
# Importance Analysis



## LOW YIELD

- Welcoming, can connect with the locals
- Nature-based activities
- Kid friendly attractions
- Off the beaten path, can avoid tourists

# Importance Analysis



# White Space Opportunities

White Space identifies potential opportunities - A vacation destination could gain a competitive advantage by promoting itself and standing out in an underserved attribute.



# Category Delivery - South Florida Region

The Florida Keys/Key West, Miami, Fort Lauderdale, West Palm Beach, Naples, Tampa, Clearwater and St. Petersburg

## Delivers

- Escape from the ordinary
- Walkable neighborhoods to explore
- Welcoming, can connect with the locals
  - Nature-based activities
  - Kid friendly attractions
- Diverse people and neighborhoods
  - Centralized location to stay
- Do the unfamiliar, new knowledge



## Over Delivers

- Local and authentic food options
- Place I would come back to
- Water-based or nautical activities
- Miles of beautiful beaches
- Relaxing vacation away from stress

## Under Delivers

- Underground grit and edgy culture
- Unique culture and annual local events
- Off the beaten path, can avoid tourists

# White Space Opportunities

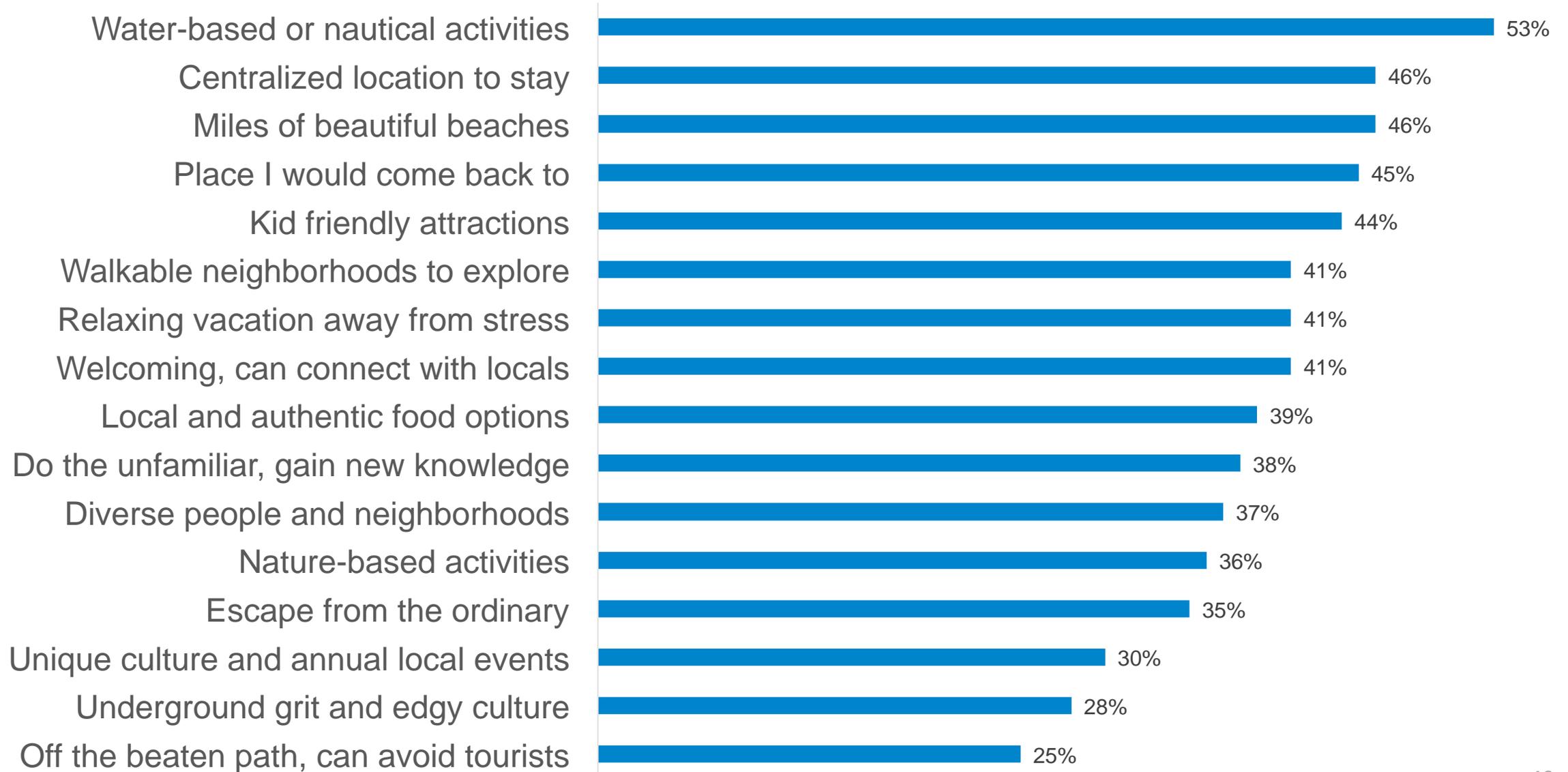
**Underground grit and culture**

**Unique culture and annual local events**

**Do the unfamiliar, gain new knowledge (domestic)**

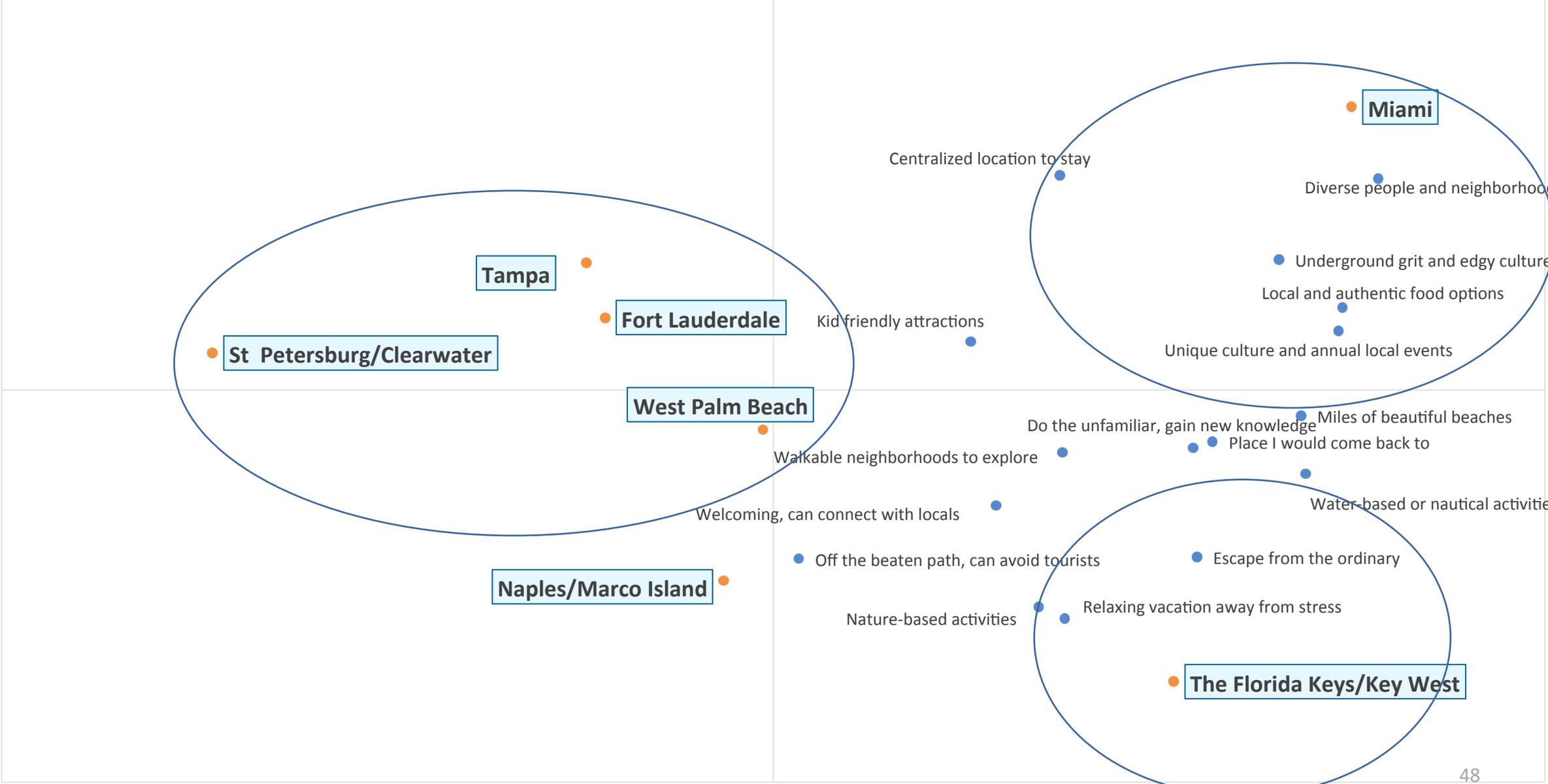


# What Attributes does Greater Fort Lauderdale have?



QUADRANT	ATTRIBUTE	Greater Fort Lauderdale Perception
Key Driver	Local and authentic food options	39%
	Do the unfamiliar, new knowledge	38%
	Place I would come back to	45%
	Miles of beautiful beaches	46%
Entry Ticket	Escape from the ordinary	35%
	Relaxing vacation away from stress	41%
	Centralized location to stay	46%↑
Value Added	<b>Unique culture and annual local events</b>	<b>30%↓</b>
	<b>Underground grit and edgy culture</b>	<b>28%↓</b>
	Diverse people and neighborhoods	37%
	Walkable neighborhoods to explore	41%
	Water-based or nautical activities	53%
Low Yield	Welcoming, can connect with the locals	41%
	Nature-based activities	36%↓
	Kid friendly attractions	44%↑
	Off the beaten path, can avoid tourists	25%↓

# Brand Perception Map



# Brand Identities

## Key West

- Nature-based activities
- Relaxing vacation away from stress
- Escape from the ordinary
- Do the unfamiliar, new knowledge
- Miles of beautiful beaches

## Miami

- Diverse people and neighborhoods
- Underground grit and edgy culture
- Local and authentic food options
- Unique culture and annual local events
- Centralized location to stay

## Fort Lauderdale

- No strong brand identity



# IMAGE TESTING



BEACH DOWNTIME, 63%



UNDERWATER EXPLORING, 53%



FOODIE, 48%



BEACH BONFIRE, 45%

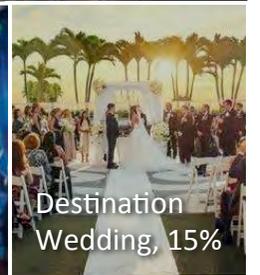


EVERGLADES BOAT RIDE, 49%



# Top Five Images

PLEASE PICK THE TOP 5 IMAGES THAT WOULD INSPIRE YOU TO VISIT GREATER FORT LAUDERDALE.





# KEY FINDINGS





Clearly GFL attracts many vacationers. This presentation is identifying the things we need to consider as we develop strategies to entice more Millennials and Gen Xers to vacation in GFL.

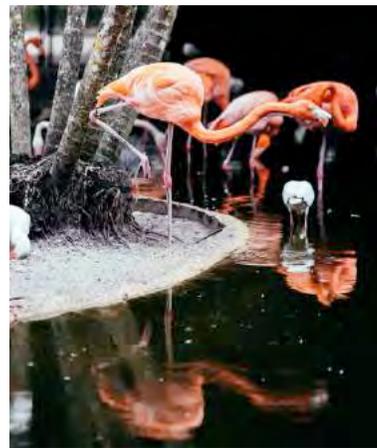
Images, reactions, and expectations of a warm weather vacation were remarkably consistent across all targeted groups.



We found a huge apparent contradiction.



On one hand, our targets tell us they want a relaxing beach getaway from stress and worries, but...



...on the other hand, our targets tell us the beach isn't enough - they want to have lots of things to do.

What they mean is that they want both.



A warm weather beachfront location that's relaxed and active seems contradictory, but it is not an either/or proposition.

It's both.





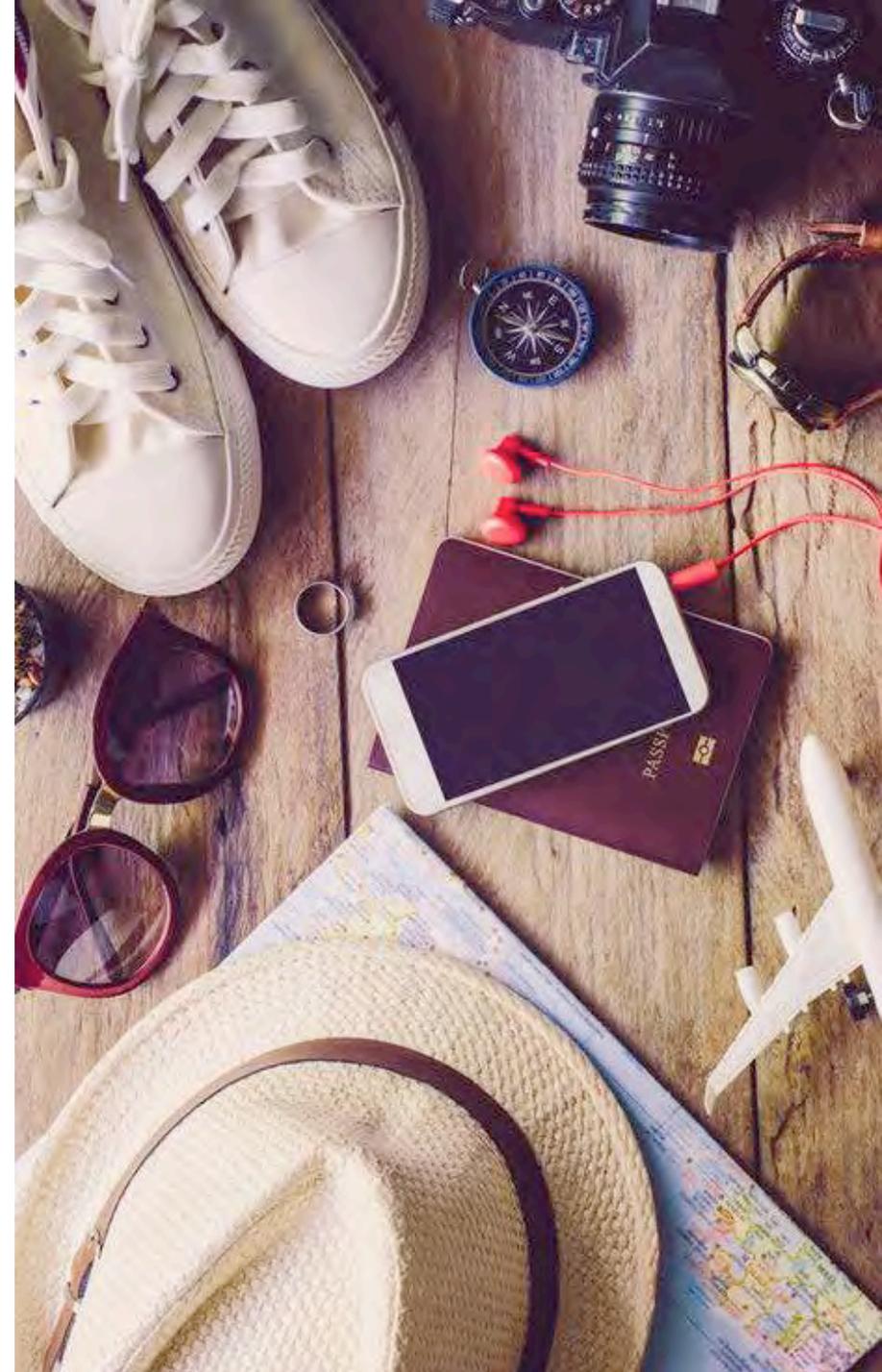
# Key Findings and Recommendations: Global

## Global and Domestic Findings

Six countries and 2,500+ study subjects all yielded very similar results. Reactions, commentary, expectations and desires were all very similar across the board. When it comes to travel, we all want the same thing.

## Findings are Consistent with these Secondary Research Trends:

- Personalized experience
- Authentic and unique experiences
- Immersion with locals vs. crowds of tourists
- Off the beaten path
- Food - quality and experience vs. lofty
- Value of vacations is far greater than material objects



# Key Findings and Recommendations : The Cruise Factor

- Visitors judge the destination by their overnight stay in a low cost hotel and their drive to Port Everglades.
- Cruisers are affecting our visitor stats data in a negative way. Data shows an increase in visitors from California and Texas, but, in reality many are flying in to catch a cruise out of Port Everglades.
- Need to rethink how we market to pre- and post-cruisers. Rethink the services that are provided to cruisers in the destination - we need to give them options to make it easy to sample the destination. Turnkey partnerships and programs with Cruise Lines and Agents.



# Key Findings and Recommendations: The Seniors/Pensioners Factor

Globally we have to showcase that we are way beyond a retirement destination.

There is nothing slow and sleepy about Greater Fort Lauderdale. Messaging must be believable, not exclusive and above all, feature video and images that appeal to a younger audience.

Choices of activities, entertainment and diverse experiences need to be portrayed. Seeing is believing but not just in advertising. Images and videos need to be authentic and distributed across as many channels as possible.

Social media, video and content marketing are good examples.

## Key Findings and Recommendations: The Central Location Factor (vs. epicenter)



The fact that we are right between Miami and West Palm Beach is very positive. Add Virgin Trains and it is even more appealing. Our central location in South Florida allows visitors a home base (better value than Miami) and the opportunity to visit all of South Florida.

We should consider adding a locator map in some communications to highlight this. Instead of avoiding “Miami” we need to promote the fact that we have a central location between it and WPB.

# Recommendations: Domestic

- Increase overall BRANDING efforts as well as frequency in key feeder markets.
- Re-evaluate cruise marketing efforts and local tactics to expand our share of this market.
  - Partner with Port Everglades team, Tour Company(ies), Cruise Line Tour Operators to determine a feasible way to provide easy excursions in Greater Fort Lauderdale.
  - Begin first-time efforts to market to frequent cruising consumers and cruise club members.



## Recommendations: Domestic (cont.)

- Adjust regional messaging to address differences in expectations and needs. Interests and needs vary greatly by region and even state to state. Embrace microtargeting.
  - Promote heavily to Massachusetts, which tends to embrace Naples and the West Coast.
  - Beautiful beaches and escapes to the Midwest, which tends to embrace the Panhandle.



## Recommendations: Domestic (cont.)

- Show the audience what they long to see - escape, laid back and authentic. A diverse array of experiences through day and night (an energetic vibe).
- Target younger audiences to offset the pensioners effect.
- Feature locations and events that bring people into our neighborhoods and not just the tourist path. Utilize the Digital Vacation Planner, VLTV and Sunny.org for off-the-beaten path exploration and events. Don't just feature perfect people staged - feature our diverse areas in terms of nature, grit, diversity in people and experiences.
- Continue marketing the unique local events that are unique to GFL - Music Festivals, Art on Water, Taste of the Islands, Friday Night Sound Waves, etc.
- Exploit our eight beaches



# Recommendations: International



## The Tour Operator/Agent Effect

- Times are changing in terms of the purchase and booking cycle. Europeans are very quickly shifting to independent digital research when planning travel. Tour Operators and Agents should no longer be the primary focus of destination marketing efforts.
- Those in larger cities still use Agents because Travel Agents and Tour Operators have physical business locations that are easy to access.

# Recommendations: International



- Shift is needed in international marketing that reaches out directly to consumers.
- Domestic recommendations also refer to our international markets. When opportunity allows, customize messaging by country to address any cultural differences. For example, shopping for Brazilians vs. outdoor nature or walkable areas for Europeans.

# Recommendations for Positioning Direction

We know visitors come for the beaches and the sunshine. We know they want more to do beyond just the beach - but they want to experience it their way, without large crowds, stress free and in a relaxed way. Time is too precious.

There is so much happening here that our audience is not aware of yet. GFL fulfills these desires and has the environment and experiences to offer it all - without owning one specific attribute. We don't need to own a specific attribute.



# Recommendations for Positioning Direction

“Skyrocketing cultural cachet, major hotel openings, and new restaurants... the ease of a Miami getaway without the 24-hour party vibe.”

Greater Fort Lauderdale is a warm weather beach destination that offers a depth and variety of culture and entertainment. Fueled by local communities, artists and businesses - GFL delivers a beach escape with a continuously exploding array of experiences - delivered in a more relaxed environment.



## Key Findings and Recommendations: Launch a Brand Tracking Study

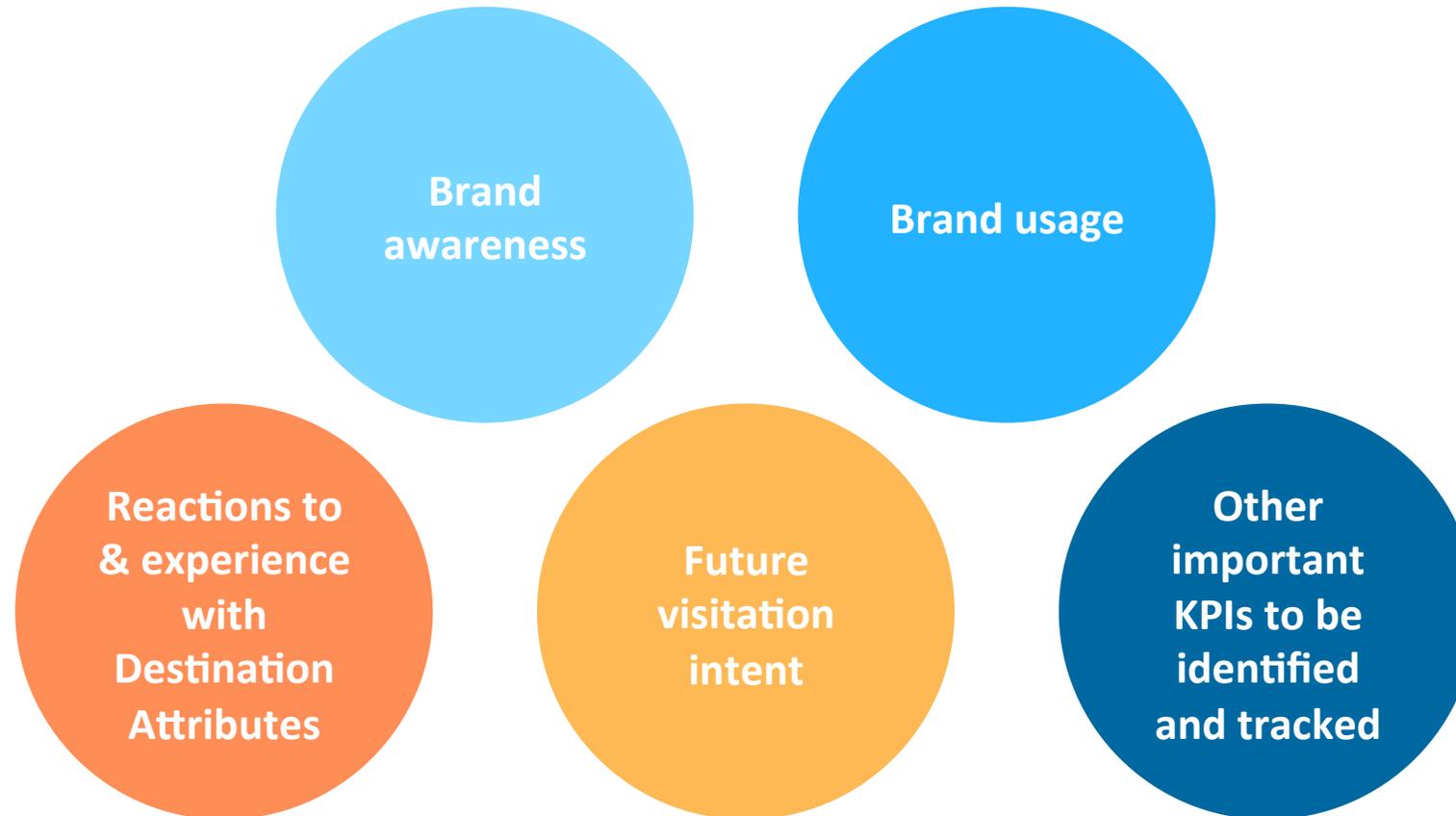


Once refinements are made to the brand message and positioning, and a new campaign is launched, we recommend commissioning a **Brand Tracking Study**. This research will measure the impact of the branding work, and will collect customer insights to help inform future campaigns.

Conducting a brand tracking survey in conjunction with your updated messaging will measure KPI's and other metrics that will assess the brand value, sentiment and traction as a new campaign is rolled out. Importantly, we would also study how this rebranding is impacting appeal and interest from the segmented marketing approach.

# Key Findings and Recommendations: Launch a Brand Tracking Study

Some benchmarks we would look to the tracker to deliver, and then continue to measure over time include:





550 W Cypress Creek Rd. #310  
Fort Lauderdale, FL 33309  
954-654-7888



210 S Andrews Avenue  
Fort Lauderdale, FL 33301  
954-874-9064

GREATER  
FORT LAUDERDALE