

AGENDA
Irving Convention and Visitors Bureau Board of Directors
Board and Business Development Committee
Friday, July 17, 2020 at 9:00 AM
Irving Convention Center
500 W. Las Colinas Blvd., First Floor Boardroom
Irving, Texas 75039

NOTE: A possible quorum of the Irving Convention and Visitors Bureau Board of Directors may be present at this committee meeting.

Directors of the ICVB and the public may participate in the Board and Business Development meeting by telephone conference or videoconference call. Sign-in via telephone or online will be from 8:30 a.m. to 9:00 a.m. on July 17, 2020. All participants by telephone conference or videoconference will be able to speak when called upon; however, video images of the citizen participants will not be available. The phone numbers to sign-in and participate are 1-888-788-0099 (Toll Free) or 1-877-853-5247 (Toll Free) or online at <https://us02web.zoom.us/j/86022887552> Meeting ID: 860 2288 7552

1. Citizen Comments on Items Listed on the Agenda
2. 2020 and 2021 Board Transitions Discussion
3. Board Self-Evaluation Process
4. Diversity, Equity & Inclusion Opportunities
5. Update on Short-Term Rentals and Hotel Occupancy Tax Collections
6. 2020 City Bond Elections
7. Approval of June 12, 2020 Minutes
8. Next Meeting – September 11, 2020 and Future Meeting Topics

CERTIFICATION

I, the undersigned authority, do hereby certify that this notice of meeting was posted on the kiosk at City Hall of the City of Irving, Texas, a place readily accessible to the general public at all times, and said notice was posted by the following date and time:

_____ at _____ and remained so posted at least 72 hours before said meeting convened.

Deputy Clerk, City Secretary's Office

This meeting can be adjourned and reconvened, if necessary, the following regular business day.

Any item on this posted agenda could be discussed in executive session as long as it is within one of the permitted categories under sections 551.071 through 551.076 and section 551.087 of the Texas Government Code.

A member of the public may address the governing body regarding an item on the agenda either before or during the body's consideration of the item, upon being recognized by the presiding officer or the consent of the body.

This facility is physically accessible and parking spaces for the disabled are available. Accommodations for people with disabilities are available upon request. Requests for accommodations must be made 48 hours prior to the meeting. Contact the City Secretary's Office at 972-721-2493 or Relay Texas at 7-1-1 or 1-800-735-2988.

ICVB Board Appointment Schedule

Place	Last	First	Appt. Date	1st Term	2nd Term	3rd Term	Final Term Expires	Requirements (if applicable)	Status/Notes
1	Cooperstein	Karen	11/16/16	2017-19	2019-21	2021-23	2023	Resident; non-industry	
2	Mathai	Ron	2/7/13	2014-16	2016-18	2018-20	2020	Resident; non-industry	
3	Lear	Clem	11/13/14	2015-17	2017-19	2019-21	2021	Resident; non-industry	
4	Philipp	Joe	11/13/14	2014-16	2016-18	2018-20	2020	Resident; non-industry	
5	Bourgeois	Bob	11/9/17	2017-19	2019-21	2021-23	2023	Resident; non-industry	
6	Bresowar	Jo-Ann	11/13/14	2014-16	2016-18	2018-20	2020	Resident; non-industry	
7	Lindsey	Rick	11/13/14	2015-17	2017-19	2019-21	2021	Resident; non-industry	
8	Haacke	Debbi	1/10/13	2014-16	2016-18	2018-20	2020	Resident; non-industry	
9	Gears	Herbert	11/2019	2019-21	2021-23	2023-25	2025	Resident; non-industry	
10	Burghartz	Dirk	TBD 2017	2017-19	2019-21	2021-23	2023	Voting Hotelier	
11	Kang	Julia	11/9/17	2017-19	2019-21	2021-23	2023	Voting Industry At Large	
12	Malcolm	Greg	11/8/12	2012-14	2014-16	2016-18	TBD	Hotel Association Chair	Term tied to chair of Irving Hotel Association
13	Cole	David		2018-20	2020-22	2022-24	2024	Restaurant Industry	
NV	Bettis	Bob	11/16/16	2016-18	2018-20	N/A	2020	Past ICVB Board member	One 2-year term by ordinance, with one 2-year extension

From: [Cecilia Castillo](#)
To: [Maura Gast](#)
Subject: RE: ICVB Board
Date: Thursday, March 29, 2018 1:19:50 PM
Attachments: [image001.png](#)

Thanks Maura! These questions will be very helpful.!

Cecilia Castillo
City of Irving | City Secretary's Office
825 W. Irving, Blvd., Irving, TX 75060
P: 972-721-4901 F: 972-721-2384
ccastillo@cityofirving.org | www.cityofirving.org

From: Maura Gast [mailto:mgast@irvingtexas.com]
Sent: Thursday, March 29, 2018 11:54 AM
To: Cecilia Castillo <ccastillo@cityofirving.org>
Subject: RE: ICVB Board

Would be DELIGHTED – thank you for asking!

Here's what I would say would be helpful:

- What is your understanding of the job/role the ICVB does?
- Based on what you understand about the CVB, what do you think is the most important thing that is needed from board members?
- What do you see as Irving's strengths and weaknesses as a destination for conventions or leisure travel? How do you think a board might be able to impact these?
- Do you have an understanding of the knowledge/principles of marketing and sales?
- In addition to the monthly Board of Directors meetings, there are also Board Committees that meet each quarter. Will your schedule allow you participate fully in not only the Board's meetings, but also that of any committees you would choose to serve on?

And then maybe...

- Do you understand the difference between the CVB and the Chamber? (We've add members appointed in the past who thought they were being appointed to the Chamber board...) :>)

"Life begets life. Energy creates energy. It is by spending oneself that one becomes rich."
Sarah Bernhardt

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3.4 million visitors annually in Irving | \$2.3 billion in annual visitor spending in Irving | 19,966 jobs in

ICVB Board Member Position Descriptions

Priorities for all:

- Balance of community insight, industry and business expertise
- Big picture and long-term thinkers
- Understanding of the role of the Convention and Visitors Bureau
- Ability to commit the time necessary to actively participate
- Sensitive to real/perceived conflicts of interest
- Nominees are expected to attend the monthly ICVB board meetings and need to have the discretionary control over their calendars in order to effectively participate
- Board members are asked to be active participants on at least one of the Board's committees
- Seat-specific positions are expected to report on a regular basis on their respective elements/organizations

Board Member (Civic Appointees)

The ICVB priorities for consideration in board appointments would include: broadening community and industry involvement; creating opportunities for greater participation in process and strategy; and broadening and deepening board committee participation. Key to the success of the CVB board is the ability of its members to get the CVB “in the door” with high level trade associations and key community and business leaders – to have influence with those who have influence. A balance of business expertise, alongside citizen and industry interests, provides the most effective CVB board combination. Equally crucial to the success of the CVB board is that all appointees currently in the workforce be their respective company's president, owner, firm partner, CEO or other senior management executive. The CVB staff is composed of seasoned, experienced industry professionals; while industry knowledge is crucial to the board's overall effectiveness, the greatest need is for organizational advocates with strong ties in the community, as well as high level business experience.

Hospitality Industry

Nominees for this seat are not restricted to Irving residents, and are primarily focused on the hotel side of the industry. Nominees are submitted by the Irving-Las Colinas Hotel Association. Nominees should be: engaged within the industry and bring a desired industry perspective to the board, and be willing to engage with Irving elected and appointed officials on issues as needed. The ideal nominee will be engaged with the hospitality industry throughout Irving, and be able to represent the interests and concerns of all.

Hotel appointees should be either the General Manager of an Irving property, or Senior Management of a regional or corporate hotel management or development offices with properties represented in Irving, or a hotel corporate office in Irving. It is also important to identify geographic or market segment diversity when possible in these appointments.

Restaurant Industry

Nominees for this seat are not restricted to Irving residents. Nominees may be submitted by the Greater Dallas Restaurant Association. Nominees should be: engaged within the restaurant/food service industry, bring a desired industry perspective to the board, and be willing to engage with Irving elected and appointed officials on issues as needed. The ideal nominee will be engaged with the restaurant industry throughout Irving, and be able to represent the interests and concerns of all.

Restaurant appointees may include: General Manager of an Irving property; Senior Management of a regional or corporate restaurant, franchise, management or development offices with properties represented in Irving; or a restaurant/franchise corporate office in Irving.

Industry-At-Large

Nominees for this seat are not restricted to Irving residents. Nominees should be: engaged within the industry and bring a desired industry perspective to the board, and be willing to engage with Irving elected and appointed officials on issues as needed. Ideally, nominees will represent an Irving connection, whether it is via residency, an Irving-based business or through other formal or informal forums.

Examples of industry perspective that would bring added value to the Board include but are not limited to: airlines, attractions, museums, transportation providers, tour operators, hoteliers, restaurants, catering companies, event management companies, entertainment providers, event venues, “shared economy” leaders (i.e., regional managers for Uber, Lyft, Air BNB, etc.), retailers, retail developers, etc.

University of Dallas, TIF #1 Board and Dallas County Utility & Reclamation District

Nominees for these seats are not restricted to Irving residents, and there are no specific term limits associated with these positions. These positions are primarily focused on development opportunities and issues that are key to the city’s hospitality industry; in addition, the University of Dallas position brings a connection to advanced education for the board perspective.

Nominees should be: actively engaged within the Irving community, in an outward-facing role; a very senior member of the organization; highly attuned to development issues and opportunities; and willing to engage with Irving’s elected and appointed officials, on local, state and national basis, on issues as needed.

The TIF #1 Board position is for the chair of the TIF Board or his/her designee. The DCURD position is that Board chair’s designee. The UD position is a University representative and may be a senior level staff person, board/trustee member, or other designee.

Former Board Member

Nominees for this seat should be: a former voting member of the Board; still an Irving resident; still engaged locally and still willing to engage on issues. Nominees also should be an active participant in other community forums, either formal or informal, such as Henry Holmes Breakfast Forum, "House of Commons," Rotary, etc. The seat is not limited to former chairs, but any former board member.

The board's objective in filling this position primarily is to keep former board members engaged and up-to-date on the current board's activities. Former board members bring tremendous institutional awareness and perspective that is invaluable to the current board.

This position is for a single two-year term. For a former board member to be considered, he/she should be at least two years removed from completion of prior board term.

Ex-Oficio Board Member Position Descriptions

Priorities for all:

- Balance of community insight, industry and business expertise
- Big picture and long-term thinkers
- Understanding of the role of the Convention and Visitors Bureau
- Ability to commit the time necessary to actively participate
- Sensitive to real/perceived conflicts of interest

Former Board Member

Nominees for this seat should be: a former voting member of the Board; still an Irving resident; still engaged locally and still willing to engage on issues. The nominee is expected to attend the monthly ICVB board meetings and be an active participant on at least one of the Board's committees. Nominees also should be an active participant in other community forums, either formal or informal, such as Henry Holmes Breakfast Forum, "House of Commons," Rotary, etc. The seat is not limited to former chairs, but any former board member.

The board's objective in filling this position primarily is to keep former board members engaged and up-to-date on the current board's activities. Former board members bring tremendous institutional awareness and perspective that is invaluable to the current board.

This position is for a single two-year term. For a former board member to be considered, he/she should be at least two years removed from completion of prior board term.

Industry-At-Large

Nominees for this seat are not restricted to Irving residents. Nominees should be: engaged within the industry and bring a desired industry perspective to the board, and be willing to engage with Irving elected and appointed officials on issues as needed. Ideally, nominees will represent an Irving connection, whether it is via residency, an Irving-based business or through other formal or informal forums. Nominees are expected to attend the monthly ICVB board meetings and report on a regular basis on their respective elements of the industry; and be an active participant on at least one of the Board's committees as work schedule permits.

Examples of industry perspective that would bring added value to the Board include but are not limited to: airlines, attractions, museums, transportation providers, tour operators, hoteliers, restaurants, catering companies, event management companies, entertainment providers, event venues, "shared economy" leaders (i.e., regional managers for Uber, Lyft, Air BNB, etc.), retailers, retail developers, etc.



This position is intended for a single two-year term, to allow for a wider range of perspectives to participate in the board. For a former appointee to be considered for another term in this non-voting seat, he/she should be at least two years removed from their prior board term in this seat. An appointee, however, would be eligible for service in the Industry-At-Large voting position.

University of Dallas, TIF #1 Board and Dallas County Utility & Reclamation District

Nominees for these seats are not restricted to Irving residents, and there are no specific term limits associated with these positions. These positions are primarily focused on development opportunities and issues that are key to the city's hospitality industry; in addition, the University of Dallas position brings a connection to advanced education for the board perspective.

Nominees should be: actively engaged within the Irving community, in an outward-facing role; a very senior member of the organization; highly attuned to development issues and opportunities; and willing to engage with Irving's elected and appointed officials, on local, state and national basis, on issues as needed. Nominees are expected to: attend the monthly ICVB board meetings and report on a regular basis on their respective organizational priorities and activities; and be an active participant in at least one of the Board's committees as work schedule permits.

The TIF #1 Board position is for the chair of the TIF Board or his/her designee. The DCURD position is that Board chair's designee. The UD position is a University representative and may be a senior level staff person, board/trustee member, or other designee.

Hospitality Industry (Non-Voting) – 2 seats

Nominees for this seat are not restricted to Irving residents, and are primarily focused on the hotel side of the industry. Nominees are submitted by the Irving-Las Colinas Hotel Association. Nominees should be: engaged within the industry and bring a desired industry perspective to the board, and be willing to engage with Irving elected and appointed officials on issues as needed. Ideally, nominees will represent an Irving connection, whether it is via residency, an Irving-based business or through other formal or informal forums. Nominees are expected to attend the monthly ICVB board meetings and report on a regular basis on their respective elements of the industry; and be an active participant on at least one of the Board's committees as work schedule permits.

Hotel appointees should be either the General Manager of an Irving property, or Senior Management of a regional or corporate hotel management or development offices with properties represented in Irving, or a hotel corporate office in Irving. It is also important to identify geographic or market segment diversity when possible in these appointments.



AMERICA – 2020
A NEW Vision for the TRAVEL Industry

An OPEN LETTER to our colleagues & the world
from Black Destination Industry Leaders

Recently this country has been experiencing situations and events that have forced us to see everything differently. We have been beseeched by a health pandemic that has taken the lives of hundreds of thousands of our fellow human beings and all but shut down TRAVEL as we have known it. Now the death of George Floyd at the hands of the Minneapolis police officers has refocused the world's awareness of another deadly pandemic; blatant and systemic RACISM.

The murder of George Floyd is a painful tragedy, not only for his family and friends, but also for the wider community of humanity, especially the Black sector. It is symbolic of the degree of marginalism and disenfranchisement that infects every level of society, including the meetings/travel/hospitality industry.

Like every Black person in this country, we well know that at any point in time in any city in America our rights as citizens and yes, our lives, could be taken in a moment at the hands of someone who sees themselves as superior and "in control." Nationally, Blacks are denied equal access to job opportunities. In the hospitality industry, specifically destination marketing, our efforts to improve the representation of Blacks continues to be a challenge at all levels, but specifically at the executive and C-suite positions. We have watched the protests in our cities, and in the cities globally of our peers. We support the protests with the hope of change to a narrative we have lived with our entire lives.

We are further saddened by the deafening SILENCE from many of our peers and colleagues in this industry. To paraphrase civil rights activist Eldridge Cleaver, "If you are not a part of the solution, you are a part of the problem." Clearly, whether we realize it, admit it, or like it, all of our lives have been impacted and our world has changed. This industry must and will also change. HOW will be determined by the actions we take NOW. One thing is for sure, going forward, we can no longer "do business as usual."

Although it is not imperative for creating change, history has taught us that it is helpful for those concerned to fully recognize the NEED for changes to be made. So if we can at least begin by accepting that racism has no place in this country or our industry, perhaps a starting point for making things better would be to establish meaningful platforms to have open conversations to LISTEN to those in the industry, as well as the broader traveling public whose experiences are shaped by the policies and decisions made by those of us in positions of leadership.

To further gain some enlightenment, we might do well to ask some pertinent questions, such as:

- In general, what are you doing in your own organizations/cities to nurture cultural change as it relates to racism?
- What steps are you taking to ensure local industry boards, committees, and staff have African American representation and leadership in your office and hospitality community?
- How are you engaging underserved communities to attract the talent of the future?
- Are you broadening the conversation to include young people, activists, community leaders, faith-based groups, Historically Black Colleges and Universities (and other) students?
- Have you developed a policy for procurement that ensures a percentage of purchases and professional services are from Black and/or minority-owned businesses?
- How do you engage your stakeholders to participate in co-ops and strategies with Black travel businesses to attract Black visitors to your community? (According to Mandala Research, the economic value of Black travelers has increased in 2018 to \$63 billion from \$48 billion in 2010.)

- Do your print, digital, website, POS materials represent the faces of your community and the traveling public?

If our industry is going to emerge as a winner in the travel and tourism game, we encourage you to embrace the philosophy of the late professional tennis player, Althea Gibson, who in 1956 was the first Black to win a Grand Slam title. Her motto was: "A Loser says, "It is possible, but it is difficult." A winner says, "It is difficult, but it is possible.

We stand ready to do our part to make the possibility of a new, better, highly evolved, inclusive travel industry a reality in 2020 and the years to come. Will you join us?

Sincerely,

Jason Dunn
Group VP, Diversity Sales & Inclusion
Cincinnati USA CVB

Timothy Bush
President & CEO
Louisiana's Cajun Bayou

Elliott Ferguson
President & CEO
Destination DC

Cleo Battle
COO
Louisville Tourism

Robin McClain
SVP, Marketing and Communications
Destination DC

Melvin Tennant
President & CEO
Meet Minneapolis

Arthur Ayres, Jr.
VP of Finance
Discover Philadelphia

Marie Sueing
VP, Multi-Cultural Community Relations
Nashville Convention & Visitors Corp

Gregory DeShields
PHL Diversity, Executive Director
Discover Philadelphia

Julie Coker
President & CEO
San Diego Tourism Authority

Dan Williams
VP, Convention Sales & Services
Experience Columbus

James Jessie
SVP of Convention Sales & Services
Travel Portland

Angela Nelson
VP of Multicultural Business Development
Experience Grand Rapids

Al Hutchinson
President & CEO
Visit Baltimore

Michael Gunn
SVP, Convention Sales and Servicing
Greater Birmingham CVB

Charles Jeffers, II
COO
Visit Baltimore

Connie Kinnard
VP, Multicultural Tourism & Development
Greater Miami CVB

Rickey Thigpen
President & CEO
Visit Jackson

Ernest Wooden, Jr.
President & CEO
LA Tourism & Convention Board

Lorne Edwards
SVP of Sales and Services
Visit Phoenix

Darren Green
SVP, Sales
LA Tourism & Convention Board

AGENT ISSUES

Black Travel Alliance calls on travel firms for more than just words of support

By Johanna Jainchil | Jun 17, 2020



A section of an Instagram image from the Black Travel Alliance, a new group of black travel content creators, that shows some of the founding members of the group. Credit: Black Travel Alliance



A newly formed group launched a scorecard to evaluate how travel brands and organizations represent the black community in their employment, marketing campaigns, philanthropy and other areas.

The **Black Travel Alliance**, a group of black travel content creators, is calling on the travel industry to "work towards meaningful representation of black voices."

In a statement, the group called on the industry destination management organizations and travel brands to do more than show support for the black community on social media and said it will measure travel companies "on not just what they say, but also what they do."

The alliance said it will collect data in five areas to launch a Black Travel Scorecard:

- Employment – Current number and percentage of black people in management and on staff.
- Conferences & Tradeshows – Black representation (number and percentage) on speaker panels, workshops, sessions, etc.
- Paid Advertising/Marketing Campaigns – Black representation (number and percentage) in TV, radio, print and digital channels including social media.
- Press – Black representation (number and percentage) on media/press trips in 2019.
- Philanthropy – Charitable contributions and support (i.e. mentorship and intern programs, etc.) to black charities and community groups.



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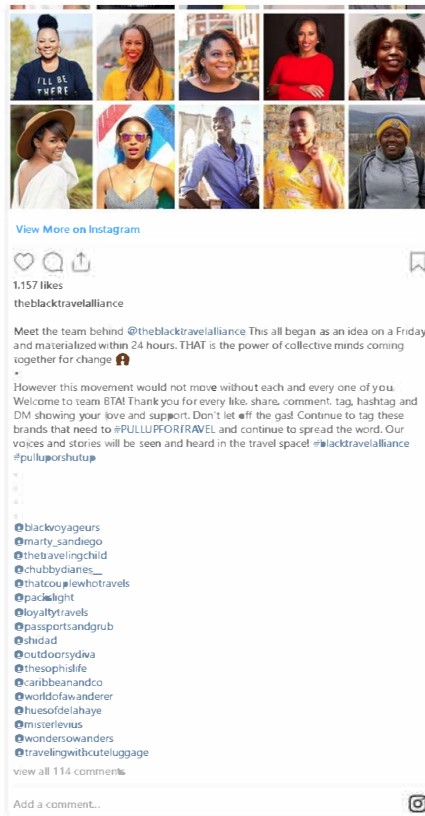
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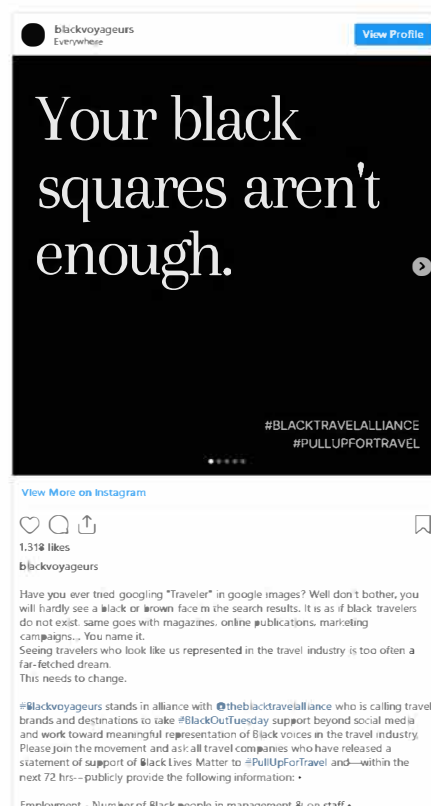
*Select sailings. See full terms & conditions



Citing a 2018 report from Mandala Research showing that black Americans spend \$63 billion on travel each year, the alliance said there is not enough black representation in the management and staff of larger travel companies, on travel press trips and in marketing campaigns, even from cities and countries that attract or constitute a large number of black people.

The Black Travel Alliance is asking travel companies to communicate their metrics publicly in five key areas by June 19 and launched a campaign with the hashtag #PullUpForTravel on social media.

The Black Travel Alliance said it launched in the wake of social unrest from George Floyd's publicized death and the ensuing support for Black Lives Matter by travel brands and companies.



Popular Today

- 1 **McCarren Airport starting to see traffic increase**
- 2 **Pretravel testing option not yet a boon for bookings**
- 3 **First tribal casino in Strip market still on track to open this year**
- 4 **The bumpiest of starts in travel**
- 5 **Disney protocols get a sanitized thumbsup from one advisor**

Conferences & Tradeshows - Black representation on speaker panels, workshops, sessions, etc •

Paid Advertising/Marketing Campaigns - Black representation in TV, radio, print and digital channels including social media •

Press - Black representation on media/press trips •

Philanthropy - Charitable contributions and support (i.e. mentorship and intern programs, etc.) to Black charities and community groups •

You made statements and policies advocating equal opportunity. Show us the proof! If you don't have stats, provide next steps on how you plan to level the playing field. PULL UP or SHUT UP! #PullUpForTravel @BlackTravelAlliance

[view all 32 comments](#)

[Add a comment...](#)



"Black Travel Alliance was heartened to see that many destinations and travel brands showed support during #BlackOutTuesday. However, dismantling systemic racism requires more than social media activism," **Jeff Jenkins**, founding member of the alliance, said in a statement.

"Destination management organizations and travel brands need to truly become more inclusive in their hiring practices and marketing campaigns."



TRAVEL WEEKLY



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MINUTES – BOARD AND BUSINESS DEVELOPMENT COMMITTEE

IRVING CONVENTION CENTER

VIA ZOOM

Friday, June 12, 2020

Those in attendance: Committee Chair Debbi Haacke, Committee Vice Chair Bob Bourgeois, Bob Bettis, Beth Bowman, Karen Cooperstein, Herb Gears, Julia Kang, Clem Lear, Rick Lindsey, and Joe Philipp – Committee; Maura Gast, Marianne Lauda and Susan Rose – ICVB Staff; Tom Meehan and Matt Tungett – ICC staff; City Chief Financial Officer Jeff Litchfield and Finance Director Bret Starr – Guests.

Committee Chair Debbi Haacke called the meeting to order at 9:00 a.m.

Haacke asked for any citizen comments and there were none.

City Chief Financial Officer Jeff Litchfield gave an overview of the proposed changes to the Hotel Occupancy Tax Collections.

The travel results from COVID-19 has impacted hotels and caused delayed payments for some properties. Litchfield learned that state legislation changed in 2013 for penalty and interest fees for delinquent Hotel Occupancy Tax. Our current Ordinance does not coincide with the 2013 changes.

- A proposed change to the current Ordinance is to update to match the state requirements to 5% penalty in first delinquent month; additional 5% in the second delinquent month; and a 9% interest per annum in third month. The 9% per annum would be in effect from the first delinquent day and increase to a 15% penalty in the third month. It was discovered that several other Dallas municipalities also have not been following what the State of Texas has legislated.
- The second change to the Ordinance updates a match to the State records retention of 4 years; currently, it is at 2 years.
- Third would be a proposed change is to convert local collections from quarterly to monthly. Hotels have asked to go to monthly because they report and remit monthly to the State of Texas for the state portion. This change also would assist with ICVB cash flow moving forward
- These proposed changes are due to go before City Council on June 25th.

Gast added next step following that Council discussion will be for the CVB is to communicate to the local hotels the updated version of the Ordinance so they can communicate any questions or concerns to the Council in advance of changes being implemented.

Litchfield anticipates Council will adopt the changes and consider reimbursing any overpaid penalties and is waiting on legal advice to that action. Gast requested if the reimbursement to hotels from Hotel Occupancy Tax is a significant amount, the ICVB would be impacted, and would like to know the anticipated amount as soon as possible. Litchfield replied he did not anticipate it to be a large amount, if any. The City Attorney's Office is researching, but for the most part, everyone pays on time.

Board Vice Chair Karen Cooperstein asked that all information be compiled and communicated to hotels in advance in an effort to be considerate during this unsure time. Litchfield stated with the proposed changes, the penalty is actually smaller. He again reminded the Committee the hotels pay the State of Texas monthly, which is money they have collected from their customer already and is due to the government. Communication and reimbursement of overpayments is the right thing to do. Cooperstein agreed but stated it is unfortunate to be happening right now.

Board member Herb Gears asked if Irving receives funds from taxes being paid monthly to the State hotels currently. Litchfield replied only sales tax is received from the State; the Hotel Occupancy Tax is paid directly to the City. Gears asked if benefits from the cash flow perspective will also mean detriment to hotels. Litchfield replied it will help the ICVB and on the City side, debt service payments occur where there is sufficient cash flow. Discussion was held on when to shift to monthly collections. It was agreed Executive Director Maura Gast will connect with Board Member Greg Malcolm (Irving-Las Colinas Hotel Association Chair) for his feedback and that change may be more palatable to start with the new fiscal year on October 1. Litchfield added the hoteliers he has spoken to individually were all understanding and supportive of the change.

City of Irving Director of Finance Bret Starr gave an update on the progress of short-term rental monitoring and collections. The City will be contracting with a third party and received four bid responses to their RFP in March. There are now two in the final bid process. Both bids were under \$50,000 and will not have to be presented to Council for approval. He is hopeful by end of June to have a start date for the project. Gast added their resources will compile short-term rental data available in the City of Irving and give the City information by address and assist with neighborhood integrity and code enforcement. Starr reported both vendors look robust in their research resources. The goal is to treat everyone equally and collect revenues from all sources. Gast thanked him for the chance to review the proposals as well. Starr noted the project includes an extraordinary amount of labor, staff and software tools the City does not have. Haacke asked for a line item on the Hotel Occupancy Tax collections reports specific to the short-term rentals. Starr replied that information is available and can add listings tracked by Finance staff.

Discussion was held on any changes the Committee would like to see on the monthly ICVB financial reporting. Gast shared a FY20 Cash Flow chart based on current information. ICVB Accounting Director Marianne Lauda noted the assumption still includes the ICC subsidy that is budgeted and does not include any consideration of additional funding the ICC may need. Funding for ICC Capital Improvement Fund was kept but not included in the Cash Flow Chart. The \$1.395 million subsidy is only thing included in the Cash Flow projection.

The FY21 Cash Flow chart showed an additional subsidy payment of \$550,000 to the ICC that may/may not be needed. Revenues are cyclical: November/February/May/August and cash flow is based on current quarterly collections. Estimated expenditures from next year's budget are based on history, and the ending cash shows a shortage. Lauda reported there will be a cash flow problem between now and 2021. By July, if everything materializes in the projections, there will be a negative \$3 million amount. In response to a question from Gears, Gast replied none of these projections reflects the ICC debt service. Litchfield added the analysis done projecting the City's cash flow. The debt service over the last 7-8 years had loaned \$7 million to the Hotel Occupancy Tax debt service, and after refunding at the end of September, \$5.8 million is still due. Moving forward, staff will be asking Council for another interfund loan (on ad valorem property taxes) to cover the shortfall; it will be handled inside the City debt service fund. The City is prepared to do an interfund loan to the ICVB to cover the shortfalls. If the change to monthly Hotel Occupancy Tax collections moves forward, the numbers won't be as high (anticipate \$1.5-\$2m as maximum). The ICVB will repay the loan and record as a liability. Board member Joe Philipp asked for projected terms of the loan to ICVB, and Litchfield replied that has not been determined but will be based on projected cash flow. Gast requested a stabilization point in Hotel Occupancy Tax collections and re-establishment of ICVB reserves simultaneously be considered in repayment terms. The Committee thanked the City in advance for consideration. Gast added she appreciates the recognition that the ICC is a City asset. Starr stated whatever goes into the budget is the best estimate and presented to Council.

Gast noted there are two challenges: support through the City, and equally important, no reserves and limited funding for additional capital projects at ICC. Gast is continuing to work with ASM Global for a possibility of extending their contract in return for access to funding for capital improvements.

It was agreed to add the Cash flow documents to the monthly financial reports.

- Updates show the monthly source of Revenue versus quarterly and each month add a line for actuals (Revenue and Expenses). Gast added since the inception of the ICVB 47 years ago, there has never been a point where the situation has been like this. She has confidence in the ICVB, ICC and City staff during this incredibly different time and staff will do its best to prepare.
- Continue to follow repayment terms as Council takes action.

Board Chair Rick Lindsey thanked Gast and Lauda for the detailed information and easy to explain format. He reminded the committee one of the strategic goals is to be liaisons to City Council.

ICC General Manager Tom Meehan gave an update on the Convention Center re-opening plan.

- Every group is different and working with each client on their events and requirements
- Re-opening plans are a work in progress and everchanging
- ASM Venue Shield program is being adopted into one plan for ICC; still waiting on the Operational piece of Venue Shield from ASM.
- Working on Global Biorisk Advisory Council (GBAC) accreditation
- Glass has been added at front desk in office, all concession stands, front lobby and Café
- Added signage around building: elevator safety, hand sanitizer stations, etc.
- Looking into UV lights added in air handler units and adding UV lights on escalator handrails
- Housekeeping staff will be trained on using new sanitizing equipment and daily cleaning program
- Building an inventory of PPE supplies – a challenge in finding and sourcing supplies
- Purchased Clorox 360 misting machines and chemicals
- Implementing a Return to Work Plan for ICC and ICVB staff
- Marketing team will add Venue Shield and GBAC accreditation when completed to websites
- Keeping \$1.395 million subsidy in budget and the key will be in reducing expenses

Cooperstein stated as we have conversations, it is important to show that spending money on the COVID-19 supplies rather than the capital improvement projects and may be part of the new normal. Meehan noted ASM Global is purchasing supplies in bulk to be able to have a monthly supply coming in that each building can commit to. All inventory is tracked, and this has been a learning experience. Gast added incremental costs for cleaning and sanitizing has been reported at \$130,000 a year for hotels. She added it will be a two-way obligation with clients as things move forward and an ongoing conversation.

Before the building, opens a schedule will be put into place for daily housekeeping. ICC and ICVB staff will receive basic orientation for return to work guidelines. Gast added it will be a case of habits and remembering to be conscious and respectful and hold each other accountable. Staff will be coming back in shifts and not before we are prepared. When first re-opening to the public, appointments will be required for in-building visits. It was suggested to have safety discussions and reminders so people don't get too comfortable.

The Committee discussed ICVB Board transitions. Terms for four voting members and one non-voting member expire in November and two more in the following year. City Council has authority to appoint board

members. Any recommendations for Board members are encouraged to submit an application, and then strategic conversations should be held with Council members to inform them of the Board's support for those nominations. Gears noted it is customary for elected officials to consider feedback of the organization. Gears added it is a helpful process to encourage nominations and carefully and humbly let council know. Any Board member recommendation should be presented to Gast.

It was agreed Haacke and Board member Clem Lear will meet to evaluate and review the Board Self Evaluation form. The form will be presented to the Board in July.

Legislative planning

Haacke gave a brief legislative planning overview and noted that this year's budget does not foresee the hiring of a lobbyist; there are no major issues currently on the radar. She encouraged Committee members to read Dr. Ray Perryman's Economic Impact of Nondiscrimination laws document. She noted the Committee should be aware of the sunset of Arts Board contribution in 2026 and address it earlier because of timing of legislative sessions. Gears noted the ICVB Board has great people that can help in Austin with issues rather than hire a lobbyist. Gast added the Texas Hotel & Lodging Association will be attuned to issues as in the past. The Non-Discrimination Act will move forward and is important; the Texas Restaurant Association will continue to push the Texas Restaurant Survival Plan; and the U.S. Travel Association's continued legislative priorities were included in the meeting packet for review. Gast noted she is holding out hope for CVBs and Chambers to be included in the Payroll Protection Plan.

Haacke noted the Tourism PID initiative is postponed at this time. It will be proposed in next year's budget to hire Civitas to pursue the process once again. Gast added when the ICVB has exhausted the Business Incentive Development Plan, hoteliers may view the TPID as a resource to supplement BizDIP, and the issue may take on more traction.

Haacke asked for a motion to approve the Board and Business Development Committee minutes from January 3, 2020. On a motion from Cooperstein, and a second from Lindsey, the motion was unanimously approved.

Haacke adjourned the meeting at 11:10 a.m.

Respectfully submitted,



Maura Allen Gast, FCDME
Executive Director