2025-2026

Marketing Plan and Operating Budget

VISIT IRVING TEXAS
CONVENTION & VISITORS BUREAU

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CITY COUNCIL LIAISON

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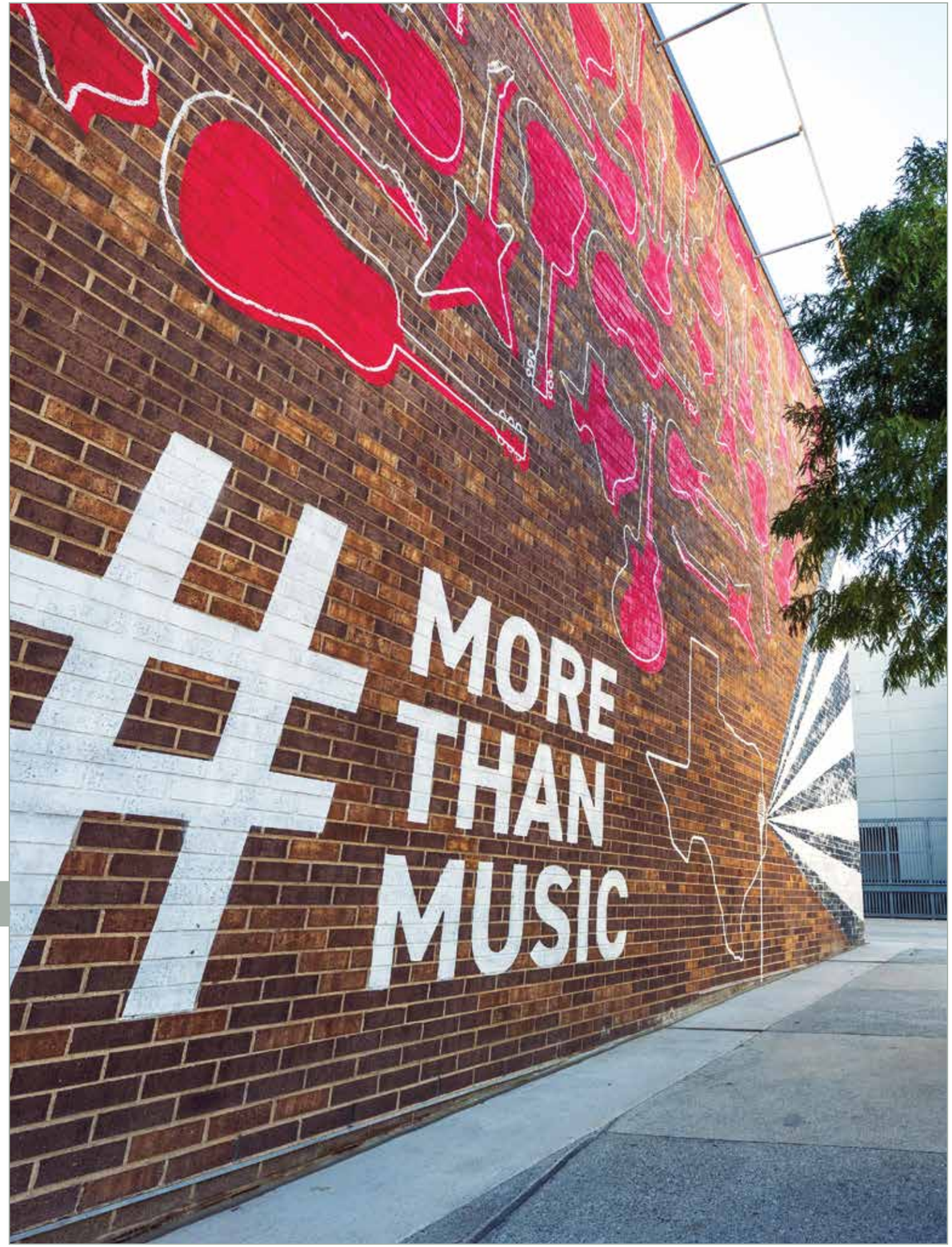

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I. Executive Director Overview

Just when we thought we might be on solid footing for both **Recovery** and **Resilience**, the start of this new calendar year has been a bumpy one from a travel standpoint, to say the least. A full-blown Return to Growth will continue to be pushed off as the economy, and its effects on business travel in particular, cause another slowdown, just as we thought we were going to be ramping up once again. Our plans have to remain fluid and flexible, and we'll be working from an Etch-A-Sketch just a little while longer.

This time a year ago, we had seen the return of corporate meetings at upper tier hotels at a level that exceeded 2019. The Convention Center had its most successful financial performance ever. Business transient travel was still off, and therefore real RevPAR still below where it should be. Company-mandated returns-to-office are still a work-in-progress; combined with the economy's turbulence, corporate transient is still less than we'd collectively like it to be. Industry forecasts consider a recession likely, with economic growth slowing markedly for the remainder of this calendar year. An active decline in corporate capital spending—being held back by trade policy unknowns, higher interest rates and higher prices—will lead to a negative impact on business travel. International travel has begun its expected decline, with overseas arrivals to the US down 8% calendar year-to-date. Because Irving is such a short-term market, with the majority of our hotel bookings and convention center bookings happening "in the year for the year," these declines will have very real time impact. Forty-five percent of the respondents to our annual Needs Analysis Survey noted they are projecting a 6-10% decline in business transient and corporate groups over the next 6-18 months.

Industry forecasts consider a recession likely... An active decline in corporate capital spending—being held back by trade policy unknowns, higher interest rates and higher prices—will lead to a negative impact on business travel.

As we attempt to paint a picture of hotel occupancy tax revenues for FY 25-26 (and therefore build a program of work accordingly), the outlook remains tricky. Our most recent forecast from Tourism Economics shows that hotel room revenue will grow by .6% in 2025; this is below the prior forecast of 2.8% growth. This is largely due to macro-level economic uncertainty as well as declines in international travel. In FY 2026, hotel room revenues are projected to grow by 4.7%, seeing some small recovery growth from the current year's uncertainty, as well as the strength of rate lift anticipated from the nine FIFA World Cup matches that will be held in the Irving/Dallas/Fort Worth area from June 14-July 14, 2026.

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I.
Executive Director Overview

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In their forecast for Irving through the lens of the World Cup's impact, Tourism Economics' projections showed that Irving's citywide Average Daily Rate (ADR) will grow 19.1% in June and 17.6% in July, with limited Occupancy growth, but significant RevPAR gains. Much will ultimately depend on the teams that are based here, what type of fan bases they attract (and the demeanor of those fans), and how long in the tournament the teams run. It is also important to recognize that while we expect significant ADR and RevPAR growth throughout this run, a portion of the rooms agreements will exceed 30 days, and thus will be hotel tax-exempt. There are also a number of other key unknowns that will impact Irving and its hosting capacity within the tournament. The Dallas Sports Commission is serving as the Local Organizing Committee and has the singular access to Texas' Major Events Trust Funds, as well as to any federal support funds that may ultimately be provided to the region to cover police, fire, emergency, traffic and transportation costs. We have earmarked $50,000 in our budget to provide meals for Irving Police and Fire personnel while they are assigned to World Cup coverage here in Irving as we are not yet sure what FIFA and/or the Sports Commission will be covering. Nearly $1 billion has been requested from the US Government to provide for Emergency and Transportation needs for the 11 sites across the US that will be hosting matches. If and how these funds will be distributed is not yet known.

> Approximately three-fourths of hotels are already seeing international travel reductions at their properties. Help is once again requested for-all vertical market segments, with SMERF and Corporate leading the way, followed closely by Associations, Sports/Entertainment and Leisure, and then Government.

This year's Irving Hotel Needs Analysis Survey, the first step of our annual budget and programming process, provides the framework for our efforts in the next fiscal year. Survey highlights included:

- Approximately three-fourths are already seeing international travel reductions at their properties.
- Help is once again requested for all vertical market segments, with SMERF and Corporate leading the way, followed closely by Associations, Sports/Entertainment and Leisure, and then Government.
- Days of the week needing the most help (in order) are Sunday, Friday, Saturday and Thursday. Nearly half of the respondents noted needing help still on Monday, Wednesday and even Tuesday, the days most dramatically impacted by the slow return of the transient business traveler, and days that additional resources have not been needed for in the past.
- Additional resources are desired for: booking incentives / rebates / commissions, followed by updated property photography / videography, search engine marketing / paid search, support for investments in online travel agencies (OTAs) and Cvent.
- When asked what training content the ICVB could potentially assist with, the majority of the requests were about how to better utilize the CVB and its resources and knowledge and for more hotel partner networking opportunities, as well as how to use Artificial Intelligence tools to increase bookings over need dates and to generate revenue.

Based on our current projections, the fund balances of the Catastrophic Reserve and our General Fund are fully funded. We remain at the halfway point for our Technology Fund, and the CIP fund is in excellent shape due to the stellar performance of the ICC last year. However, "Tom giveth, and Tom taketh away" as the building will require nearly $2 million in capital projects this next year. This particular fund will continue to require significant transfers, although the excellent financial performance of the building these past few years makes that burden much more manageable. As a reminder, our minimum goals for each of these are: Catastrophic Reserve (MINIMUM GOAL $5 Million balance); ICC Capital Improvement Fund (MINIMUM GOAL: $3 Million balance); Technology Fund (MINIMUM GOAL: $1 Million balance); and General Fund (MINIMUM GOAL: $2 Million balance).

To deliver a balanced budget, we are proposing to access a portion of our fund balance to keep focused on the pipeline of business that is needed. While most other programs are showing a decrease, we are proposing an increase to the Business Development Incentive Program (BizDIP) based both on actual usage from hotel requests and the reality that the dollars requested per room night don't go as far as they used to. As you may recall, we did not renew our suite of seats at the Live Nation Pavilion and had planned to repurpose those funds for a broader partnership at the Toyota Music Factory. That partnership was significantly delayed in coming together and as the economy began to soften, we have opted not to move forward for this current year and for next. We will continue our support of the Irving Marathon Series and the Heritage Society Fish Fry, both achieving separate sets of activation and engagement goals.

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We will continue to postpone initiatives that shouldn't "start-and-stop" due to the market's fluctuations – including the annual meeting. That is a very expensive undertaking and with the former Board Members Luncheon and High Spirited Citizens Luncheon now standing and successful programming elements, we believe we can accomplish much of the same engagement through these vehicles, at a much more manageable scale.

The convention center will always require an operating subsidy, and its capital needs only grow more expensive the more used the facility is and, like all of us, the older it gets. We will continue to make its capital needs and that subsidy our first priority in building our budget each year.

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A key priority for this year was the sunset of the special state legislation the ICVB helped create to support the Irving Arts. In 2007, the ICVB led the way to a legislative solution that would allow the Irving Arts to retain an additional $1.6 annually; this legislation is due to sunset on September 1, 2026. That date (originally set to sunset in 2022) was chosen as, by that time, the 15% would generate sufficient funding to operate, and would allow the Arts to build its own operating reserves. With the ICVB Board's support, the ICVB proposed a "win-win" solution for the reallocation of these funds to the Irving City Council at its May 14 Budget & Strategic Planning Retreat, which was met with the unanimous support of the Irving City Council. The fiscal impact on the ICVB for FY 26 will be minimal; we will see the full impact of that in FY 27.

The next time you are at the ICC for an event, I hope you will take some time to look around (safely) as you're driving in, and then stand and look around from the entry lobby when you get here. When we opened this building in January of 2011, we were out here in the midst of fields of bluebonnets, that served as overflow parking as long is it didn't rain. And in just these few short (by development standards) years, much has happened. It took more than four decades for Dallas and Fort Worth to get their convention center hotels done. Ours opened in 2019. The Toyota Music Factory opened in 2017, and just completed a massive renovation that will improve this critical amenity not just for our hotel guests and residents, but also for our corporate residents. Because there was a vision and a plan for these 40 acres that other people could believe in, State Bank of Texas and Christus Health have opened their new headquarters, and the pace with which the Wells Fargo development is moving is extraordinary.

> In today's globalized and networked world, we are competing with every other community for Irving's share of visibility, attention, business and respect. We are competing for tourists and talent, for capital and investment. We can never afford to rest on our laurels nor on what is built today.

In today's globalized and networked world, we are competing with every other community for Irving's share of visibility, attention, business and respect. We are competing for tourists and talent, for capital and investment. We can never afford to rest on our laurels nor on what is built today. A constant investment is needed to build awareness and the pipeline, so that we can succeed in our role as the "first date" of economic development. This investment is essential to Irving's quality of life, and quality of place. The ICVB and its Board have been exceptionally responsible stewards of the resources entrusted to us over the decades. But in order to grow the hotel occupancy tax revenues significantly, ultimately our product offerings have to grow significantly.

The laser-focus this Board of Directors has provided our five-year plan for financial stability has been invaluable. As we near the end of that plan, it will be time to take a look at what our next series of short- and long-range priorities should be. The current plan has allowed us to rebuild as a brick house, much better prepared to withstand whatever the next asteroid is that comes our way. While long-term planning can be a source of frustration and perhaps repetition for some, keeping the future in mind has served us well, through the refinancing of the convention center's debt in 2019 to the sunset on the Arts excess hotel tax allocations in 2026. With hotel occupancy taxes as our singular revenue source, volatility and vulnerability will always be present and the concept of a Tourism Public Improvement District, while still valid and eventually viable, remains reliant on that same vulnerable and volatile revenue source.

> We must remain focused on the "why" of what we do and how we do it — making Irving stronger and more sustainable each and every day, using the strength of the visitor economy to do so.

Agility and **Nimbleness** remain our two greatest strengths, allowing us to pro-act and re-act and flex as needed, as the marketplace surrounding us continues to change. The last five years have required these strengths to be on full display to manage the crises, making what travel we could happen and building awareness and interest for the future. We will continue to adjust sales and marketing messaging in environments that continue to shift, with the future in sight always. Associations and those weekend-friendly SMERF groups are making plans now for years into the future and we have to stay on their radar. We have to stay in front of and on the radar of our bread-and-butter corporate travelers. We must remain focused on the "why" of what we do and how we do it — making Irving stronger and more sustainable each and every day, using the strength of the visitor economy to do so.

We believe we have once again submitted a responsible and responsive budget and program of work that will allow us to continue to build on our stewardship of the funds invested in us, funds that are then reinvested in Irving businesses and their workforce throughout the city. We look forward to sharing this with you at your June Board of Directors meeting.

Maura Allen Gast, FCDME
Executive Director,
Irving Convention & Visitors Bureau

II.
Focus, Vision & Mission Statements

Irving Convention & Visitors Bureau

VISIT IRVING TEXAS
CONVENTION & VISITORS BUREAU

FOCUS

The Irving Convention & Visitors Bureau's focus is on building exceptional customer relationships with meeting planners, travel influencers, media, independent travelers, the hospitality industry and the community. Our efforts are focused on generating demand for the destination, thereby creating value for the industry and stakeholders. Innovation, partnership, research and accountability guide our approach. We utilize person-to-person and technology-based sales, marketing and customer-servicing activities to achieve results. Through positive positioning of both the organization and the destination, our leadership benefits the society, culture, environment and economy of Irving.

VISION

Irving will be a uniquely vibrant destination welcoming the world for unforgettable experiences.

MISSION

The Irving Convention & Visitors Bureau enhances Irving's economy and quality of life by marketing and advocating for the development of Irving as a premier destination.

City of Irving

IRVING
TEXAS

VISION

The City of Irving will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and educational opportunities.

MISSION

The City of Irving's mission is to deliver exceptional services and promote a high quality of life for residents, visitors, and businesses.

III. Economic Impact of Irving Tourism

Tourism is big business in Irving, and it brings big benefits to everyone who lives, works, and plays here.

Source :

Future Partners, Irving Visitor Industry 2022 Economic Impact Report

EVERY VISIT PAYS OFF

VISITOR SPENDING ADDS UP TO A THRIVING ECONOMY AND A STRONGER COMMUNITY.

VISITORS SPEND

$3,450,000,000

ANNUALLY IN IRVING, *That's Billions – with a "B"*

WHICH INCLUDES

$1,080,000,000

ON HOTEL STAYS AND

$650,000,000

FROM GROUP MEETINGS AND CONVENTIONS.

JOBS YOU CAN COUNT ON

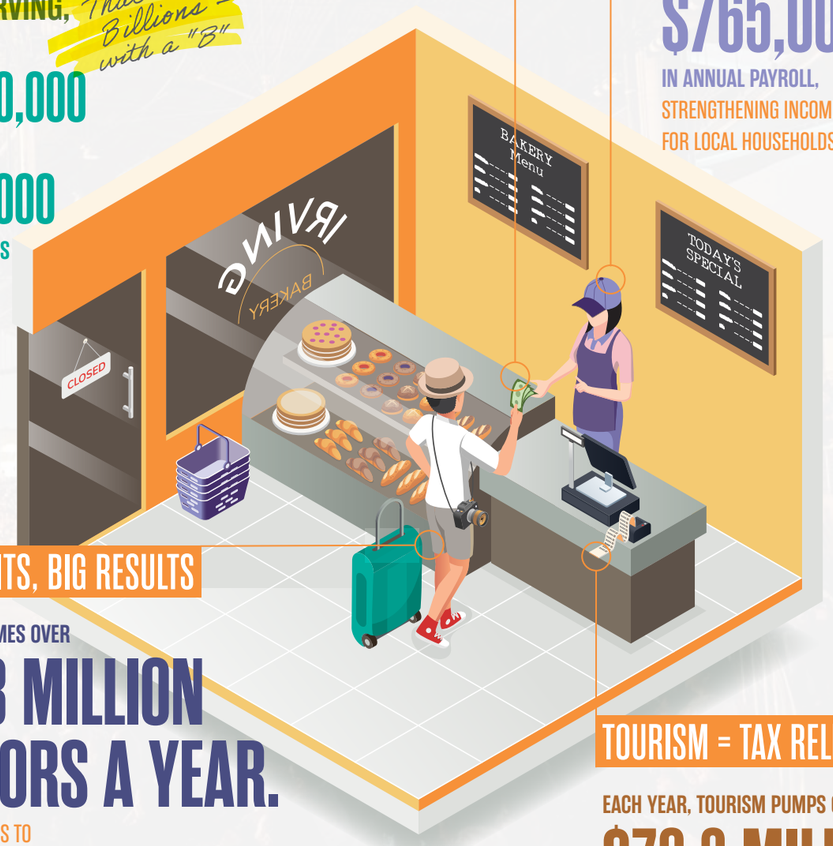
IRVING TOURISM SUPPORTS

23,239 JOBS

AND

$765,000,000

IN ANNUAL PAYROLL, STRENGTHENING INCOME AND STABILITY FOR LOCAL HOUSEHOLDS.



DAILY VISITS, BIG RESULTS

IRVING WELCOMES OVER

4.278 MILLION VISITORS A YEAR.

THAT TRANSLATES TO

33,239 VISITORS A DAY,

SPENDING A COMBINED

$9.46 MILLION DAILY

THAT HELPS POWER IRVING'S ECONOMY ONE TRIP AT A TIME.

TOURISM = TAX RELIEF

EACH YEAR, TOURISM PUMPS OVER

$70.3 MILLION

INTO IRVING IN LOCAL TAX REVENUE.

THAT MEANS EVERY IRVING HOUSEHOLD

SAVES AN AVERAGE OF

$757 ON TAXES

ANNUALLY. *$757 savings a year!*

IV. Irving Hotel Performance Reports

Smith Travel Research Reports

FY 2025

FY 2024

Source :

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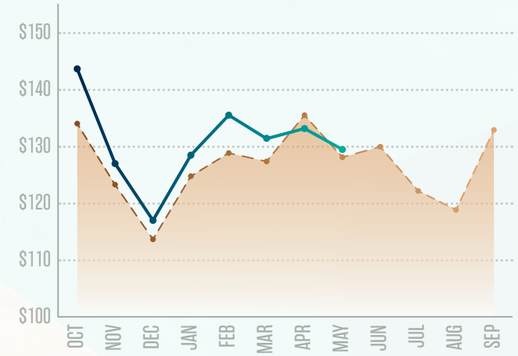
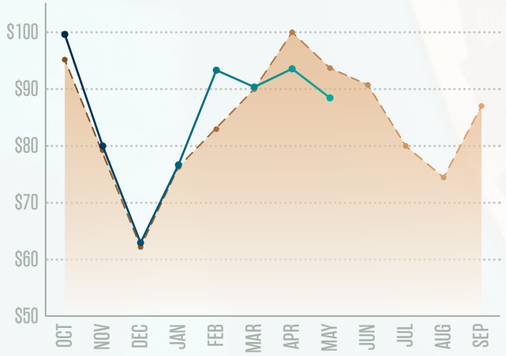
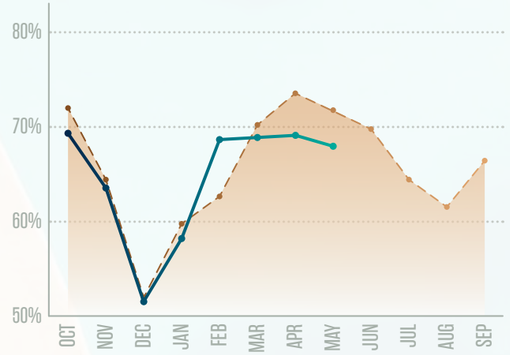
ADR AVERAGE DAILY RATE



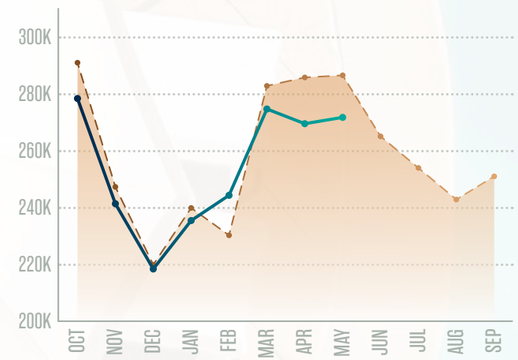
REVPAR REVENUE PER AVAILABLE ROOM



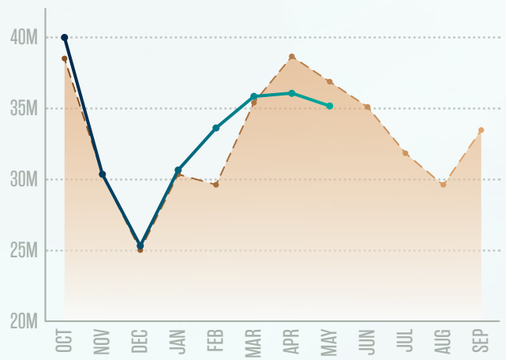
OCCUPANCY



TOTAL DEMAND

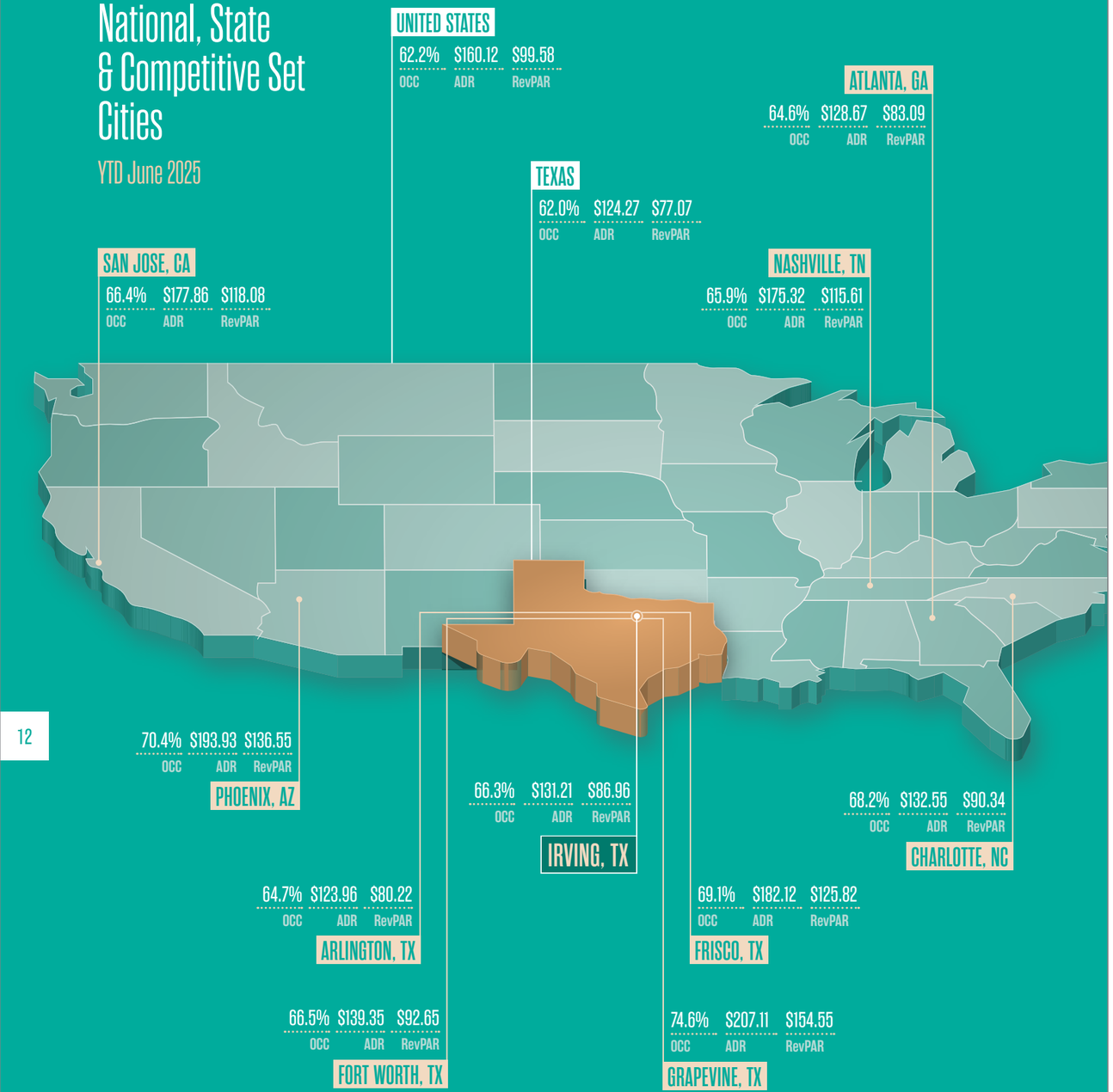


TOTAL REVENUE



National, State & Competitive Set Cities

YTD June 2025

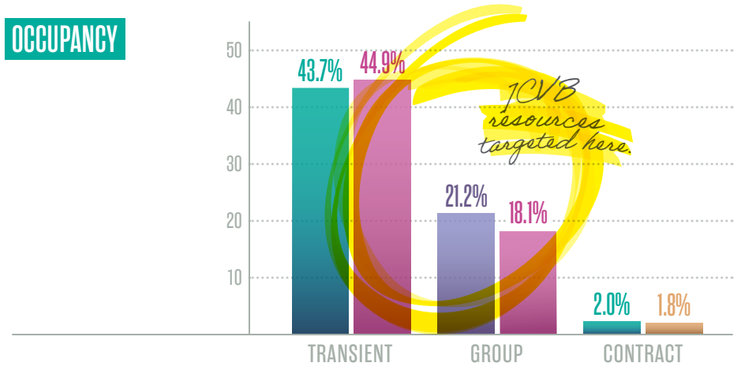


Irving Weekday vs Weekend Comparison

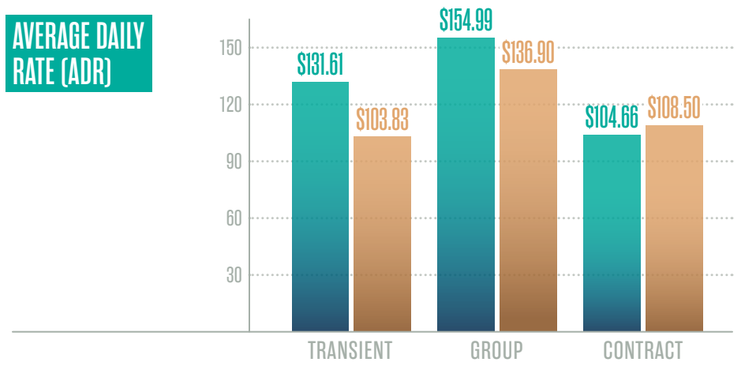
YTD June 2025

Weekday
Weekend

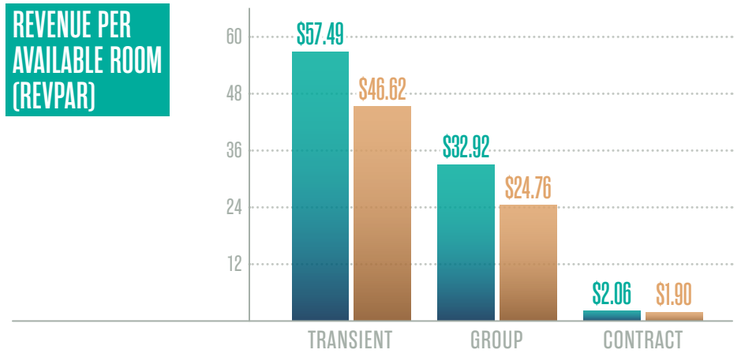
OCCUPANCY



AVERAGE DAILY RATE (ADR)



REVENUE PER AVAILABLE ROOM (REVPAR)



Irving Tourism Performance Measures

2023-2024 Budget

PROGRAMMING IMPACT

$1 =

$141 Return on Ad Spend of Expedia Campaign

$74 Estimated Economic Impact of BizDIP

$60 Potential Economic Value of Staycations Campaign

IRVING ECONOMY IMPACT

$1 =

$405 Return on Visitor Spending

$124 Return on Hotel Stays

$88 Return on Restaurant Spending

$88 Return in Industry Payroll

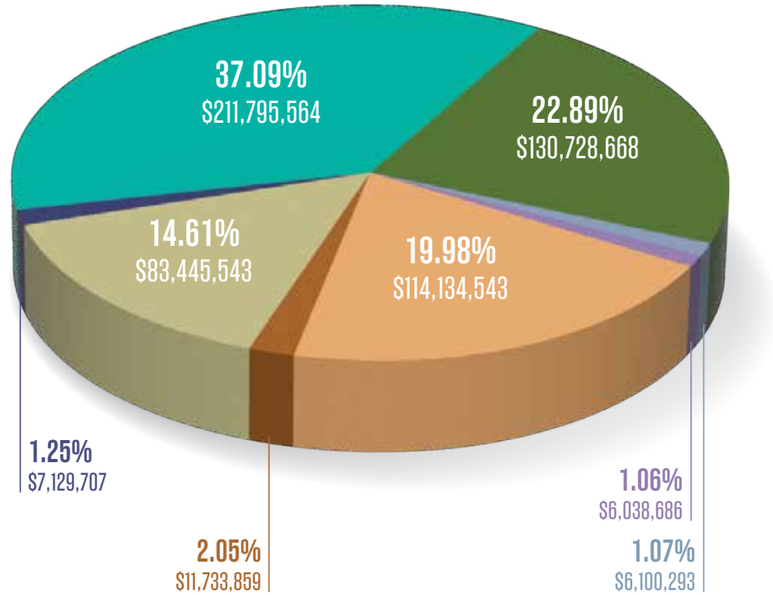
Hotel Occupancy Tax (HOT) Collection

- Irving CVB
- Irving Arts & Culture
- Downtown / Events
- Convention Center
- Museum
- Entertainment Venue
- Debt Service
- CC Hotel

1972-2024

CUMULATIVE HOT

$571,106,863



Source :

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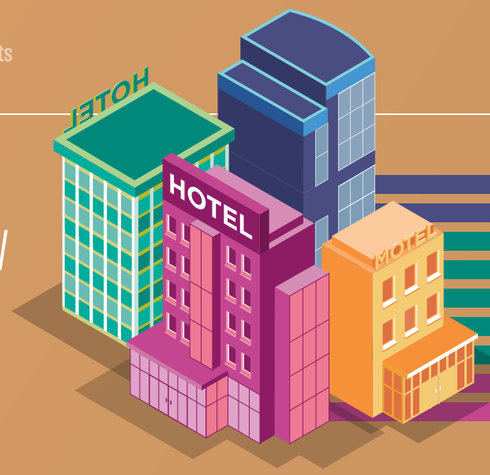
City of Irving Hotel Tax Summary

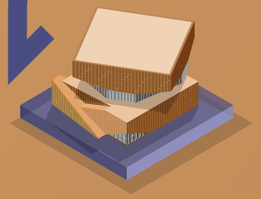


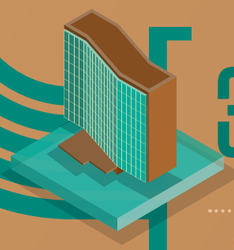
9%
OF HOTEL TAX COLLECTION
$32.5M

2%
ENTERTAINMENT VENUE
$7.2M

THE REMAINING
5%
$18.1M

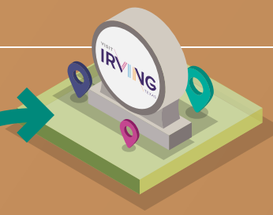
2%
ICC DEBT
$7.2M





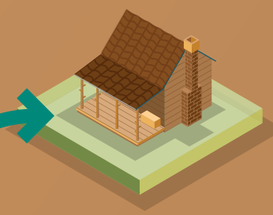
SUBTRACT
3.6%
ICC HOTEL
$650K

THE ADJUSTED
5%
$17.4M

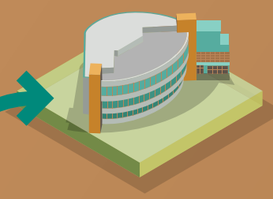


57% IRVING CVB
$9.9M
IRVING CONVENTION CENTER : $1.9M
4% ADMINISTRATIVE FEE : $400K (–)
NET OPERATING BUDGET : $7.6M

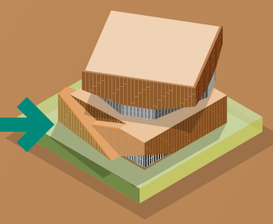
35.5% ARTS & CULTURE
$6.2M
4% ADMINISTRATIVE FEE : $250K (–)
NET OPERATING BUDGET : $5.9M



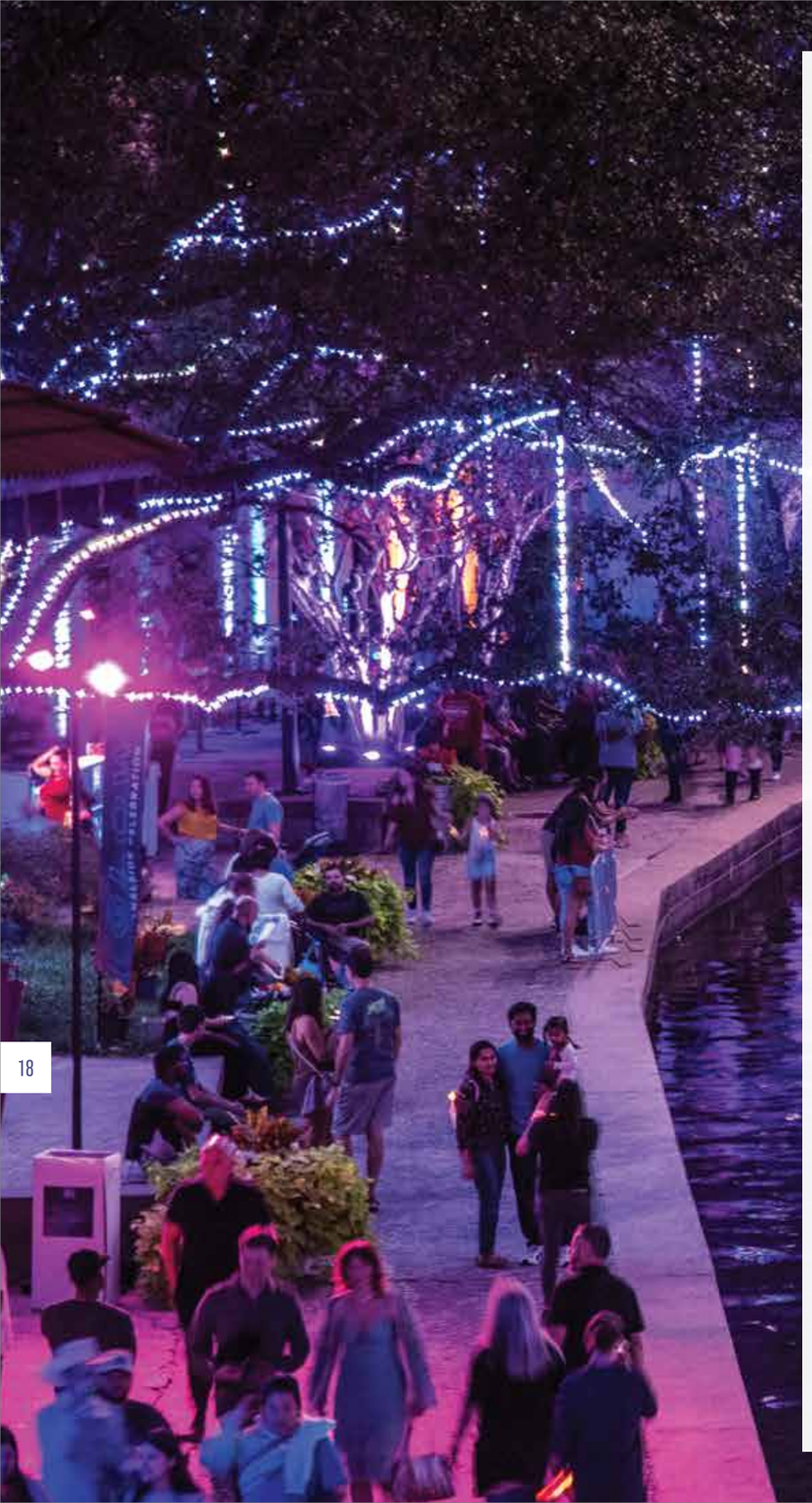
1% PRESERVATION
$170K
4% ADMINISTRATIVE FEE : $7K (–)
NET OPERATING BUDGET : $163K



2.5% HERITAGE & MUSEUM
$436K
4% ADMINISTRATIVE FEE : $17K (–)
NET OPERATING BUDGET : $419K



4% DEBT SERVICE
$700K



V. ICVB Program of Work & Budget Overview

Organizational Chart

- ICVB Staff
- ICVB Outsource
- ICC Staff

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2024-2025 Awards & Recognitions

- Meetings Today Best of Award
- Cvent Top 50 Meeting Destinations in North America
- Silver Davey Award – Integrated Campaign
- Silver Davey Award – Email Campaign
- Silver Adrian Best of Category: Integrated Campaign – Business to Consumer: Rockstar-Themed Self-Guided Tour App and Engagement Campaign
- Silver Adrian Best of Category: Digital App: Rockstar-Themed Self-Guided Tour App and Engagement Campaign
- Silver Adrian: Experiential Marketing: Total Eclipse in the Park: Showcasing Irving to the World
- Silver Adrian: Social Media Campaign: 12 Days of Holiday Giveaways
- Silver Adrian: Contest / Sweepstakes: 12 Days of Holiday Giveaways
- Bronze Adrian: Feature Placement Online or Print Consumer Media: A Moon Pie Puts Irving in the Spotlight
- Bronze Adrian: Feature Placement Online or Print – Consumer Magazine or Newspaper: Unexpected Romance and Adventure in Irving
- Bronze Adrian: Influencer Marketing: Total Eclipse in the Park: Showcasing Irving to the World
- Bronze Adrian: PR Campaign Consumer: Total Eclipse in the Park: Showcasing Irving to the World
- Bronze Adrian: Experiential Marketing: 12 Days of Holiday Giveaways
- Bronze Adrian: Experiential Marketing: Rockstar-Themed Self-Guided Tour App and Engagement Campaign

V.
ICVB Program of Work &
Budget Overview

The Path of a Tourism Dollar

Code of Ethics

The Destination Marketing Accreditation Program (DMAP) requires that each accredited organization adhere to this Code of Ethics, to reinforce the need and demand for transparency and accountability within the profession. The Irving CVB is committed to this Code.

- Provide exceptional customer service and detailed information on destination products and services.
- Treat all stakeholders courteously, ethically and professionally.
- Actively encourage the integration of ethics into all aspects of management of the Irving CVB's activities.
- Build collaborative relationships with other DMO industry professionals and others for the advancement of the profession.
- Handle all inquiries, requests, transactions, correspondence and complaints promptly, courteously and fairly.
- Provide clean and well-maintained facilities and equipment for the enjoyment of customers.
- Exercise truth in all promotional materials concerning facilities, services and amenities provided and advise the public in a reasonable manner if and when unable to provide the level of services or facilities as advertised. Promotional materials supplied must be appropriate for all audiences.
- Provide customers with complete details on prices, cancellation policies and services and ensure customers receive fair exchange for their foreign currency where appropriate.
- Promote responsible and sustainable use of environmental resource base when providing services and products to customers.
- Abide by all applicable federal, state and municipal laws.

V.
ICVB Program of Work &
Budget Overview

Strategic Imperatives

These strategic imperatives establish the basic ideals and principles that govern the way the Irving CVB plans and conducts business.

1 The Irving Convention & Visitors Bureau holds itself accountable for achieving its mission and objectives.

2 The Irving Convention & Visitors Bureau primarily maintains a long-term, strategic marketing focus, and partners with the industry to respond to short-term marketing opportunities.

3 The Irving Convention & Visitors Bureau recognizes which constituent groups represent its customers, partners and beneficiaries, and responds to their needs and expectations appropriately.

CUSTOMERS
Visitors, Travel Trade, Meeting & Event Planners, and Media

PARTNERS
Visitor Industry, Government, Chamber and Civic Groups

BENEFICIARIES
The Community and the Visitor Industry

4 The Irving Convention & Visitors Bureau's efforts and decisions will be responsive to and remain focused on data, visitor feedback, market research, cost benefit analyses and other appropriate input.

5 The Irving Convention & Visitors Bureau expands existing markets, while taking advantage of qualified new market opportunities; the ICVB also continually looks for means to expand its resources, to better capitalize on new market opportunities when possible.

6 The Irving Convention & Visitors Bureau accepts a leadership role in pursuit of its mission.

7 The Irving Convention & Visitors Bureau adheres to the highest quality standards in all its actions, adopting the Destinations International Code of Ethics.

8 The Irving Convention & Visitors Bureau's primary responsibility is to generate overnight visitation to the Irving area by attracting meetings, events and leisure travelers to the city.

9 The Irving Convention & Visitors Bureau provides marketing and support for events that are consistent with the mission and brand.

Key Goals, Performance Measurements & Indicators

KEY GOALS

- Solicit meetings and events
- Provide customer service for meetings and events
- Offer promotional support for meetings and events
- Promote Irving with advertising, public relations and media
- Operate and maintain the Irving Convention Center
- Monitor legislative and regulatory issues

PERFORMANCE MEASURES

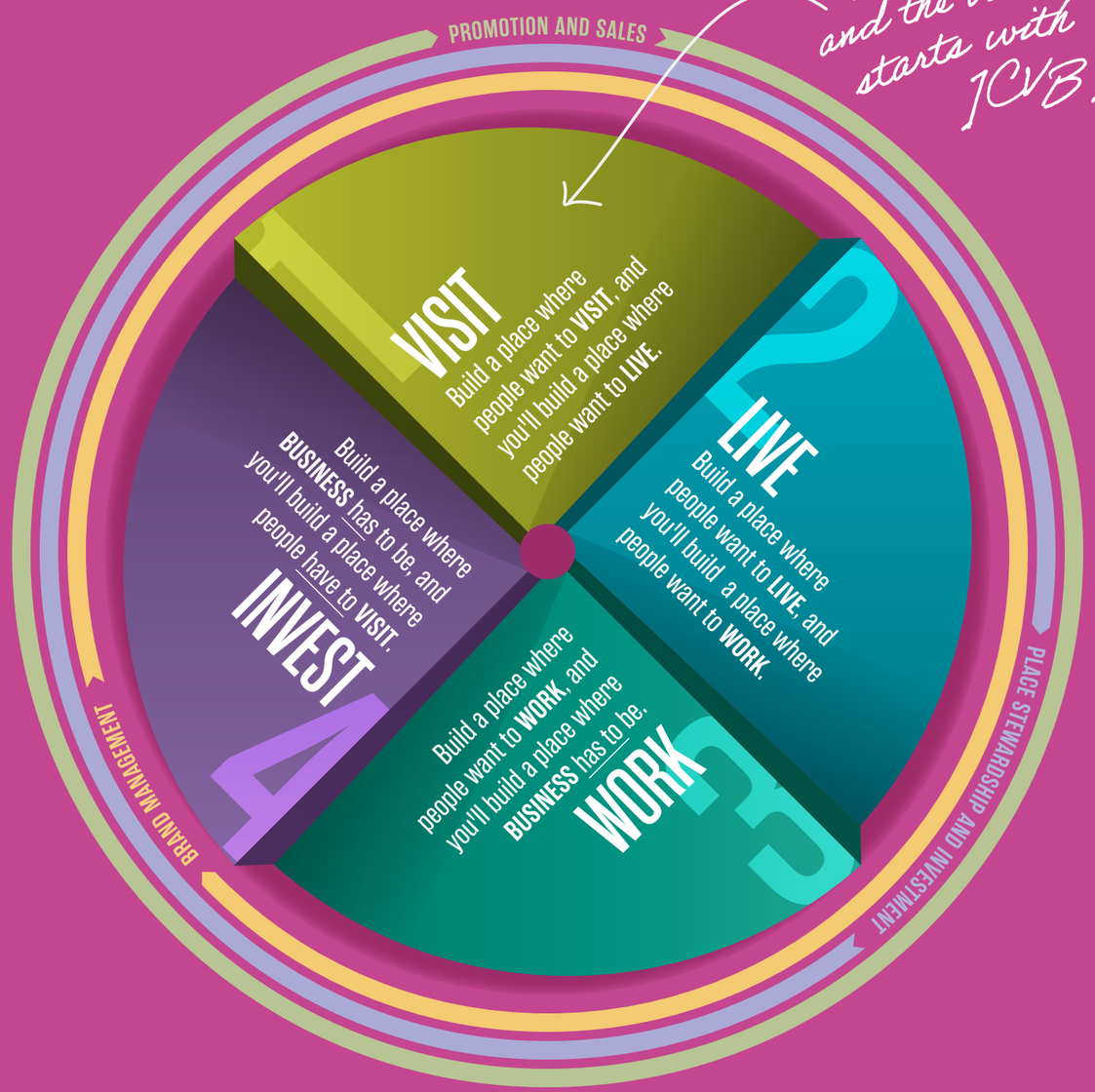
- Return on Tourism Investment (ROI)
- Irving CVB-booked Room Nights
- Convention Center Revenues
- Media Visits / Media Values / Social Media Analytics
- Customer Satisfaction
- Destination Awareness

PERFORMANCE INDICATORS

- Economic Impact of Tourism
- Market Occupancy
- Hotel Tax Collections
- Irving Hotels' Average Daily Rate (ADR)
- Irving Hotels' Revenue per Available Room (RevPAR)
- Length of Stay
- Supply / Demand
- Per Person Expenditures
- Attractions Attendance

V.
ICVB Program of Work &
Budget Overview

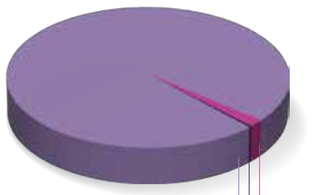
The Work of a Destination Organization



2025-2026 Proposed Budget

General Fund

GENERAL FUND
REVENUE



GENERAL FUND
EXPENDITURES

ACCOUNT DESCRIPTION		2025-2026 PROPOSED BUDGET
REVENUE		
Hotel / Motel Tax	$	9,945,613
Investment Income		185,000
Miscellaneous		10,000
TOTAL REVENUE	$	10,140,613
EXPENDITURES		
Operating		
Salaries	$	3,459,324
Benefits		690,885
Supplies		107,810
Utilities (Communications)		31,836
Outside Services		2,248,946
Travel / Training / Dues		618,714
Claims and Insurance		64,138
Miscellaneous Expenses		1,011,800
Total Operating	**$**	**8,233,453**
Non-Operating		
City of Irving Administrative Cost Reimbursement (4%)	$	397,824
Claims and Insurance		87,712
Property Management Services		1,395,000
SMG Management Incentive		475,000
Total Non-Operating	**$**	**2,355,536**
Transfers Out		
To City of Irving		
Debt Service Fund		90,306
Health Self Insurance		3,550
Total Transfers Out	**$**	**93,856**
TOTAL EXPENDITURES	$	10,682,845

2025-2026 Proposed Budget

Reserve Fund

ACCOUNT DESCRIPTION		2025-2026 PROPOSED BUDGET
REVENUE		
Investment Income	$	250,000
TOTAL REVENUE	$	250,000
EXPENDITURES		
TOTAL EXPENDITURES	$	0

2025-2026 Proposed Budget

Technology Fund

ACCOUNT DESCRIPTION		2025-2026 PROPOSED BUDGET
REVENUE		
Investment Income	$	27,000
TOTAL REVENUE	$	27,000
EXPENDITURES		
TOTAL EXPENDITURES	$	0

2025-2026 Proposed Budget

Irving Convention Center / CIP Fund

ACCOUNT DESCRIPTION		2025-2026 PROPOSED BUDGET
REVENUE		
Investment Income	$	110,000
Miscellaneous		511,693
TOTAL REVENUE	$	621,693
EXPENDITURES		
Building Maintenance	$	900,000
Capital		1,000,000
TOTAL EXPENDITURES	$	1,900,000

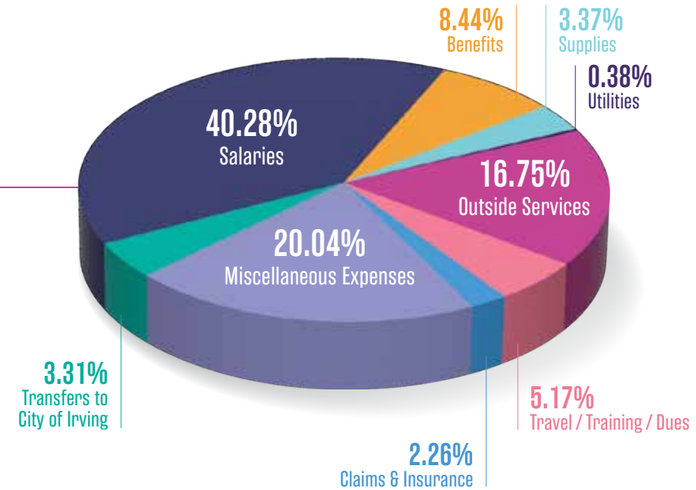
Finance & Administration Department

DIRECTIVES

To position the Irving Convention & Visitors Bureau as a financially responsible organization, providing departments with the support services needed to operate efficiently; and to provide administrative support to the ICVB Board and Committees.

ACCOMPLISHMENTS

- Engaged Administrative Assistants in AI training.
- Streamlined the Munis workflow process for departments.
- Upgraded local firewalls to advanced firewalls to improve detection of novel threats.
- Cross-trained staff on the budget process.
- Migrated from Cortex XDR to Microsoft Defender XDR, reducing endpoint security expenses by $36,000.
- Finalized ARPA payments and provided a report to the Board.
- Standardized and streamlined FY26 budget forms.
- Deployed new and optimized existing conditional access policies for reinforcement against advanced technology attacks.



PROPOSED BUDGET	FY 2025-2026
Salaries	$ 1,143,802
Benefits	239,753
Supplies	95,560
Utilities	10,700
Outside Services	475,650
Travel / Training / Dues	146,937
Claims & Insurance	64,138
Miscellaneous Expenses	569,124
Transfers to City of Irving	93,856
TOTAL BUDGET	**$ 2,839,520**

INITIATIVES & STRATEGIES

Accounting & Budget

- Maintain sound accounting practices that conform with Governmental Accounting Standards Board (GASB) reporting requirements.
- Provide useful, timely and reliable financial information and support to board and staff.
- Create and monitor the Bureau's annual operating, capital projects (ICC CIP), and reserve budgets.
- Prepare financial statements and reports and hotel tax reports.
- Record financial transactions (payables, receivables, journals, etc.) in Munis.
- Perform internal audits of expense reports and sales team bookings.
- Maintain adequate cash flows and ensure sufficient liquidity to meet financial obligations.
- Ensure cost-effectiveness through competitive bidding processes with vendors.

Administration / Board Support

- Provide support, logistics and communication to Board of Directors.
- Enforce policies and procedures that conform with City of Irving guidelines.
- Maintain Accreditation through Destinations International.
- Update and maintain the board portal, establishing a reading room.
- Provide excellent customer service to both internal and external customers.
- Maintain focus on succession planning and cross-training staff.
- Increase employee satisfaction and engagement through programs that demonstrate appreciation of staff and provide professional development opportunities.
- Research Artificial Intelligence opportunities for greater staff efficiencies.
- Develop instruction document for administrative support staff.

Technology

- Prevent, detect, and respond to all cybersecurity incidents across every layer of the Irving CVB and Convention Center's technology equipment.
- Regularly take and maintain three redundant backups of all Irving CVB corporate data amongst two georedundant data centers.
- Deliver strategic technical direction and management to the Irving CVB and Convention Center to achieve technical goals and objectives.
- Discover, plan, budget, and deliver new technologies which support more effective workflows for the staff and more secure operations for the organization.
- Provide technical support for users and establish standardized services and hardware.

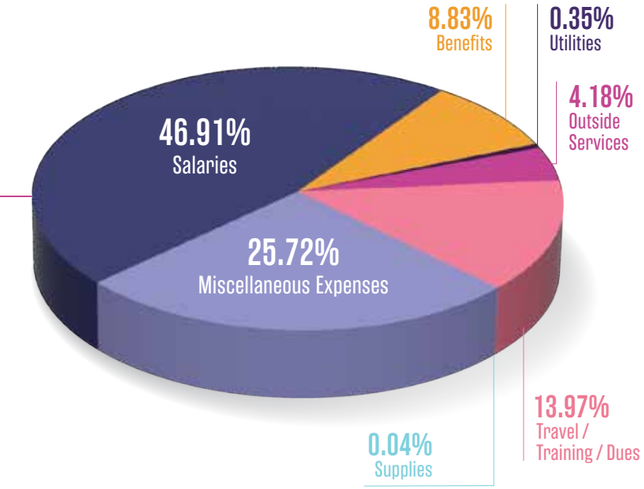
Destination Sales & Services Department

DIRECTIVES

To position Irving as a preferred destination for meetings and conventions of corporations, associations and specialty markets (including Sports, Entertainment, Social, Military, Religious, Ethnic, Educational, Fraternal and Government); to position Irving as a preferred destination for leisure group travel; to position Texas and Dallas/Fort Worth as a vital part of the US meetings experience; and to achieve the highest levels of customer satisfaction.

ACCOMPLISHMENTS

- Exceeded sales goal by 122%
- Converted 474 leads to definite status
- Serviced 143 groups
- Booked 128,835 room nights
- Hosted Smart Meetings in conjunction with the Ritz-Carlton, Dallas at Las Colinas
- Achieved 97.5% in customer satisfaction score



PROPOSED BUDGET	FY 2025-2026
Salaries	$ 1,464,910
Benefits	275,732
Supplies	1,250
Utilities	11,100
Outside Services	130,420
Travel / Training / Dues	436,102
Miscellaneous Expenses	803,000
TOTAL BUDGET	**$3,122,514**

INITIATIVES & STRATEGIES

- Increase total room night bookings by 2% over 2024-2025 actuals, with a focus on the following as indicated by the Needs Analysis Survey: corporate groups; summer and holiday business; and convention center groups with sleeping rooms.
- Continue to focus on local and regional meeting planners and markets positively impacted by the Toyota Music Factory.
- Work closely with Irving hotel sales teams on coordinated sales efforts and unique site inspection experiences.
- Utilize Texas Events Trust Fund when feasible for sporting and other eligible events that generate significant weekend room nights.
- Continue to work with the City of Irving Economic Development Strategic Plan, targeting trade meetings, conventions and events of desired clusters as well as utilizing our partnerships with Irving Parks and Recreation, the Irving-Las Colinas Chamber of Commerce, TIF, DART, and DCURD to generate new and incremental business opportunities for Irving.
- With ICVB Marketing, engage Irving hoteliers with ICVB programs.
- With limited funds in BizDIP being focused on need periods, continue to highlight other complimentary services that the Irving CVB can offer to assist hotels in booking business.
- Continue to build and enhance relationships with meeting resource companies, with emphasis on HelmsBriscoe, ConferenceDirect, and Lamont Associates.
- Continue relationship-building initiative with Irving hotels through one-on-one partnerships as well as semi-annual Meet the Bureaus to engage and educate hospitality partners on subjects such as AI as a successful prospecting and booking source.
- Promote and showcase new and reflagged hotels.

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Destination Sales & Services Department

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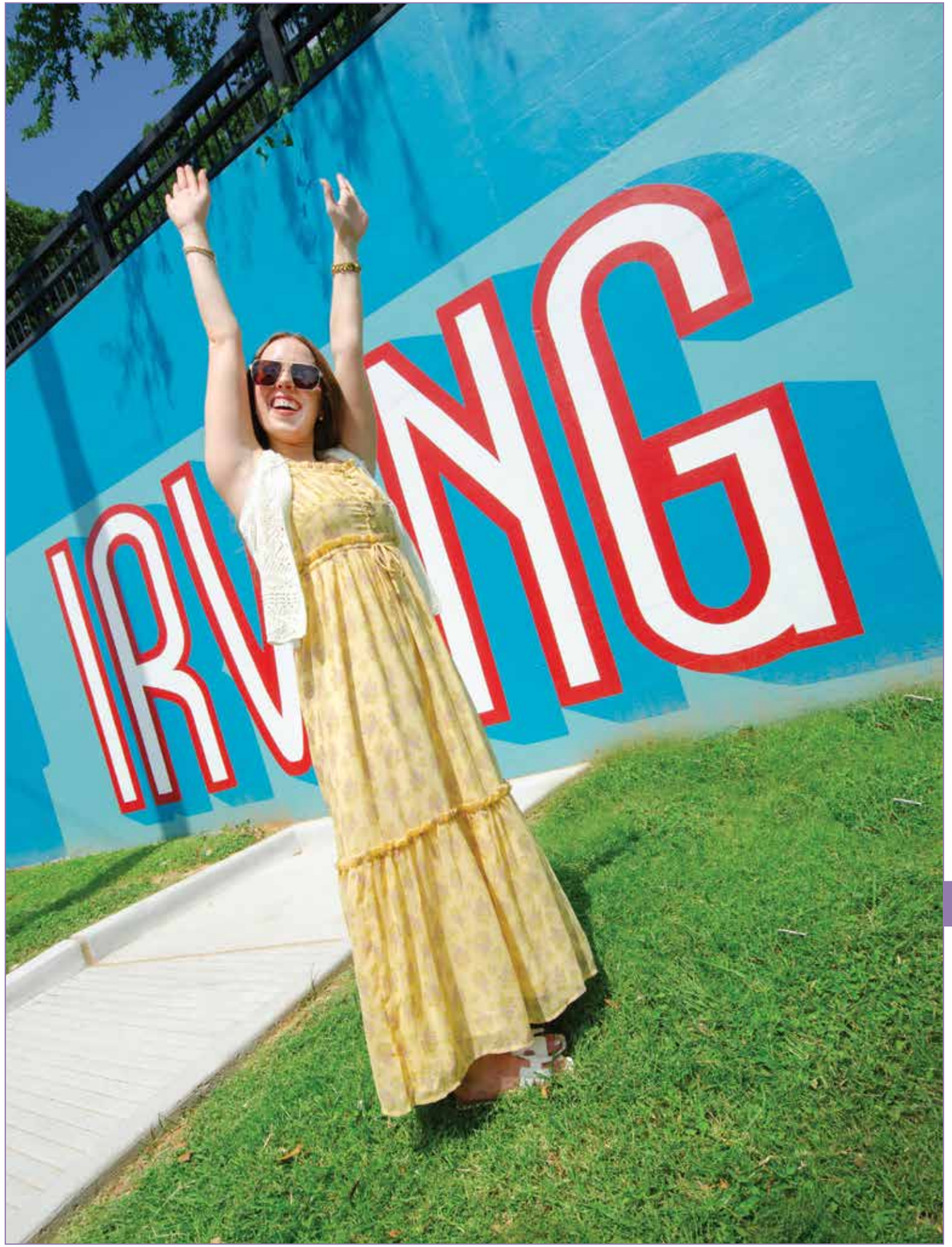
INITIATIVES & STRATEGIES

- Participate in high ROI industry trade shows and networking events such as the Texas Society of Association Executives, RCMA, TEAMS, Connect Marketplace, HelmsBriscoe, Meeting Professionals International, Lamont Associates and Cvent with constant evaluation of results and new opportunities, identifying options for Irving industry partners' participation where applicable.
- Host an all-market familiarization trip to include association planners from Texas and nationally.
- Target the next industry convention opportunity to host in Irving.
- Concentrate on SMERF/sports business that is appropriate for the Irving Convention Center, Irving's hotels and Irving venues.
- Maximize opportunities presented by FIFA World Cup for group and fan bookings in Irving.
- Refine Irving Convention Center target prospects to capitalize on longer programs that generate higher revenues and increased room nights.
- Host a dedicated client/prospect event in Washington, D.C., targeting association and corporate planners in one of the country's most influential meetings markets. This event will position Irving as an accessible, cost-effective DFW alternative for national meetings.



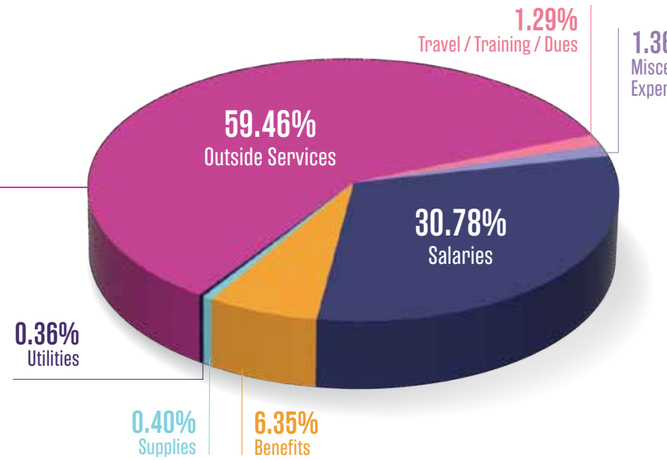
Marketing & Communications Department

DIRECTIVES

Position Irving as the destination of choice for a wide range of meetings, conventions, business, and leisure travel through targeted messaging, strategic partnerships, and consistent promotion that drives awareness, engagement, and measurable results.

ACCOMPLISHMENTS

- Generated 2,179 inquiries for group leads
- Reached 1.42 million website sessions
- Delivered 8.66 million social media impressions
- Secured 979,940 clicks from leisure campaign advertisements
- Generated 148,433 hotel referrals through the Staycations campaign
- Achieved a 36% average open rate for email marketing
- Generated 753 million PR impressions, valued at $7 million (ad) and $21,000 (PR)
- Hosted the Total Eclipse in the Park, attracting over 6,000 attendees from 18 countries.
- Launched the award-winning 12 Days of Holiday Giveaways campaign.



PROPOSED BUDGET	FY 2025-2026
Salaries	$ 850,612
Benefits	175,400
Supplies	11,000
Utilities	10,036
Outside Services	1,642,876
Travel / Training / Dues	35,675
Miscellaneous Expenses	37,500
TOTAL BUDGET	**$ 2,763,099**

INITIATIVES & STRATEGIES

Meetings / Events Market Growth & Client Acquisition

- Leverage Irving's expanding hospitality assets—including the redevelopment of Toyota Music Factory, plus new hotel properties including Hotel Indigo, The Sandman, and Embassy Suites Las Colinas—to re-engage lost business and generate qualified leads.
- Develop personalized follow-up packages for top tradeshow and sales mission prospects.
- Implement fully integrated sales and marketing campaigns to generate qualified RFPs, strengthen planner relationships, and boost long-term group bookings. Launch a personalized direct mail series targeting Irving's highest-value meeting planner clients and prospects. Send three customized mailings annually.

Performance Targets :

- +5% overall RFP generation year over year

Advertising Strategy

- Prioritize high-impact industry digital channels over traditional print, focusing on top-performing feeder and drive markets.
- Enhance advertising by integrating earned media strategies, including public relations, social media, and influencer marketing, to boost awareness and expand reach.
- Leverage Symphony traveler data and research insights to inform media planning and audience targeting.

Performance Targets :

- +10% increase in media impressions
- +5% increase in digital ad click-throughs
- Improved integration in messaging

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Marketing & Communications Department

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INITIATIVES & STRATEGIES

Leisure / Transient Market Growth & Visitor Acquisition

- Increase leisure market reach by executing targeted leisure campaigns, including seasonal campaigns, and highly targeted evergreen and micro-campaigns.
- Sustain and build on the existing momentum of the successful Staycations Campaign, targeting the DFW drive market with refreshed creative, extended reach, and conversion-focused messaging.
- Strengthen and maintain a year-round Expedia partnership, with ongoing optimization to improve conversion rates and maximize direct hotel bookings.
- Continue to promote Irving as a regional gateway through the successful DFW Entertainment Hub Campaign to position it as the ideal base for exploring top Dallas–Fort Worth attractions, emphasizing location advantage and overall value.

Performance Targets :

- +10% increase in hotel referrals from the Staycations Campaign
- +10% increase in direct hotel revenue from the Expedia partnership
- +15% increase in engagement rate with the DFW Entertainment Hub Campaign

Content Marketing & Social Media – Primary / Direct Target Audience

- Produce original, authentic content featuring Irving's experiences through local writers, influencers, and in-house creators. Promote this content across owned channels—blogs, social media, and video—and support local businesses by highlighting restaurants, attractions, and events.
- Expand video and photography assets, leverage user-generated content through platforms like CrowdRiff, and grow email marketing efforts to nurture leads and engage visitors.
- Provide print and digital collateral to support sales and visitor engagement. Develop a more contemporary and engaging Traveler's Guide.
- Expand social media reach and engagement through targeted content, influencer partnerships, and interactive campaigns like contests and giveaways. Use paid social media to amplify priority messages and campaigns.

Performance Targets :

- +5% social media engagement
- Reach 200,000 social media followers
- Increase email open rate to 40%

Digital Marketing & Technology Integration

- Strengthen digital programs to boost website traffic, improve SEO/SEM performance, and convert online viewers into Irving visitors.
- Expand marketing analytics to measure the impact of all key channels and optimize performance.
- Enhance advanced mapping tools and 360° virtual tours to improve user experience.
- Improve the ICVB's custom Sales App to feature optimal content during sales call usage and trade shows, and train staff how to best utilize this tool.
- Continue to support key events with integrated digital campaigns that drive bookings.

Performance Targets :

- +10% increase in overall website traffic
- Improved marketing analytics reporting
- 5% increase in organic search growth

External Communications & Public Relations

- Promote Irving as a meetings and leisure destination through media outreach, press trips, influencer partnerships, and earned media campaigns tied to major events and openings.
- Collaborate with venues and ICVB partners to enhance local, state, and national coverage to support major events in Irving and increase awareness through PR efforts.

Performance Targets :

- +5% increase in press coverage impressions
- Host five writers and influencers
- 15 earned media placements

Community & Partner Engagement

- Strengthening community ties through outreach programs including High Spirited Citizens, National Travel & Tourism Week, the Holiday Parade, and the Heritage Society Fish Fry.
- Enhance awareness of the CVB's role in economic development through consistent stakeholder engagement, media relations, and activities of the Board's Community Engagement Committee.
- Continue to foster cooperative partnerships with the Irving-Las Colinas Chamber of Commerce, Irving Arts + Culture Department, City of Irving Communications, The Las Colinas Association, Toyota Music Factory, Irving Marathon Series, and other related community organizations.
- Launch a quarterly newsletter to enhance communication with ICVB partners, serving as a source of industry information and raising awareness of the ICVB's services and resources.

Performance Targets :

- Participate in four community engagement activities annually
- Launch a quarterly e-newsletter for hospitality partners
- Support ICVB's community partners

VI. ICC Program of Work & Budget Overview

Organizational Chart

- ICC Leadership
- ICC Staff
- ICC Outsource
- ICVB Staff

Maura Gast — EXECUTIVE DIRECTOR

Tom Meehan — REGIONAL VICE PRESIDENT

- **Amanda Adams** — EXECUTIVE ASSISTANT
  - **Helena Wash** — RECEPTIONIST
- **Jeremy Pierce** — ASSISTANT GENERAL MANAGER
  - **Keyse Araujo** — IT COORDINATOR
  - **Josh Perkins** — IT ASSISTANT
- **Tony Watson** — ASSISTANT GENERAL MANAGER
  - **Tom Gilbert** — FACILITY MAINTENANCE MANAGER
    - **Herman Hinkel / Benito Rodriguez** — BUILDING ENGINEERS
- **Maddie Thornton** — HR MANAGER

- **Casey Villasenor** — DIRECTOR, SALES
  - **Bess Coleman** — SR. SALES MANAGER
  - **Kimara Spence** — SALES MANAGER
  - **Cassie Molinari** — SALES MANAGER
  - **Bria Scott** — SALES COORDINATOR
- **Kayla Perez** — DIRECTOR, EVENTS & OPERATIONS
  - **Kim Ates** — SR. EVENT MANAGER
  - **Edmundo Montoya** — EVENT MANAGER
  - **Josette Madden** — EVENT MANAGER
  - **Luke Bauer** — EVENT MANAGER
  - **Amber Waters** — EVENT MANAGER
  - **Austin Sneed** — EVENT COORDINATOR
  - **Diana Robles** — BOOKING COORDINATOR
  - **Karen Weisgerber** — EVENT SERVICES ADMINISTRATOR
  - **David McMillan** — SR. OPERATIONS MANAGER
    - **Albert Perez** — OPERATIONS MANAGER
- **Verenis Johnson** — DIRECTOR, FINANCE
  - **Eunice Herrera-Martinez** — ACCOUNTING MANAGER
  - **Keith Barron** — STAFF ACCOUNTANT
  - **SES / Terrye Gilbert** — DECORATOR
  - **INSPIRE / Joe Hernandez** — AUDIO VISUAL
  - **SP+ / Chuni Ramseepaul** — PARKING
  - **Service First / Juanita Loera** — EVENT HOUSEKEEPING / SETUP
  - **Stadium People & Walden Security** — SUPPLEMENTAL EVENT STAFFING & WALDEN SECURITY
  - **Corey Goode** — SAFETY MANAGER
    - **Tina Townsend** — ASSISTANT SAFETY MANAGER
- **Cori Black** — DIRECTOR, FOOD & BEVERAGE
  - **Eduardo Alvarez** — EXECUTIVE CHEF
    - **Julio Martinez** — SOUS CHEF
    - **Jesus Mendez** — EXECUTIVE STEWARD
    - **Ignacio Mendez / Yossarian Salie** — STEWARD
    - **Roxana Mendez / Juan Campos / Roberto Serrano / Sandra Sainz / Rocio Fiscal** — COOKS
  - **Joe Eustice** — F&B MANAGER
    - **Alejandra Lopez** — ASSISTANT F&B MANAGER
      - **Elizabeth Santamaria / Sabino Camarillo / Elsa Gonzalez** — BANQUET CAPTAINS
    - **Angel Gonzalez** — CONCESSIONS SUPERVISOR
      - **Jakirion Jones / Francisco Sanchez** — CONCESSIONS
  - **Exclusive & Arch Hospitality Staffing** — F&B MANAGER

Fiscal Year Performance History

		FY 2023	FY 2024	TOTALS*	10-YEAR AVERAGE**
PERFORMANCE					
Attendance		235,969	255,275	2,967,564	246,985
Event Days		409	431	5,280	421
Utilization		87.08%	86.67%	81.90%	1
Events		220	185	3,280	277
Tracked Room Nights		39,559	39,826	354,001	24,819
EVENT CATEGORIES					
Assemblies	ATTENDANCE	6,852	3,800	200,047	16,707
	EVENTS	11	2	223	19
Banquets	ATTENDANCE	13,732	12,696	335,498	28,487
	EVENTS	32	23	666	54
Consumer / Public	ATTENDANCE	78,496	56,786	881,894	75,947
	EVENTS	66	55	717	57
Concerts	ATTENDANCE	—	1,300	9,350	1,039
	EVENTS	—	1	9	1
Conventions	ATTENDANCE	20,158	37,057	542,501	46,235
	EVENTS	41	93	477	40
Meetings	ATTENDANCE	74,140	103,226	658,268	54,658
	EVENTS	179	167	2,170	172
Sports	ATTENDANCE	33,495	24,925	248,200	17,559
	EVENTS	38	36	299	23
Trade Shows	ATTENDANCE	8,096	11,657	110,523	9,040
	EVENTS	22	27	297	24
Other	ATTENDANCE	—	3,260	33,833	466
	EVENTS	—	5	100	7
Irving CVB	ATTENDANCE	1,000	608	15,116	996
	EVENTS	19	22	338	26

Notes :

Fiscal year is October 1 through September 30 of the following year.

* Total since the facility opened in January 2011. 2011 was a partial fiscal year with the building opening on January 27, 2011; data from this year is reflected in the Totals but not in the 10-Year Average.

** 2020, 2021 & 2022 were impacted by COVID; data from these years is reflected in the Totals but not in the 10-Year Average.

VI.
ICC Program of Work &
Budget Overview

2025-2026 Proposed Budget

ASM Global / Irving Convention Center

ACCOUNT DESCRIPTION		2025-2026 PROPOSED BUDGET
INCOME		
Direct Event Income		
Rental Income	$	2,121,950
Service Income		720,598
Service Expenses		(1,758,609)
Total Direct Event Income	**$**	**1,083,939**
Ancillary Event Income		
Food & Beverage Concessions	$	261,631
Food & Beverage Catering		4,831,374
Parking / Self Parking		474,606
Electrical Services		174,755
Internet Services		53,341
Total Ancillary Event Income	**$**	**5,795,708**
Total Event Income	**$**	**6,879,650**
Other Operating Income		1,527,997
ADJUSTED GROSS INCOME	**$**	**8,407,649**
OPERATING EXPENSES		
Employee Salaries & Wages	$	3,745,046
Benefits		904,610
Less : Event Labor Allocations		(714,425)
Net Employee Wages & Benefits	**$**	**3,935,230**
Contracted Services		1,073,231
General & Administrative		1,201,645
Operations		560,365
Repair & Maintenance		983,927
Supplies		328,211
Insurance		306,156
Utilities		688,630
Other		16,950
SMG Management Fees		708,302
TOTAL OPERATING EXPENSES	**$**	**9,802,649**
NET INCOME (LOSS) FROM OPERATIONS	**$**	**(1,395,000)**

5-Year Capital Improvement Budget

PROJECT DESCRIPTION	2026	2027	2028	2029	2030	5-YR TOTAL
ADVERTISING						
Digital Billboards / LED / Display Boards	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000
Signage – Fixed / Static	15,000	10,000	10,000	10,000	10,000	55,000
TOTAL ADVERTISING	**$ 25,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 105,000**
LIFE SAFETY						
Fire / Smoke Alarm System	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000
Security System / CCTV	75,000	20,000	20,000	20,000	20,000	155,000
Transfer Switch	55,000	—	—	—	—	55,000
TOTAL LIFE SAFETY	**$ 140,000**	**$ 30,000**	**$ 30,000**	**$ 30,000**	**$ 30,000**	**$ 260,000**
HVAC						
Air Handling Unit	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 125,000
Building Automation System/Control	25,000	—	—	—	—	25,000
Chiller / Condensing Unit	15,000	62,500	62,500	62,500	62,500	265,000
Cooling Tower	10,000	62,500	62,500	62,500	62,500	260,000
Fan – Exhaust	50,000	12,500	12,500	12,500	12,500	100,000
Fan – Supply / Return	20,000	37,500	37,500	37,500	37,500	170,000
Motor(s)	7,500	7,500	7,500	7,500	7,500	37,500
Pump – Condenser	7,500	25,000	25,000	25,000	25,000	107,500
Other HVAC	—	50,000	50,000	50,000	50,000	200,000
TOTAL HVAC	**$ 160,000**	**$ 282,500**	**$ 282,500**	**$ 282,500**	**$ 282,500**	**$ 1,290,000**
ELECTRICAL						
Lighting – General	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 75,000
Lighting – Fixtures	20,000	20,000	20,000	20,000	20,000	100,000
Other Electrical	—	10,000	10,000	10,000	10,000	40,000
TOTAL ELECTRICAL	**$ 35,000**	**$ 45,000**	**$ 45,000**	**$ 45,000**	**$ 45,000**	**$ 215,000**
PLUMBING						
Domestic Hot Water – Heater, Gas	$ 20,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000
Plumbing Fixtures & Specialties	25,000	10,000	10,000	10,000	10,000	65,000
Other Plumbing	—	20,000	20,000	20,000	20,000	80,000
TOTAL PLUMBING	**$ 45,000**	**$ 40,000**	**$ 40,000**	**$ 40,000**	**$ 40,000**	**$ 205,000**

PROJECT DESCRIPTION	2026	2027	2028	2029	2030	5-YR TOTAL
FOOD SERVICE EQUIPMENT						
Cooking / Heating Equipment	$ 45,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 285,000
Other Food Service Equipment	10,000	37,500	37,500	37,500	37,500	160,000
TOTAL FOOD SERVICE EQUIPMENT	**$ 55,000**	**$ 97,500**	**$ 97,500**	**$ 97,500**	**$ 97,500**	**$ 445,000**
FURNITURE, FIXTURES & EQUIPMENT (FF&E)						
Bike Rack	$ —	$ —	$ —	$ —	$ 50,000	$ 50,000
Curtains & Drapery	—	—	—	30,000	—	30,000
Furniture – Admin	25,000	—	—	—	—	25,000
Furniture – Premium Areas	75,000	120,000	—	—	—	195,000
Housekeeping Equipment	10,000	10,000	10,000	10,000	10,000	50,000
Pipe & Drape	10,000	10,000	10,000	10,000	10,000	50,000
Scrubber – Riding	35,000	10,000	10,000	10,000	10,000	75,000
Seating Chairs – Portable / Folding Seating	50,000	—	—	—	—	50,000
Staging / Portable Riser	—	100,000	—	—	—	100,000
Stanchions / Retractable Tape Barriers, etc.	10,000	10,000	—	—	—	20,000
Tables	25,000	—	—	—	—	25,000
Washer & Dryer	25,000	—	—	—	—	25,000
Waste Containers	15,000	10,000	10,000	10,000	10,000	55,000
TOTAL FF&E	**$ 280,000**	**$ 270,000**	**$ 40,000**	**$ 70,000**	**$ 90,000**	**$ 750,000**
GENERAL BUILDING						
Aesthetic Improvements – Meeting / Ballrooms	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000
Aesthetic Improvements – Concessions	100,000	25,000	100,000	—	—	225,000
Doors – Hardware	15,000	—	—	—	—	15,000
Keying System	25,000	—	—	—	—	25,000
Operable Partition	50,000	—	—	—	—	50,000
Painting Projects	—	20,000	20,000	20,000	20,000	80,000
Restrooms – Fixtures	10,000	25,000	25,000	25,000	25,000	110,000
Roofing – Lightning Protection	25,000	—	—	—	—	25,000
TOTAL GENERAL BUILDING	**$ 235,000**	**$ 80,000**	**$ 155,000**	**$ 55,000**	**$ 55,000**	**$ 580,000**

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5-Year Capital Improvement Budget

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PROJECT DESCRIPTION	2026	2027	2028	2029	2030	5-YR TOTAL
INFORMATION TECHNOLOGY						
Computer – Hardware	$ 25,000	$ —	$ —	$ —	$ —	$ 25,000
Computer – Software	15,000	—	—	—	—	15,000
Radios – Two-Way / Transmit / Base / Antenna	10,000	10,000	10,000	10,000	10,000	50,000
Wireless Network	20,000	10,000	150,000	150,000	150,000	480,000
Computers (EOL)	30,000	10,000	10,000	10,000	10,000	70,000
Telephone Systems	—	50,000	50,000	50,000	50,000	200,000
TOTAL INFORMATION TECHNOLOGY	**$ 100,000**	**$ 80,000**	**$ 220,000**	**$ 220,000**	**$ 220,000**	**$ 840,000**
SITE						
Landscaping	$ 45,000	$ —	$ —	$ —	$ —	$ 45,000
Lighting – Outdoor	25,000	—	—	—	—	25,000
Ornamental Struct. / Fountains – Water Features	25,000	50,000	25,000	25,000	25,000	150,000
Parking Lot Striping	12,000	—	12,000	—	12,000	36,000
TOTAL SITE	**$ 107,000**	**$ 50,000**	**$ 37,000**	**$ 25,000**	**$ 37,000**	**$ 256,000**
VEHICLES						
Man-Lift / High-Lift	$ —	$ —	$ 20,000	$ —	$ 20,000	$ 40,000
TOTAL VEHICLES	**$ —**	**$ —**	**$ 20,000**	**$ —**	**$ 20,000**	**$ 40,000**
VERTICAL TRANSPORTATION						
Elevator – Freight	$ 600,000	$ —	$ —	$ —	$ —	$ 600,000
Elevator – Passenger	—	125,000	125,000	125,000	125,000	500,000
Escalator	25,000	25,000	25,000	25,000	25,000	125,000
TOTAL VERTICAL TRANSPORTATION	**$ 625,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 1,225,000**
SPECIALTY SYSTEMS						
Retractable Seating Riser Systems	$ —	$ —	$ —	$ 150,000	$ —	$ 150,000
TOTAL SPECIALTY SYSTEMS	**$ —**	**$ —**	**$ —**	**$ 150,000**	**$ —**	**$ 150,000**
ANNUAL PROJECT COST	**$1,807,000**	**$1,145,000**	**$1,137,000**	**$1,185,000**	**$1,087,000**	**$ 6,361,000**
5% Contingencies	$ 90,350	$ 57,250	$ 56,850	$ 59,250	$ 54,350	$ 318,050
ANNUAL PROJECT TOTAL COST	**$1,897,350**	**$1,202,250**	**$1,193,850**	**$1,244,250**	**$1,141,350**	**$ 6,679,050**

Note : Some projects are only listed and not estimated due to the uncertainty of the scope of the work needed to be performed.

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