



Thurston County Hotel & Motel Commission Meeting Agenda
Monday, February 24, 2025, 3:30 pm
VCB Admin Office – Conference Room

AGENDA

1. Welcome & Call to Order
2. Consent Calendar
 - a. Minutes: December 9, 2024
 - b. Financials: December 2024
3. Board Administration
 - a. Welcome New Directors: Nancy Moore, Comfort Inn and Andres Dominguez, Hilton Garden Inn
 - b. Angie Evans, Prairie Hotel has resigned. Discussion of potential members.
 - c. Locations for May, August and November 2025 meetings
4. Legislature: Lodging tax updates:
 - a. HB 1882 – 2% in 2026 and HB 1080 fee disclosure
5. 2025 Business & Marketing Plan
6. Review Scorecard: December 2024
7. Upcoming Events
 - a. Sports Awards: Wednesday, June 4th, at SPSCC
 - b. Annual Meeting: Thursday, September 4th at Indian Summer
8. Hiring Update
9. Items from the Floor
10. Adjournment

Next Meeting: May 19, 2025, at 3:30 pm



**Thurston County Hotel & Motel Commission Meeting
Monday, December 9, 2024, at 3:30 pm
Thurston County Atrium Building, Room 206**

MINUTES

1. WELCOME & CALL TO ORDER

TPA Directors in Attendance: Kasee Palmer, Janine Phillips, Jennica Machado, Rose Ponzoha attended via Zoom to ensure a quorum

Absent: Angie Evans*, Christy LeGeer

VCB Staff in Attendance: Annette Pitts and Kelly Campbell

A quorum was established, and Kasee Palmer called the meeting to order at 3:34 p.m.

2. CONSENT CALENDAR

a./b. Approval of Consent Calendar: Kasee asked the Directors if they had a chance to review the Consent Calendar with the August 2024 meeting minutes and the September 2024 financials as presented. It was noted that a director had not fully reviewed the packet so Annette shared a recap of the financials as presented. The mid-year budget adjustments will be reflected starting with September 2024. EOB still has the approval of the Board and option to move up to \$78k form Reserves to cover the expense of the Destination Master Plan. Discussion ensued. There were no additional questions or discussion. **Rose Ponzoha motioned to approve the consent calendar as presented and Janine Phillips seconded. All present voted and the motion passed unanimously.**

3. BOARD ADMINISTRATION

a. Angie Evans called Kelly Campbell this afternoon to resign from her position on the Board due to pending changes at the Prairie Hotel. Until today, there were two open positions. After August's meeting both Andres Dominguez, GM of the Hilton Garden Inn and Nancy Moore with the Comfort Inn were contacted and are interested in serving on the TPA Board. Discussion around other properties and their potential to serve. Janine and Rose will share if they connect with the new owners or GM o Spark by Hilton in Tumwater. **Janine made a motion to approve Andres and Nancy to serve and forward them for appointment by the County Commissioners. Rose seconded and all members present voted in favor of their service and the motion carried.**

4. The 2025 meeting calendar was shared and approved by all members present.
The VCB will host the February 24, 2025 meeting.



5. CEO REPORT

a. Annette resigned her position at EOB in early November and her last day of employment at EOB is December 31, 2024.

b. Legislative update: EOB will host a Legislative Reception in the Columbia Room on December 10th. This event was created at the request of County Commissioner Mejia to gather and welcome new aides, Representatives and Senators and share what Olympia and Thurston County have to offer and how tourism impacts the community. SWT staff will be in attendance, and they are cohosting the event. Printed copies of EOB's updated Meetings & Facilities Guide will be available as well as digitally on our website. Statewide tourism funding will be a topic of discussion on the 2025 Legislature as it pertains to sustaining funds to operate State of Washington Tourism and around the creation of a statewide tourism district and what industries will be included.

c. Organizational and Marketing update: Annette shared ongoing projects like the 2025 Business & Marketing Plan the team is working on and will wrap up in early 2025 and be available in hard copy and on our website for reference. EOB produces this document as part of our commitment to transparency and our Destination International accreditation.

d.. The September 2024 Scorecard was presented and Annette reviewed.

6. RECAP OF EVENTS

a. The EOB 2024 Annual Meeting was Thursday, September 19, 2024 at the Kodiak Room in Tenino. Attendance and feedback received overall positive reviews in the post event survey. A comment was received that the band was too loud, but attendees enjoyed seeing a new, unique location.

b. Olympia & Beyond Sports Commission Sports Awards was held at SPCCC on Thursday, November 7th. and Braeden really worked well together and used local resources to get new faces involved and create a successful event with similar attendance to 2023.

7. ITEMS FROM THE FLOOR

The Governor Hotel is set to be remodeled in 2025. The DoubleTree by Hilton will be remodeling by October 2025 as part of a brand requirement. Kasee shared the ongoing issue with state budgets and how the fees charged/listed by DoubleTree by Hilton (and others) are continuing to limit her hotel bookings with government travel. Additionally, she is looking for volunteer opportunities that support the community and visitors to replace her CTA engagement.

8. **ADJOURNMENT:** There being no additional business Kasee adjourned the meeting at 4:53 p.m.

NEXT MEETING: Monday, February 24, 2025 at 3:30 pm

Visitor and Convention Bureau of Thurston County

Profit & Loss Budget Performance

Accrual Basis

December 2024

	Dec 24	Budget	Jan - Dec 24	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
40000 · LTAC					
40110 · LTAC-Lacey	25,000.00	25,000.00	100,000.00	100,000.00	100,000.00
40120 · LTAC-Olympia	33,262.82	0.00	158,096.00	158,096.00	158,096.00
40130 · LTAC-Tumwater	0.00	0.00	37,632.00	37,632.00	37,632.00
40140 · LTAC-Yelm	0.00	0.00	7,000.00	7,000.00	7,000.00
40150 · LTAC- Thurston County	0.00	0.00	7,375.00	7,375.00	7,375.00
Total 40000 · LTAC	58,262.82	25,000.00	310,103.00	310,103.00	310,103.00
40300 · Private Funds					
40310 · Advertising	0.00	0.00	91,580.70	90,000.00	90,000.00
40320 · Event Income	0.00	0.00	12,636.00	18,910.00	18,910.00
40330 · In Kind Income	1,567.72	0.00	16,966.72	6,350.00	6,350.00
40350 · Sponsorship Tourism	0.00	0.00	61,000.00	65,000.00	65,000.00
Total 40300 · Private Funds	1,567.72	0.00	182,183.42	180,260.00	180,260.00
40390 · Grant Income	0.00	0.00	100,000.00	100,000.00	100,000.00
40400 · TPA Income	79,041.39	81,000.00	834,140.75	875,000.00	875,000.00
Total Income	138,871.93	106,000.00	1,426,427.17	1,465,363.00	1,465,363.00
Gross Profit	138,871.93	106,000.00	1,426,427.17	1,465,363.00	1,465,363.00
Expense					
50100 · Marketing					
50110 · Advertising	16,210.93	6,075.00	120,515.37	139,525.00	139,525.00
50115 · Promotions	4,003.19	2,650.00	4,227.63	4,750.00	4,750.00
50120 · External Public Relations	150.00	1,015.00	22,619.20	27,775.00	27,775.00
51000 · Community Public Relations	2,613.42	3,775.00	41,542.84	52,931.75	52,931.75
51800 · Products					
51805 · Scenic Byway	1,403.09	0.00	1,403.09	3,500.00	3,500.00
51850 · Community & Facility	510.65	0.00	2,697.32	2,500.00	2,500.00
51860 · Other Collateral	0.00	0.00	5,500.46	8,500.00	8,500.00
51870 · Visitor Guide	150.00	765.00	57,949.11	59,005.00	59,005.00
51880 · Website	8,656.62	6,200.00	115,556.41	117,110.00	117,110.00
Total 51800 · Products	10,720.36	6,965.00	183,106.39	190,615.00	190,615.00
51900 · Memberships & Affiliations	0.00	210.00	15,004.00	15,500.00	15,500.00
51925 · Research	13,328.95	5,500.00	85,733.18	85,916.00	85,916.00
Total 50100 · Marketing	47,026.85	26,190.00	472,748.61	517,012.75	517,012.75
52000 · Sales					
52050 · Ad Sales Commission Expense	0.00	0.00	12,775.18	12,600.00	12,600.00
52100 · Tradeshow & Sales Missions	0.00	0.00	8,810.92	8,390.00	8,390.00
52200 · Event Sponsorship & Bid Fees	1,790.33	0.00	19,050.94	19,500.00	19,500.00
52300 · FAM Tours	0.00	0.00	1,917.01	4,000.00	4,000.00
52400 · Client Entertainment	0.00	0.00	0.00	1,500.00	1,500.00
Total 52000 · Sales	1,790.33	0.00	42,554.05	45,990.00	45,990.00
60000 · Operations					
60100 · Personnel Expense	61,072.72	68,835.36	699,021.89	694,085.36	694,085.36
60200 · Internet and Technology	1,244.93	3,201.50	26,243.76	27,390.00	27,390.00
60310 · Rent & Facility Charges	3,238.50	3,250.00	38,973.98	38,760.00	38,760.00
60320 · Equipment	718.50	0.00	2,949.25	2,500.00	2,500.00
60340 · Insurance	0.00	0.00	3,115.59	3,250.00	3,250.00
60360 · Licenses & Fees	0.00	0.00	335.12	350.00	350.00
60380 · Postage and Shipping	144.50	250.00	1,707.72	2,200.00	2,200.00
60400 · Professional Development	0.00	0.00	22,284.67	23,095.00	23,095.00
60410 · Printing	238.22	300.00	2,932.38	3,775.00	3,775.00
60500 · Professional Fees	18,391.00	1,400.00	110,098.42	92,631.09	92,631.09
60570 · Supplies	1,404.95	350.00	4,610.42	3,500.00	3,500.00
60580 · Travel Expenses	-633.43	525.00	11,277.61	15,730.00	15,730.00
60600 · Bank Charges	0.00	37.50	1,131.81	1,125.00	1,125.00
60700 · Bad Debt/Write Off	0.00		-25.48		
Total 60000 · Operations	85,819.89	78,149.36	924,657.14	908,391.45	908,391.45

Visitor and Convention Bureau of Thurston County Profit & Loss Budget Performance

Accrual Basis

December 2024

	Dec 24	Budget	Jan - Dec 24	YTD Budget	Annual Budget
61000 · TPA Administration					
61105 · Marketing & Operations	0.00	0.00	4,232.41	4,300.00	4,300.00
61200 · Professional Fees	504.33	504.50	9,115.89	9,631.00	9,631.00
Total 61000 · TPA Administration	504.33	504.50	13,348.30	13,931.00	13,931.00
Total Expense	135,141.40	104,843.86	1,453,308.10	1,485,325.20	1,485,325.20
Net Ordinary Income	3,730.53	1,156.14	-26,880.93	-19,962.20	-19,962.20
Other Income/Expense					
Other Income	2,840.71	1,750.00	33,420.99	20,000.00	20,000.00
Net Other Income	2,840.71	1,750.00	33,420.99	20,000.00	20,000.00
Net Income	6,571.24	2,906.14	6,540.06	37.80	37.80

Visitor and Convention Bureau of Thurston County

Balance Sheet

Accrual Basis

As of December 31, 2024

	Dec 31, 24
ASSETS	
Current Assets	
Checking/Savings	
VCB Accounts	
10100 · Heritage Checking	78,421.67
10300 · TwinStar Checking	467.00
10350 · TwinStar - HRA	3,035.10
10400 · TwinStar Money Market	204,753.43 ¹
10500 · TwinStar Savings	30.00
10600 · Petty Cash	75.00
Total VCB Accounts	286,782.20
10700 · WSECU - MM - Operating	100,957.62 ²
10725 · WSECU - Checking	5.00
10750 · WESCU - Savings	5.00
Total Checking/Savings	387,749.82
Accounts Receivable	
11100 · Accounts Receivable	41,494.28
Total Accounts Receivable	41,494.28
Other Current Assets	
12075 · Prepaid Income Tax	6,245.45
13000 · Prepaid Expenses	65,131.30
14000 · Inventory	343.02
Total Other Current Assets	71,719.77
Total Current Assets	500,963.87
Fixed Assets	
15000 · Furniture and Equipment	16,837.99
17100 · Accum Depr - Furn and Equip	-9,780.56
Total Fixed Assets	7,057.43
Other Assets	
16000 · LPL Financial	
16010 · Accrued Interest	10,763.73
16000 · LPL Financial - Other	638,113.58 ³
Total 16000 · LPL Financial	648,877.31
16100 · Right of use under lease	94,921.00
Total Other Assets	743,798.31
TOTAL ASSETS	1,251,819.61
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20100 · Accounts Payable	54,282.17
Total Accounts Payable	54,282.17

Visitor and Convention Bureau of Thurston County

Balance Sheet

Accrual Basis

As of December 31, 2024

	Dec 31, 24
Credit Cards	
20200 · MC Control Account	
20205 · Heidi Mastercard	28,709.12
20220 · Jeff Mastercard	3,747.66
20225 · Annette Mastercard	8,890.23
20231 · Braeden Mastercard	274.83
20240 · Kelly Mastercard	32,907.08
20245 · Emily Mastercard	16,133.04
20275 · Melissa Mastercard	3,012.59
20200 · MC Control Account - Other	-93,625.95
	<hr/>
Total 20200 · MC Control Account	48.60
	<hr/>
Total Credit Cards	48.60
	<hr/>
Other Current Liabilities	
20310 · Accrued Liabilities	26,978.78
20400 · Lease obligation	94,921.00
	<hr/>
Total Other Current Liabilities	121,899.78
	<hr/>
Total Current Liabilities	176,230.55
	<hr/>
Total Liabilities	176,230.55
	<hr/>
Equity	
32000 · Reserve from prior years	1,069,049.00
Net Income	6,540.06
	<hr/>
Total Equity	1,075,589.06
	<hr/>
TOTAL LIABILITIES & EQUITY	1,251,819.61
	<hr/> <hr/>

Visitor and Convention Bureau of Thurston County

Balance Sheet

Accrual Basis

As of December 31, 2024

1. TwinStar interest is 1.76%
2. WSECU interest is 1.24%
3. Woori is \$102K @ 4.7%; CFG is \$124k @ 4.0%; \$107k with Morgan Stanley @ 4.0%; Bank of America has \$104k @ 4.9%; \$100k with Sallie Mae @3.45%; JP Morgan Chase has \$102k @ 4.6%.

Visitor and Convention Bureau of Thurston County
A/R Aging Summary
As of December 31, 2024

	<u>Curr...</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
City of Lacey	0.00	25,000.00	0.00	0.00	0.00	25,000.00
Destination Signals by Tempest	0.00	0.00	0.00	0.00	0.00	0.00
Great Wolf Lodge	0.00	0.00	0.00	0.00	500.00	500.00
LTAC Olympia	0.00	1,159.49	0.00	0.00	0.00	1,159.49
Stae of WA Tourism	0.00	1,384.79	0.00	0.00	0.00	1,384.79
The Evergreen State College Foundation	0.00	0.00	2,500.00	0.00	0.00	2,500.00
Thurston Economic Development Council	0.00	10,950.00	0.00	0.00	0.00	10,950.00
TOTAL	<u>0.00</u>	<u>38,494.28</u>	<u>2,500.00</u>	<u>0.00</u>	<u>500.00</u>	<u>41,494.28</u>



EXPERIENCE
Olympia & Beyond

Olympia Yacht Club Parade of Lights

SCORE CARD

December 2024

In 2024, many of our annual KPI goals were narrowly missed. This indicates further progress needs to be made to achieve full economic growth.



Lacey Holiday Lights

THURSTON COUNTY ACCOMMODATIONS

HOTELS/MOTELS

Available Rooms	December/YE Actual
2024 ¹	2,698
2023	2,918
2024/2023 % Change	-7.5%

Occupancy (%)	December Actual	YE Actual
2024	58.3%	70.4%
2023	56.5%	66.4%
2024/2023 % Change (Measurement towards goal)	3.2%	6.0%

2024 YE Performance to Goal: December YE Performance: 70.4%
Annual Goal: 68.2% (103% to Goal)

Average Daily Rate (\$)	December Actual	YE Actual
2024	\$151.03	\$150.16
2023	\$157.77	\$153.65
2024/2023 % Change	-4.3%	-2.3%

Revenue per Available Room (\$)	December Actual	YE Actual
2024	\$87.74	\$106.93
2023	\$88.77	\$103.90
2024/2023 % Change	-1.2%	3.7%

¹ Inventory change due to the following openings: Courtyard by Marriott Olympia in May 2023, WoodSpring Suites in August 2023, Spark by Hilton in October 2024, Holiday Inn Express & Suites Tumwater in December 2024 and the closures of the Days Inn by Wyndham Lacey in February 2023 and Olympia Hotel by Capitol Lake in January 2024.

HIGHLIGHTS

2024 Year-End (YE) hotel occupancy for Thurston County was 70.4% (103% of our annual goal).

SCORE CARD

December 2024

MARKETING

Unique Web Visits	December Actual	YE Actual
2024 ²	35,986	409,107
2023	31,195	359,571
2024/2023 % Change (Measurement towards goal)	15.4%	13.8%

2024 YE Performance to Goal: December YE Performance: 409,107
Annual Goal: 413,507 (99% to Goal)

Consumer E-Newsletter Subscribers ⁴	December/ YE Actual
2024	12,695
2023	13,636
2024/2023 % Change (Measurement towards goal)	-6.9%

2024 YE Performance to Goal: December YE Performance: 12,695
Annual Goal: 15,681 (81% to Goal)

Earned Media Placements ⁵	December Actual	YE Actual
2024	7	253
2023	2	139
2024/2023 % Change (Measurement towards goal)	250.0%	82.0%

2024 YE Performance to Goal: December YE Performance: 253
Annual Goal: 160 (158% to Goal)

Social Media Audience ³	December/YE Actual
2024	31,442
2023	30,091
2024/2023 % Change (Measurement towards goal)	4.5%

2024 YE Performance to Goal: December YE Performance: 31,442
Annual Goal: 34,605 (91% to Goal)

Visitor Guides Mailed	December Actual	YE Actual
2024	28	923
2023	36	888
2024/2023 % Change (Measurement towards goal)	-22.2%	3.9%

2024 YE Performance to Goal: December YE Performance: 923
Annual Goal: 1,021 (90% to Goal)

PR Circulation/Viewership ⁵	December Actual	YE Actual
2024	6,462,127	2,381,655,305
2023	1,720	11,111,371
2024/2023 % Change (Measurement towards goal)	375,605.1%	21,334.4%

2024 YE Performance to Goal: December YE Performance: 2,381,655,305
Annual Goal: 12,778,077 (18,639% to Goal)

²As of October 2023, Universal Analytics was replaced by Google Analytics 4, a modeled/cookieless method of tracking visitation to the website. Due to Google's update on search algorithms, we have seen slight implications to website traffic. This update focused on the quality of search engine results (SERPs) and traffic decreases were seen across the majority of all websites.

³As of January 31, 2024, Experience Olympia & Beyond's Twitter Account was deactivated and no longer reflected in the Social Media Audience.

⁴As of July 2024, the Consumer E-Newsletter subscribers list was updated to remove bounced emails.

⁵Earned Media Placements & PR Circulation/Viewership not directly comparable to previous years due to new methodology being used.

HIGHLIGHTS

- Most marketing metrics fell just short of 2024 annual goals. This includes unique website visitors (at 99%), social media audience (at 91%), consumer e-newsletter subscribers (at 81%) and consumer visitor guide mailings (at 90%). This is due to a changing media landscape and Google's ever-changing algorithms.
- PR metrics exceeded 2024's annual goals with earned media placements at 158% of the goal and PR impressions at 18,639% of the goal.

KEY ARTICLES PUBLISHED/INFLUENCER POSTS



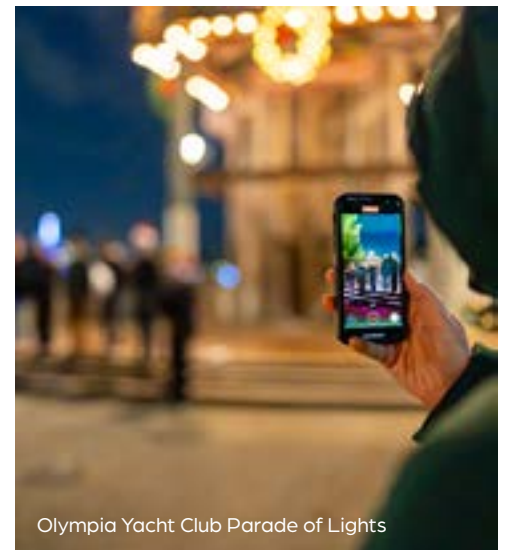
TheManual.com – November 30, 2024

[Savor the flavors of Olympia, Washington at these 6 must-visit eateries](#)



Parent Map – December 10, 2024

[Tis the Season for Artisan Chocolates in Olympia](#)



Olympia Yacht Club Parade of Lights

SCORE CARD

December 2024

SALES

MEETINGS/TOUR & TRAVEL

Lead Room Nights	December Actual	YE Actual
2024	755	3,839
2023	525	4,918
2024/2023 % Change (Measurement towards goal)	43.8%	-21.9%

2024 YE Performance to Goal: December YE: 3,839
Annual: 5,164 (74% to Goal)

Booked Room Nights	December Actual	YE Actual
2024	20	887
2023	100	1,762
2024/2023 % Change (Measurement towards goal)	-80.0%	-49.7%

2024 YE Performance to Goal: December YE: 887
Annual: 1,850 (48% to Goal)

Leads	December Actual	YE Actual
2024	4	40
2023	9	61
2024/2023 % Change (Measurement towards goal)	-55.6%	-34.4%

2024 YE Performance to Goal: December YE: 40
Annual: 64 (63% to Goal)

Leads Booked	December Actual	YE Actual
2024	1	22
2023	0	24
2024/2023 % Change (Measurement towards goal)	100.0%	-8.3%

2024 YE Performance to Goal: December YE: 22
Annual: 25 (88% to Goal)

SPORTS

Lead Room Nights	December Actual	YE Actual
2024	300	3,950
2023	0	7,506
2024/2023 % Change (Measurement towards goal)	100.0%	-47.4%

2024 YE Performance to Goal: December YE: 3,950
Annual: 7,881 (50% to Goal)

Booked Room Nights	December Actual	YE Actual
2024	0	1,220
2023	1,950	2,905
2024/2023 % Change (Measurement towards goal)	-100.0%	-58.0%

2024 YE Performance to Goal: December YE: 1,220
Annual: 3,050 (40% to Goal)

Leads	December Actual	YE Actual
2024	1	22
2023	1	31
2024/2023 % Change (Measurement towards goal)	0.0%	-29.0%

2024 YE Performance to Goal: December YE: 22
Annual: 33 (67% to Goal)

Leads Booked	December Actual	YE Actual
2024	0	5
2023	1	9
2024/2023 % Change (Measurement towards goal)	-100.0%	-44.4%

2024 YE Performance to Goal: December YE: 5
Annual: 9 (56% to Goal)

HIGHLIGHTS

- Sales goals were not met in 2024 due to our changing market and available venue space, and realignment of sales strategies.

BOOKINGS

- Association of Washington Business Legislative Day and Hill Climb Room Block (Courtyard Marriot Olympia)

LOST BUSINESS

- Washington Starts 25th Anniversary Quilt Show (event organizer had prior contact with the Olympia Center before submitting the RFP)
- WA Democrats Quarterly Meeting (selected Tacoma)

CANCELLED BUSINESS

N/A



Definitions: Key Performance Indicators

Available Rooms/Rentals (room/rental supply) – The number of rooms/rentals multiplied by the number of days in a specific time period.

Average Daily Rate (ADR) – A measure of the average rate paid for rooms sold, calculated by dividing room revenue by rooms sold. Indicates average price that guests are willing to pay for their lodging, and overall value perception.

Booked Room Nights – Confirmed Hotel Room Nights from a sales booking at a Thurston County hotel.

Certified Tourism Ambassador (CTA) – The number of individuals who attended the training session and received the industry-recognized certification.

Consumer E-Newsletter Subscribers – Individuals who signed up to receive Experience Olympia's monthly e-newsletter.

Earned Media Placements – Publicity or exposure gained from methods other than paid advertising.

Lead Room Nights – Estimated Hotel Room Nights for Thurston County hotels from a sales lead.

Leads Booked – A future event that is contracted by planner with a venue, hotel or service provider.

Leads – An inquiry for space (either sports or meetings) by a meeting planner or event organizer that the DMO has qualified to meet the planner's criteria and that requires at least 10 hotel guest rooms. Leads can also include conference services, such as catering or transportation.

Occupancy – Percentage of available rooms sold during a specified time period. Occupancy is calculated by dividing the number of rooms sold by rooms available. Indicates demand for lodging.

PR Circulation/Viewership – Interactions with Public Relations content for digital, print, and broadcast placements.

Revenue Per Available Room/Rental (RevPAR) – Total room/rental revenue divided by the total number of available rooms/rentals. Indicates ability to fill rooms/rentals at an average rate, and overall health of lodging.

Social Media Audiences – Individuals who follow/like Experience Olympia & Beyond related pages on Facebook, Instagram and/or Twitter.

Unique Web Visits – A person who has visited experienceolympia.com at least once and is counted only once in the reporting time period.

Visitor Guides Mailed – The number of visitor guides distributed directly to consumers via the mail.



LoveOly Winter Fest

2025 TPA Board Calendar

JANUARY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

MAY						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SEPTEMBER						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

FEBRUARY						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

JUNE						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

OCTOBER						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

MARCH						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

JULY						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

NOVEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

APRIL						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

AUGUST						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

DECEMBER						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			