

# COB - BOSAIR FORM

05/19/2026 2:04 PM (MST)

Submitted by Michelle.Flanagan@pima.gov



## BOARD OF SUPERVISORS AGENDA ITEM REPORT (BOSAIR)

**\*All fields are required. Enter N/A if not applicable. For number fields, enter 0 if not applicable.\***

Record Number: PO AT PO2600012869

**Award Type:** Contract

**BOSAIR Activity:** Board Meeting Request

**Requested Board Meeting Date:** 06/23/2026

**Supplier / Customer / Grantor / Subrecipient:** Metropolitan Tucson Convention & Visitors Bureau

**Project Title / Description:** Promote and Enhance Tourism, Business Travel, Film Production & Youth Amateur, Semi-Professional & Professional Sports Development & Marketing

**Purpose:** Visit Tucson is a 501(c)(6) nonprofit organization that provides destination marketing services for Pima County. As Pima County's designated official tourism promotion agency, Visit Tucson is entitled to receive 50% of Pima County's tax revenue under A.R.S. 41.S108 to promote and enhance tourism. Visit Tucson is taking an active role in building a strong region and engaging with others to drive economic development and growth while leveraging that growth to increase overall regional visitation.

**Procurement Method:** Direct Select for Professional Services: Direct Select per Board of Supervisors Policy D29.6, III-C.

**Procurement Method Additional Info:** Direct Select per Board of Supervisors Policy D 29.6, III-C.

**Program Goals/Predicted Outcomes:** The goal of this contract is to continue to promote and enhance tourism, travel, film production, economic development and sports professional, semi-professional and youth locally and regionally. The primary goal is to increase visitation to Pima County through various marketing, sales and advertising programs nationally and globally.

**Public Benefit and Impact:** Tourism affects businesses in Tucson and the region as well as the public by stimulating economic growth, such as increasing employment opportunities, various revenues and infrastructure funding. Increasing tourism benefits the overall economic development of Pima County and the Southern Arizona Region. Travel and Tourism is the number one export industry in Arizona.

**Strategic Plan Pillar** • Quality of Life

**Support of Prosperity Initiative:** • N/A

**Provide information that explains how this activity supports the selected Prosperity Initiatives** N/A

**Metrics Available to Measure Performance:** Contractor will submit quarterly written reports to County outlining progress toward all aspects of this Agreement, including the Contractor's 2026-2027 performance measures as provided in Exhibit D of this contract.

**Retroactive:** NO

**Contract / Award Information**

Record Number: PO AT PO2600012869

**Document Type:** PO

**Department Code:** AT

**Contract Number:** PO2600012869

**Commencement Date:** 07/01/2026

**Termination Date:** 06/30/2027

**Supplier / Subrecipient Headquarters Location:** Tucson, AZ

\* Headquarters information is not a consideration for awards

**Total Expense Amount:**

\$6,200,000.00

**Total Revenue Amount:**

\$0.00

**Funding Source Name(s) Required:** Pima County General Fund

**Funding from General Fund?** YES

If Yes Provide Total General Funds:

\$6,200,000.00

**Percent General Funds:** 100%

**Contract is fully or partially funded with Federal Funds?** NO

**Contract is fully or partially funded with Non-Federal Grant Funds?** NO

Were insurance or indemnity clauses modified?

YES

Vendor is using a Social Security Number?

NO

Department: Attractions & Tourism

Name: Michelle Flanagan

Telephone: 520.724.7356

Add Procurement Department Signatures

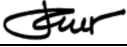
No

Add GMI Department Signatures

No

Department Director Signature: DIANE FRISCH Date: 6/8/2026 | 11:32 AM MST

Deputy County Administrator Signature: Chad Kasmer Date: 6/8/2026 | 12:43 PM MST

County Administrator Signature:  Date: 6/8/2026 | 1:55 PM MST



**DATE:** June 2, 2026

**TO:** Jan Lesher, County Administrator

**FROM:** Diane Frisch, Attractions & Tourism DF

**Cc:** Chad Kasmar, Deputy County Administrator  
Bruce D. Collins, Procurement Director

**SUBJECT:** Request for Direct Selection of Professional Services from Metropolitan Tucson Convention & Visitors Bureau dba Visit Tucson to Promote and Enhance Tourism, Business Travel, Film Production and Youth, Amateur, Semi-Professional and Professional Sports Development and Marketing. Contract Number PO2600012869

Pursuant to Board of Supervisors Policy D29.6 III.C – Direct Selection and Procurement Procedure No. PO-50, this memorandum seeks approval to select Metropolitan Tucson Convention & Visitors Bureau dba Visit Tucson to Promote and Enhance Tourism, Business Travel, Film Production and Youth, Amateur, Semi-Professional and Professional Sports Development and Marketing.


**Background:** As Pima County’s designated official tourism promotion agency, Visit Tucson is entitled to receive 50% of Pima County’s tax revenue under A.R.S. 41-108 to promote and enhance tourism. Visit Tucson is taking an active role in building a strong region and engaging with others to drive economic development and growth while leveraging that growth to increase overall regional visitation.


**Requested Action:** The Attractions & Tourism Department requests Metropolitan Tucson Convention & Visitors Bureau dba Visit Tucson to Promote and Enhance Tourism, Business Travel, Film Production and Youth, Amateur, Semi-Professional and Professional Sports Development and Marketing with a not to exceed amount of \$6,200,000.00 for a contract term of July 1, 2026 and terminate on June 30, 2027. Pima County may renew this Contract for up to two additional periods of up to one year each (each an ‘Extension Option’). An Extension Option will be effective only upon execution by the Parties of a formal written amendment pursuant to the Direct Select provisions of Board of Supervisors Policy D29.6, III-C.

DF/mf

Digitally signed by Bruce D Collins  
Date: 2026.06.03 13:15:02 -07'00'

Approved as to Form: Bruce D Collins Date: \_\_\_\_\_  
Bruce D. Collins  
Procurement Director

Concur:  Date: 6/5/26  
Chad Kasmar, DCA

Direct Select Approved:  Date: 6/6/2026  
Jan Lesher  
County Administrator

**From:** [Maria Luna](#)  
**To:** [Michelle Flanagan](#); [Patricia Le](#)  
**Cc:** [Diane Frisch](#)  
**Subject:** RE: FY27 Visit Tucson Contract PO2600012869  
**Date:** Thursday, May 21, 2026 2:38:36 PM  
**Attachments:** [FY27 A&T Visit Tucson PO2600012869 DRAFT.docx](#)

---

Hi Michelle-

Insurance requirements approved. No changes necessary.

**Maria Luna**

Risk Manager

Pima County Finance & Risk Management

P: 520.724.4481

---

**From:** Michelle Flanagan <Michelle.Flanagan@pima.gov>  
**Sent:** Thursday, May 21, 2026 12:14 PM  
**To:** Maria Luna <Maria.Luna2@pima.gov>; Patricia Le <Patricia.Le@pima.gov>  
**Cc:** Diane Frisch <Diane.Frisch@pima.gov>  
**Subject:** FY27 Visit Tucson Contract PO2600012869

Good afternoon, Maria,

Respectfully, request insurance approval per the referenced subject. The Exhibits are in process.

With questions, please contact me.

Appreciate and thank you,

**Michelle Rae Flanagan, CTA**

Events/Admin Specialist

(520) 649-6183

-----

Pima County Attractions & Tourism

**Pima County Department of Attractions & Tourism**

**Project: Promote and Enhance Tourism, Business Travel, Film Production & Youth Amateur, Semi-Professional & Professional Sports Development & Marketing**

**Contractor: Metropolitan Tucson Convention & Visitors Bureau**

**Amount: \$6,200,000.00**

**Contract No.: PO2600012869**

**Funding: Pima County General Fund**

**PROFESSIONAL SERVICES CONTRACT**

**1. Parties and Background.**

1.1. Parties. This Contract is between Pima County, a body politic and corporate of the State of Arizona ("County") and Metropolitan Tucson Convention & Visitors Bureau ("Contractor").

1.2. Authority. County has authority to enter into this Contract pursuant to and consistent with Board of Supervisors Resolution No. 1991-181.

A.R.S. § 42-6108 provides for the levy and collection of a tax on the gross proceeds of sales or gross income of businesses falling within the transient lodging classification, or online lodging marketplace classification, pursuant to A.R.S. §§ 42-5070 and 42-5076, respectively, located in unincorporated areas.

Pima County has levied a tax under A.R.S. § 42-6108, at the rate of 6%.

A.R.S. § 42-6108 requires that at least 50% of the revenue from the tax be used by County to promote and enhance tourism through the recognized tourism promotion agency in Pima County.

Pursuant to A.R.S. § 42-6108, County passed Resolution No. 1991-181 on August 6, 1991, naming Contractor as the official recognized tourism promotion agency for County.

Resolution No. 1991-181 remains in effect so that Contractor is currently the official recognized tourism promotion agency for County.

Increasing tourism will contribute to the overall economic growth of Pima County.

County selected Contractor pursuant to and consistent with Board of Supervisors Policy D29.6.

2. **Term.**

- 2.1. Initial Term. The term of this Contract commences on July 1, 2026, and will terminate on June 30, 2027 (“Initial Term”). “Term,” when used in this Contract, means the Initial Term plus any exercised extension options under Section 2.2. If the commencement date of the Initial Term is before the signature date of the last party to execute this Contract, the parties will, for all purposes, deem the Contract to have been in effect as of the commencement date.
- 2.2. Extension Options. County may renew this Contract for up to two (2) additional periods of up to 1 year each (each an “Extension Option”). An Extension Option will be effective only upon execution by the Parties of a formal written amendment.

3. **Scope of Services**. Contractor will provide County with the services described in **Exhibit A** (3 pages), at the dates and times described on **Exhibit A** or, if **Exhibit A** contains no dates or time frames, then upon demand. The Services must comply with all requirements and specifications in the Solicitation.

4. **Key Personnel**. Contractor will employ suitably trained and skilled professional personnel to perform all consultant services under this Contract. Prior to changing any key personnel, especially those key personnel County relied upon in making this Contract, Contractor will obtain the approval of County. The key personnel include the following staff:

**J. Felipe Garcia, President & CEO**  
**Lisa Owens, Chief Financial Officer**  
**Graeme Hughes, Executive Vice President**  
**Lee McLaughlin, Vice President of Marketing**  
**Cindy Aguilar, Senior Director of Communications**  
**Nick Pazzi, Director, Tucson Sports**

5. **Compensation and Payment.**

- 5.1. Rates; Adjustment. County will pay Contractor at the rates set forth in **Exhibit B** (2 pages). Those rates will remain in effect during an Extension Option period unless Contractor, at least 90 days before the end of the then-existing Term, or at the time the County informs Contractor that the County intends to extend the Term, if that is earlier, notifies County in writing of any adjustments to those rates, and the reasons for the adjustments.
- 5.2. Maximum Payment Amount. County’s total payments to Contractor under this Contract, including any sales taxes, may not exceed \$6,200,000.00 (the “NTE Amount”). The NTE Amount can only be changed by a formal written amendment executed by the Parties. Contractor is not required to provide any services, payment for which will cause the County’s total payments under this Contract to exceed the NTE Amount; if Contractor does so, it is at the Contractor’s own risk.
- 5.3. Sales Taxes. The payment amounts or rates in **Exhibit B** do not include sales taxes. Contractor may invoice County for sales taxes that Contractor is required to pay under this Contract. Contractor will show sales taxes as a separate line item on invoices.

- 5.4. Timing of Invoices. Contractor will invoice County on a monthly basis unless a different billing period is set forth in **Exhibit B**. County must receive invoices no more than 30 days after the end of the billing period in which Contractor delivered the invoiced products or services to County. County may refuse to pay for any product or service for which Contractor does not timely invoice the County and, pursuant to A.R.S. § 11-622(C), will not pay for any product or service invoiced more than 6-months late.
- 5.5. Content of Invoices. Contractor will include detailed documentation in support of its invoices and assign each amount billed to an appropriate line item.
- 5.6. Invoice Adjustments. County may, at any time during the Term and during the retention period set forth in Section 2, question any payment under this Contract. If County raises a question about the propriety of a past payment, Contractor will cooperate with County in reviewing the payment. County may set-off any overpayment against amounts due to Contractor under this or any other contract between County and Contractor. Contractor will promptly pay to County any overpayment that County cannot recover by set-off.
6. **Insurance**. Contractor will procure and maintain at its own expense insurance policies (the “**Required Insurance**”) satisfying the below requirements (the “**Insurance Requirements**”) until all its obligations under this Contract have been met. The below Insurance Requirements are minimum requirements for this Contract and in no way limit Contractor’s indemnity obligations under this Contract. The County in no way warrants that the required insurance is sufficient to protect the Contractor for liabilities that may arise from or relate to this Contract. If necessary, Contractor may obtain commercial umbrella or excess insurance to satisfy the Insurance Requirements.
  - 6.1. Insurance Coverages and Limits: Contractor will procure and maintain, until all its obligations have been discharged, coverage with limits of liability not less than those stated below. Coverage must be placed with insurers acceptable to the County with A.M. Best rating of not less than A-VII, unless otherwise approved by the County.
    - 6.1.1. Commercial General Liability (CGL) – Occurrence Form with limits not less than \$2,000,000 Each Occurrence and \$2,000,000 General Aggregate. Policy shall include coverage for liability arising from premises, operations, independent contractors, personal injury, bodily injury, broad form contractual liability and products-completed operations. Any standard coverages excluded from the CGL policy, such as products/completed operations, etc. shall be covered by endorsement or separate policy and documented on the Certificates of Insurance.
    - 6.1.2. Business Automobile Liability – Coverage for bodily injury and property damage on any owned, leased, hired, and/or non-owned autos assigned to or used in the performance of this Contract with minimum limits not less than \$1,000,000 Each Accident.
    - 6.1.3. Workers’ Compensation and Employers’ Liability – Statutory coverage for Workers’ Compensation. Workers’ Compensation statutory coverage is compulsory for employers of one or more employees. Employers Liability

coverage with limits of \$1,000,000 each accident and \$1,000,000 each employee – disease.

- 6.1.4. Professional Liability (E & O) Insurance – This insurance is required for work from professionals whose coverage is excluded from the above CGL policy. The policy limits shall be not less than \$2,000,000 Each Claim and \$2,000,000 Annual Aggregate. The insurance shall cover professional misconduct or negligent acts of anyone performing any services under this contract.

6.2. Additional Coverage Requirements:

- 6.2.1. Claims Made Coverage: If any part of the Required Insurance is written on a claims-made basis, any policy retroactive date must precede the effective date of this Contract, and Contractor must maintain such coverage for a period of not less than three (3) years following Contract expiration, termination or cancellation.
- 6.2.2. Additional Insured Endorsement: The General Liability, Business Automobile Liability and Technology E&O Policies shall each be endorsed to include Pima County, its departments, districts, officials, agents, and employees as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Contractor.
- 6.2.3. Subrogation Endorsement: The General Liability, Business Automobile Liability, Workers' Compensation and Technology E&O Policies shall each contain a waiver of subrogation endorsement in favor of Pima County, and its departments, districts, officials, agents, and employees for losses arising from work performed by or on behalf of the Contractor.
- 6.2.4. Primary Insurance Endorsement: The Required Insurance policies must stipulate that they are primary and that any insurance carried by County, or its agents, officials, or employees, is excess and not contributory insurance.
- 6.2.5. The Required Insurance policies may not obligate County to pay any portion of Contractor's deductible or Self Insurance Retention (SIR).
- 6.2.6. Subcontractors: Contractor must either (a) include all subcontractors as additional insureds under its Required Insurance policies, or (b) require each subcontractor to separately meet all Insurance Requirements and verify that each subcontractor has done so, Contractor must furnish, if requested by County, appropriate insurance certificates for each subcontractor. Contractor must obtain County's approval of any subcontractor request to modify the Insurance Requirements as to that subcontractor.

6.3. Notice of Cancellation:

Contractor must notify County, within two (2) business days of Contractor's receipt of notice from an insurer, if any Required Insurance policy is suspended, voided, or cancelled for any reason. Notice must include the Pima County project or contract number and project description.

6.4. Verification of Coverage:

- 6.4.1. Contractor must furnish County with a certificate of insurance (valid ACORD form or equivalent approved by Pima County) for each Required Insurance policy, which must specify that the policy has all the required endorsements, and must include the Pima County project or contract number and project description. Each certificate must be signed by an authorized representative of the insurer.
- 6.4.2. County may at any time require Contractor to provide a complete copy of any Required Insurance policy or endorsement. Note: Contractors for larger projects must provide actual copies of the additional insured and subrogation endorsements.
- 6.4.3. Contractor must provide the certificates to County before work commences. Each Required Insurance policy must be in effect at least 10 days before work under this Contract commences. Contractor must provide County a renewal certificate not less than 15 days prior to a Required Insurance policy's expiration date. Failure to maintain the Required Insurance policies, or to provide evidence of renewal, is a material breach of this Contract.
- 6.4.4. All insurance certificates must be sent directly to the appropriate County Department.

6.5. Approval and Modifications:

The Pima County Risk Manager may modify the Insurance Requirements at any point during the Term of this Contract. This can be done administratively, with written notice from the Risk Manager and does not require a formal Contract amendment. Neither the County's failure to obtain a required insurance certificate or endorsement, the County's failure to object to a non-complying insurance certificate or endorsement, nor the County's receipt of any other information from the Contractor, its insurance broker(s) and/or insurer(s), constitutes a waiver of any of the Insurance Requirements.

7. **Indemnification.** To the fullest extent permitted by law, Contractor will defend, indemnify, and hold harmless Pima County and any related taxing district, and the officials and employees of each of them (collectively, "Indemnatee") from and against any and all claims, actions, liabilities, losses, and expenses (including reasonable attorney fees) (collectively, "Claims") arising out of actual or alleged injury of any person (including death) or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by any act or omission of Contractor or any of Contractor's directors, officers, agents, employees, volunteers, or subcontractors. This indemnity includes any claim or amount arising or recovered under the Workers' Compensation Law or arising out of the failure of Contractor to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. The Indemnatee will, in all instances, except for Claims arising solely from the acts or omissions of the Indemnatee, be indemnified by Contractor from and against any and all Claims. Contractor is responsible for primary loss investigation, defense and judgment costs for any Claim to which this indemnity applies. This indemnity will survive the expiration or termination of this Contract.

**8. Laws and Regulations.**

- 8.1. Compliance with Laws. Contractor will comply with all federal, state, and local laws, rules, regulations, standards and Executive Orders.
- 8.2. Licensing. Contractor warrants that it is appropriately licensed to provide the services under this Contract and that its subcontractors will be appropriately licensed.
- 8.3. Choice of Law; Venue. The laws and regulations of the State of Arizona govern the rights and obligations of the parties under this Contract. Any action relating to this Contract must be filed and maintained in the appropriate court of the State of Arizona in Pima County.

9. **Independent Contractor.** Contractor is an independent contractor. Neither Contractor, nor any of Contractor's officers, agents or employees will be considered an employee of Pima County for any purpose or be entitled to receive any employment-related benefits, or assert any protections, under the Pima County Merit System. Contractor is responsible for paying all federal, state and local taxes on the compensation received by Contractor under this Contract and will indemnify and hold County harmless from any and all liability that County may incur because of Contractor's failure to pay such taxes.

**10. Financial Audit Requirements.**

10.1. State of Arizona Audit Requirements. Since Contractor is a non-profit organization, as defined in A.R.S. S 10-3140, Contractor will comply with A.R.S. 11-624 "Audit of Non-Profit Corporations Receiving County Monies." Contractor will, at its expense, provide the Board of Supervisors with either audited financial statements prepared in accordance with federal single audit regulations or financial statements prepared in accordance with generally accepted accounting principles and audited by an independent certified public accountant, covering the fiscal year covered by this Contract. The audit requirements in this Section 10, and the reporting obligations in Section 6, survive expiration of the term of this Contract.

10.2. Additional County Requirements for all Contractors.

10.2.1. Contractor will establish and maintain a separate, identifiable accounting of all funds provided by County pursuant to this Contract.

10.2.2. County, in addition to the financial reporting required in Section 10.1 above, may require Contractor to provide a program-specific or financial audit at any time by providing written notice to Contractor, to confirm that City of Tucson, Pima County, Oro Valley and any other funds collected by Contractor are used to promote the entire region. Such notice will specify the period to be covered by the audit, the type of audit and the time for completion and submission of the audit.

10.2.3. All audits provided under this Section must be performed by a qualified independent accounting firm and a written audit report submitted to County. The annual audit required by Section 10.1 must be submitted no later than three (3) months after the close of the fiscal year covered by this Contract unless other time is specified by County. It must include any response Contractor wishes to make concerning any audit findings. Audits must be submitted to:

Diane Frisch, Director  
Pima County Attractions & Tourism  
115 North Church Avenue, Suite 221  
Tucson, Arizona 85701  
520.724.7355

10.2.4. Contractor will pay all costs for audits and County is not responsible for audit costs. Funds provided by Pima County under this Contract may be used to pay for an audit provided the cost is reasonable and is specifically included in the budget attached as **Exhibit C** (1 page).

11. **Record Retention.** Contractor will retain all records of participant activity, expenses, and equipment purchased through funding under this Contract for five (5) years after the last expenditure report has been submitted, or, if later, after all other pending matters have been closed.
12. **Accountability.** To the greatest extent permissible by law, County, and any authorized federal, state, or local agency will at all reasonable times have the right of access to Contractor's facility, books, documents, papers, or other records which are pertinent to this Contract, in order to make audits, examinations, excerpts and transcripts and for the purpose of evaluating Contractor's performance and Contractor's compliance with this Contract. This provision must be included in all contracts between Contractor and its subcontractors' providing goods or services pursuant to this Contract. Contractor is responsible for subcontractors' compliance with this provision and for any disallowances or withholding or reimbursements resulting from noncompliance of said subcontractors with this provision.
13. **Subcontractors.** Contractor is fully responsible for all acts and omissions of any subcontractor, and of persons directly or indirectly employed by any subcontractor, and of persons for whose acts any of them may be liable, to the same extent that the Contractor is responsible for the acts and omissions of its own employees. Nothing in this Contract creates any obligation on the part of County to pay or see to the payment of any money due any subcontractor, except as may be required by law.
14. **Assignment.** Contractor may not assign its rights or obligations under this Contract, in whole or in part, without the County's prior written approval. County may withhold approval at its sole discretion.
15. **Non-Discrimination.** Contractor will comply with all provisions and requirements of Arizona Executive Order 2009-09, which is hereby incorporated into this contract, including flow-down of all provisions and requirements to any subcontractors. During the performance of this Contract, Contractor will not discriminate against any employee, client or any other individual in any way because of that person's age, race, creed, color, religion, sex, disability or national origin.
16. **Americans with Disabilities Act.** Contractor will comply with Title II of the Americans with Disabilities Act (Public Law 110-325, 42 U.S.C. §§ 12101-12213) and the federal regulations for Title II (28 CFR Part 35).

17. **Authority to Contract.** Contractor warrants its right and power to enter into this Contract. If any court or administrative agency determines that County does not have authority to enter into this Contract, County will not be liable to Contractor or any third party by reason of such determination or by reason of this Contract.
18. **Full and Complete Performance.** The failure of either party to insist, in one or more instances, upon the other party's complete and satisfactory performance under this Contract, or to take any action based on the other party's failure to completely and satisfactorily perform, is not a waiver of that party's right to insist upon complete and satisfactory performance, or compliance with any other covenant or condition in this Contract, either in the past or in the future. The acceptance by either party of sums less than may be due and owing it at any time is not an accord and satisfaction. As set forth in **Exhibit D** (1 page).
19. **Cancellation for Conflict of Interest.** This Contract is subject to cancellation for conflict of interest pursuant to A.R.S. § 38-511, the pertinent provisions of which are incorporated into this Contract by reference.
20. **Termination by County.**
  - 20.1. Without Cause. County may terminate this Contract at any time without cause by notifying Contractor, in writing, at least 30 days before the effective date of the termination. In the event of such termination, County's only obligation to Contractor will be payment for services rendered prior to the date of termination.
  - 20.2. With Cause. County may terminate this Contract at any time without advance notice and without further obligation to County when County finds Contractor to be in default of any provision of this Contract.
  - 20.3. Non-Appropriation. Notwithstanding any other provision in this Contract, County may terminate this Contract if for any reason there are not sufficient appropriated and available monies for the purpose of maintaining County or other public entity obligations under this Contract. In the event of such termination, County will have no further obligation to Contractor, other than to pay for services rendered prior to termination.
21. **Notice.** Any notice required or permitted to be given under this Contract must be in writing and be served by personal delivery or by certified mail upon the other party as follows:

County:	Contractor:
Diane Frisch, Director Pima County Attractions & Tourism 115 N. Church Avenue, Suite 221 Tucson, AZ 85701	Jose Felipe Garcia, President & CEO Metropolitan Tucson Convention Visitors Bureau dba Visit Tucson 115 N. Church Avenue, Suite 200 Tucson, AZ 85701
22. **Non-Exclusive Contract.** Contractor understands that this Contract is nonexclusive and is for the sole convenience of County. County reserves the right to obtain like services from other sources for any reason.

23. **Remedies.** Either party may pursue any remedies provided by law for the breach of this Contract. No right or remedy is intended to be exclusive of any other right or remedy and each is cumulative and in addition to any other right or remedy existing at law or at equity or by virtue of this Contract.
24. **Severability.** Each provision of this Contract stands alone, and any provision of this Contract found to be prohibited by law will be ineffective to the extent of such prohibition without invalidating the remainder of this Contract.
25. **Books and Records.** Contractor will keep and maintain proper and complete books, records and accounts, which will be open at all reasonable times for inspection and audit by duly authorized representatives of County. In addition, Contractor will retain all records relating to this Contract for at least five (5) years after its expiration or termination or, if later, until any related pending proceeding or litigation has concluded.
26. **Public Records.**
  - 26.1. **Disclosure.** Pursuant to A.R.S. § 39-121 et seq., and A.R.S. § 34-603(H) in the case of construction or Architectural and Engineering services procured under A.R.S. Title 34, Chapter 6, all documents submitted in response to the solicitation resulting in award of this Contract, including, but not limited to, pricing schedules, product specifications, work plans, and any supporting documents, are public records. As such, those documents are subject to release and/or review by the general public upon request, including competitors.
  - 26.2. **Records Marked Confidential; Notice and Protective Order.** If Contractor reasonably believes that some of those records contain proprietary, trade-secret or otherwise-confidential information, Contractor must prominently mark those records "CONFIDENTIAL." In the event a public-records request is submitted to County for records marked CONFIDENTIAL, County will notify Contractor of the request as soon as reasonably possible. County will release the records 10 business days after the date of that notice, unless Contractor has, within that period, secured an appropriate order from a court of competent jurisdiction, enjoining the release of the records. County will not, under any circumstances, be responsible for securing such an order, nor will County be in any way financially responsible for any costs associated with securing such an order.
27. **Legal Arizona Workers Act Compliance.**
  - 27.1. **Compliance with Immigration Laws.** Contractor hereby warrants that it will at all times during the term of this Contract comply with all federal immigration laws applicable to its employment of its employees, and with the requirements of A.R.S. § 23-214 (A) (together the "State and Federal Immigration Laws"). Contractor will further ensure that each subcontractor who performs any work for Contractor under this Contract likewise complies with the State and Federal Immigration Laws.
  - 27.2. **Books & Records.** County has the right at any time to inspect the books and records of Contractor and any subcontractor in order to verify such party's compliance with the State and Federal Immigration Laws.

27.3. Remedies for Breach of Warranty. Any breach of Contractor's or any subcontractor's warranty of compliance with the State and Federal Immigration Laws, or of any other provision of this section, is a material breach of this Contract subjecting Contractor to penalties up to and including suspension or termination of this Contract. If the breach is by a subcontractor, and the subcontract is suspended or terminated as a result, Contractor will be required to take such steps as may be necessary to either self-perform the services that would have been provided under the subcontract or retain a replacement subcontractor, as soon as possible so as not to delay project completion. Any additional costs attributable directly or indirectly to such remedial action are the responsibility of Contractor.

27.4. Subcontractors. Contractor will advise each subcontractor of County's rights, and the subcontractor's obligations, under this Section 24 by including a provision in each subcontract substantially in the following form:

"Subcontractor hereby warrants that it will at all times during the term of this contract comply with all federal immigration laws applicable to Subcontractor's employees, and with the requirements of A.R.S. § 23-214 (A). Subcontractor further agrees that County may inspect the Subcontractor's books and records to insure that Subcontractor is in compliance with these requirements. Any breach of this paragraph by Subcontractor is a material breach of this contract subjecting Subcontractor to penalties up to and including suspension or termination of this contract."

28. **Grant Compliance**. Not Applicable.

29. **Israel Boycott Certification**. Pursuant to A.R.S. § 35-393.01, if Contractor engages in for-profit activity and has 10 or more employees, and if this Contract has a value of \$100,000.00 or more, Contractor certifies it is not currently engaged in, and agrees for the duration of this Contract to not engage in, a boycott of goods or services from Israel. This certification does not apply to a boycott prohibited by 50 U.S.C. § 4842 or a regulation issued pursuant to 50 U.S.C. § 4842.

30. **Forced Labor of Ethnic Uyghurs**. Pursuant to A.R.S. § 35-394, if Contractor engages in for-profit activity and has 10 or more employees, Contractor certifies it is not currently using, and agrees for the duration of this Contract to not use (1) the forced labor of ethnic Uyghurs in the People's Republic of China; (2) any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; and (3) any contractors, subcontractors or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China. If Contractor becomes aware during the term of the Contract that Contractor is not in compliance with A.R.S. § 35-394, Contractor must notify the County within five business days and provide a written certification to County regarding compliance within one hundred eighty days.

31. **Heat Injury and Illness Prevention and Safety Plan**. Pursuant to Pima County Procurement Code 11.40.030, Contractor hereby warrants that if Contractor's employees perform work in an outdoor environment under this Contract, Contractor will keep on file a written Heat Injury and Illness Prevention and Safety Plan. At County's request, Contractor will provide a copy of this plan and documentation of heat safety and mitigation efforts

implemented by Contractor to prevent heat-related illnesses and injuries in the workplace. Contractor will post a copy of the Heat Injury and Illness Prevention and Safety Plan where it is accessible to employees. Contractor will further ensure that each subcontractor who performs any work for Contractor under this Contract complies with this provision.

32. **Amendment.** The parties may modify, amend, alter or extend this Contract only by a written amendment signed by the parties.
33. **Entire Agreement.** This document constitutes the entire agreement between the parties pertaining to the subject matter it addresses, and this Contract supersedes all prior or contemporaneous agreements and understandings, oral or written.

This agreement will become effective when all parties have signed it. The effective date of the agreement will be the date this agreement is signed by the last party (as indicated by the date associated with that party's signature).

**SIGNATURE PAGE TO FOLLOW**

**PIMA COUNTY**

\_\_\_\_\_  
Chair, Board of Supervisors

\_\_\_\_\_  
Date

**ATTEST**

\_\_\_\_\_  
Clerk of the Board

\_\_\_\_\_  
Date

**APPROVED AS TO FORM**  
Digitally signed by Cindy Nguyen  
Cindy Nguyen  
Date: 2026.06.04 15:14:11 -07'00'

\_\_\_\_\_  
Deputy County Attorney

\_\_\_\_\_  
Print DCA Name

\_\_\_\_\_  
Date

**CONTRACTOR**

Digitally signed by Jose Felipe Garcia Villarreal  
Jose Felipe Garcia Villarreal  
Date: 2026.06.05 11:12:25 -07'00'

\_\_\_\_\_  
Authorized Officer Signature

J. Felipe Garcia, President & CEO

\_\_\_\_\_  
Printed Name and Title

6/5/2026

\_\_\_\_\_  
Date

**APPROVED AS TO CONTENT**  
Digitally signed by Diane Frisch  
Diane Frisch  
DN: cn=Diane Frisch, o=Pima County, ou=Attractions & Tourism, email=diane.frisch@pima.gov, c=US  
Date: 2026.06.04 15:32:30 -07'00'

\_\_\_\_\_  
Diane Frisch, Director, Attractions & Tourism

\_\_\_\_\_  
Date

## Scope of Services

## EXHIBIT A

**County Priorities.** Contractor agrees to execute the following County priorities for the 2026-2027 contract year:

1. **Marketing.** Contractor will market, promote and advertise in targeted domestic and international feeder markets: Pima County attractions and venues; events; lodging, golf and spas; unique dining; geo-tourism; cycling, The Loop and outdoor adventure opportunities; guest ranches; downtown; Mt. Lemmon and other areas outside metro Tucson within unincorporated Pima County; and additional regional attributes that distinguish Pima County and Southern Arizona from competitive destinations. Contractor will provide Placer AI demographic information for all Pima County Leased Properties and the Southern Arizona Heritage & Visitor Center and include a digital advertising budget of up to \$100,000 for use by the County.

**1.1 Public Relations.** Contractor will target regional, national and international media with story ideas to generate positive coverage about travel to and within County and Southern Arizona.

**1.2 Convention Sales & Services.** Contractor will work with hotels, resorts and venues throughout County to bring in additional meeting room nights. Contractor will work with planners of incoming meetings to connect them to Visit Tucson partner businesses that can enhance their meeting experiences.

**1.3 Multicultural Marketing.** Contractor will market and sell travel assets in County and Southern Arizona to Mexican travelers. Contractor will work with U.S. and Mexico officials to enhance the processes for Mexican visitors to travel between Mexico and County/Southern Arizona. Contractor will work to create and sustain additional travel options for Mexican travelers to and from County/Southern Arizona. Contractor will provide County with office space at Contractor's Hermosillo visitor center to meet with Mexican businesses looking to expand into County. Contractor will include Pima County as a sponsor of events and celebrations promoting the Visit Tucson campaign ¡Viva Tucson! for Hispanic Heritage Month in September 2026 at no charge to the County. This may include graphics for County use in social media, print and promotional materials.

**1.4 Canada Marketing.** Contractor will market and sell travel assets in County and Southern Arizona to Canadian travelers. Contractor will provide annual updates to County on Canadian visitors and promotion to tourists and snowbirds from Canada.

**1.5 Sports.** Contractor will market and promote the use of County venues, in cooperation with County, to youth, amateur and professional organizations, groups and teams from outside Southern Arizona. Contractor will actively market the Kino Complex expansion throughout the term of this Contract. Contractor will engage in similar efforts for municipalities in Pima County with which it contracts. Sports Tucson Staff will meet with Pima County Director of Attractions & Tourism for quarterly for updates and target events.

**1.6 Tourism.** Contractor will work to grow the number of domestic and international tour operators and travel agents who sell County/Southern Arizona itineraries. Contractor will also work with motor coach tour operators to increase trips to and stops in County and Southern Arizona. Contractor CEO will meet with Pima County Director of Attractions & Tourism twice a month to review pending projects, changing market conditions, conventions and progress on joint promotions. Discussions will include pacing of market occupancy levels, RevPAR and rates.

**1.7 Film.** Contractor will help to grow direct spending in County and Southern Arizona by targeting producers of independent films, reality and other television series, music videos, and print, digital and television commercials, to film their productions in County and Southern Arizona. Contractor will partner with Pima County to highlight Pima County properties in the state database to attract film scouts to possible locations. Contractor will provide quarterly information on filming within Pima County including updates on the Arizona Film Incentive program and statewide updates as the program develops. Film Tucson Staff will meet with Pima County Director of Attractions & Tourism quarterly for updates and ongoing projects.

**2. Partnership and Other Services.** Contractor will operate a partnership (membership) program for companies operating in Pima County and Southern Arizona to invest in and benefit from Visit Tucson's programs. The private-sector revenue generated from this program will augment Visit Tucson's bed-tax (public) funding, while better connecting these businesses with incoming travelers and groups.

**2.1 Visitor Services.** Contractor will support Pima County in operation of the Regional Visitor Center in the Historic Courthouse by providing at its expense three trained employees, one full-time and two part-time employees, to help staff the Regional Visitor Center during its normal operating hours, M-Sun, 10am-5pm. Contractor will pay parking fees for volunteers using County Parking Garages during scheduled work hours in the Visitor Center. Validated charges will be provided monthly from Pima County. Contractor will continue to distribute visitor guides and gem show materials used in the Visitor Center at their cost. Additional visitor materials, signage, volunteer appreciation events, and supplies needed for the Visitor Center will be jointly agreed upon between Contractor and Pima County up to \$25,000. Contractor will continue to provide a CTA program within the market. Contractor will work with Attractions & Tourism staff to update the current SAHVC portal displays at a mutually agreeable budget employing the design vendor and architects as needed to keep the exhibits accurate and relevant five years post opening.

**2.2 Collaboration.** Contractor will collaborate with its partner businesses, County, other public funding stakeholders and with economic development, attractions, lodging, arts and cultural, and other regional organizations on initiatives that benefit tourism, economic development and quality of life throughout Pima County. To that end, Contractor will partner with Pima County, Southwest Folklife Alliance, Art State Arizona, and the Tucson Jazz Festival, to fund the musicians for the Music in the Courtyard Program's sixth season from September 2026 through May 2027 for up to \$50,000 in total. Contractor and County may agree on funding for additional project opportunities throughout the year up to \$200,000. Contractor will work to increase its revenue, and leverage the County's investment in Contractor, by entering into investment agreements from municipalities throughout Pima County and with partner businesses.

**2.3 Events.** Contractor will market, and, in some cases, invest in existing and new events in Pima County that Contractor believes have promise to attract visitors from outside Southern Arizona.

**2.4 Gem, Mineral & Fossil Showcase.** Contractor will include Pima County in all Gem, Mineral & Fossil Showcases throughout the year and provide programs, media coverage, Gem Show website and serve as first contact to show operators and guests of the shows.

**2.5 Capital Projects.** Contractor will work with public and private stakeholders to identify capital projects throughout Pima County, and possible funding sources for those projects, that have the potential to attract additional travelers to the region.

**END OF EXHIBIT A**

Exhibit B

Tucson Competitive Set Comparison - July2022-December 2025																
Updated: 5/2026																
Source: STR (Occupancy, Rate, RevPAR & Room Revenue)																
	7-22/6-23		1-23/12-23		7-23/6-24		1-24/12-24		7-24/6-25		1-25/12-25		Properties		Rooms	
	Occupancy	Rank	Occupancy	Rank	Occupancy	Rank	Occupancy	Rank	Occupancy	Rank	Occupancy	Rank	Census	Sample	Census	Sample
Tucson	62.8%	11T	62.6%	12	61.7%	12	61.1%	11T	60.2%	13	58.4%	11	163	163	16427	13404
Phoenix	69.1%	3T	68.4%	4	68.6%	5	67.9%	5	66.8%	5T	66.5%	5	540	404	70090	60056
Scottsdale	65.4%	8	65.6%	9	65.5%	9	65.5%	8T	65.4%	7	65.5%	5	97	82	16898	15528
Albuquerque	64.4%	10	64.5%	10	64.4%	11	63.6%	9	62.4%	10	61.5%	8	179	132	17557	14533
Palm Springs	62.8%	11T	62.0%	13	60.3%	14	59.9%	12	60.7%	12	60.5%	10	186	87	16615	12417
San Diego	73.7%	2	73.5%	2	73.6%	1	74.3%	2	73.8%	2	72.2%	2	510	341	64253	53982
San Francisco	65.6%	7	65.7%	8	65.8%	8	65.5%	8T	67.1%	4	69.0%	3	441	245	54831	45915
Portland	61.6%	13	61.3%	12	62.0%	15	63.2%	10T	62.6%	9	61.8%	7	320	240	32053	28998
Denver	69.1%	3T	69.4%	3	68.9%	4	67.7%	6	66.7%	6	66.6%	4	459	345	58269	53316
Las Vegas	76.9%	1	77.9%	1	79.3%	2	77.6%	1	77.2%	1	74.6%	1	385	151	167955	30050
Seattle	66.9%	6	67.3%	6	69.3%	3	70.4%	3	69.8%	3	69.0%	3	391	282	50203	45653
San Antonio	62.3%	12	61.5%	14	61.4%	13	61.1%	11T	59.5%	14	58.2%	12	486	349	48704	43241
Santa Fe	68.1%	5	66.6%	7	67.2%	7	68.3%	4	66.8%	5T	66.5%	5	66	45	5647	4839
Colorado Springs	64.5%	9	64.4%	11	64.5%	10	63.2%	10T	61.8%	11	61.3%	9	169	103	13461	11123
Austin	68.2%	4	67.9%	5	67.4%	6	65.9%	7	64.6%	8	63.7%	6	421	362	48348	46373

	7-22/6-23		1-23/12-23		7-23/6-24		1-24/12-24		7-24/6-25		1-25/12-25	
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank
Tucson	\$149.41	10	\$149.21	14	\$148.86	11	\$150.65	12	\$151.64	10	\$148.29	11
Phoenix	\$173.07	8	\$173.80	7	\$170.40	8	\$173.45	9	\$172.70	8	\$173.29	8
Scottsdale	\$255.02	1	\$252.28	1	\$255.16	1	\$255.54	1	\$254.64	1	\$256.84	1
Albuquerque	\$112.43	15	\$114.32	13	\$116.62	15	\$116.74	15	\$115.58	15	\$115.67	15
Palm Springs	\$218.60	3	\$221.53	3	\$220.48	3	\$216.75	2	\$221.81	2	\$222.02	3
San Diego	\$209.60	4	\$209.94	4	\$210.79	4	\$212.75	4	\$214.92	4	\$212.55	4
San Francisco	\$223.25	2	\$223.96	2	\$222.07	2	\$212.83	3	\$217.54	3	\$225.82	2
Portland	\$140.08	13	\$139.65	11	\$139.42	13	\$139.45	14	\$137.83	12	\$136.08	12
Denver	\$146.17	11	\$149.35	9	\$150.48	10	\$151.15	11	\$151.09	11	\$149.14	10
Las Vegas	\$187.17	6	\$194.78	5T	\$203.36	5	\$202.43	5	\$204.21	5	\$199.79	5
Seattle	\$174.18	7	\$177.28	6	\$178.94	7	\$181.20	8	\$181.13	7	\$180.04	7
San Antonio	\$129.77	14	\$128.86	12	\$130.10	14	\$191.34	7	\$132.21	14	\$131.81	14
Santa Fe	\$192.28	5	\$194.06	5T	\$194.58	6	\$196.79	6	\$197.66	6	\$194.45	6
Colorado Springs	\$144.41	12	\$144.91	10	\$145.34	12	\$141.44	13	\$136.29	13	\$133.12	13
Austin	\$172.56	9	\$170.78	8	\$169.63	9	\$169.30	10	\$167.35	9	\$164.72	9

	7-22/6-23		1-23/12-23		7-23/6-24		1-24/12-24		7-24/6-25		1-25/12-25	
	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank	RevPAR	Rank
Tucson	\$93.88	11	\$93.37	11	\$91.80	12	\$92.06	11	\$91.29	10	\$86.65	11
Phoenix	\$119.62	7	\$118.92	8	\$116.98	8	\$117.79	8	\$60.00	15	\$155.27	3
Scottsdale	\$166.70	1	\$164.72	1	\$167.18	1	\$167.31	1	\$166.63	1	\$168.20	1
Albuquerque	\$72.45	15	\$73.91	15	\$75.14	15	\$74.29	15	\$72.07	14	\$71.19	15
Palm Springs	\$137.19	5	\$137.33	5	\$132.99	5	\$129.86	6	\$134.64	5	\$134.37	6
San Diego	\$154.46	2	\$154.26	2	\$155.14	3	\$157.90	2	\$158.63	2	\$153.53	4
San Francisco	\$146.50	3	\$147.10	4	\$146.13	4	\$139.34	4	\$145.97	4	\$155.84	2
Portland	\$86.33	13	\$85.58	13	\$86.50	13	\$88.17	13	\$86.24	11	\$84.15	12
Denver	\$100.95	10	\$103.60	10	\$103.72	10	\$102.30	10	\$100.74	9	\$99.35	10
Las Vegas	\$143.87	4	\$151.72	3	\$161.29	2	\$157.11	3	\$157.75	3	\$149.13	5
Seattle	\$116.48	9	\$119.25	7	\$124.05	7	\$127.52	7	\$126.45	7	\$124.30	8
San Antonio	\$80.90	14	\$79.20	14	\$79.88	14	\$80.21	14	\$78.73	13	\$76.70	14
Santa Fe	\$130.91	6	\$129.29	6	\$130.73	6	\$134.51	5	\$132.01	6	\$129.40	7
Colorado Springs	\$93.19	12	\$93.25	12	\$93.77	11	\$89.41	12	\$84.22	12	\$81.59	13
Austin	\$117.70	8	\$115.94	9	\$114.36	9	\$111.50	9	\$108.13	8	\$104.89	9

	7-22/6-23		1-23/12-23		7-23/6-24		1-24/12-24		7-24/6-25		1-25/12-25					
	Room Revenue	Rank	Room Revenue	Rank	Room Revenue	Rank	Room Revenue	Rank	Room Revenue	Rank	Room Revenue	Rank				
Tucson	\$555,916,333	12	\$556,804,059	12	\$550,476,031	12	\$553,675,607	12	\$553,302,991	12	\$527,388,770.00	11				
Phoenix	\$3,051,003,472	3	\$3,045,678,348	3	\$3,026,179,772	3	\$3,045,004,720	3	\$3,009,649,535	3	\$3,024,291,071.00	4				
Scottsdale	\$1,009,170,773	9	\$1,013,889,971	9	\$1,080,280,528	9	\$1,087,708,649	9	\$1,085,199,677	9	\$1,096,468,834.00	9				
Albuquerque	\$466,422,178	13	\$468,512,157	13	\$478,817,572	13	\$473,950,019	13	\$463,563,866	13	\$456,431,872.00	12				
Palm Springs	\$834,773,268	11	\$850,008,089	11	\$830,068,417	11	\$817,347,821	11	\$846,270,169	11	\$84,534,611.00	14				
San Diego	\$3,620,043,468	2	\$3,617,431,607	2	\$3,652,283,701	2	\$3,723,066,206	2	\$3,768,639,291	2	\$3,705,549,875.00	2				
San Francisco	\$2,915,369,648	4	\$2,959,832,923	4	\$2,958,761,415	4	\$2,819,479,017	4	\$2,955,157,240	4	\$3,161,323,178.00	3				
Portland	\$1,006,536,297	10	\$1,002,751,766	10	\$1,014,969,060	10	\$1,034,033,092	10	\$1,008,835,116	10	\$986,668,680.00	10				
Denver	\$2,149,351,958	5	\$2,203,915,906	5	\$2,190,857,204	6	\$2,154,451,666	6	\$2,134,293,006	6	\$2,124,573,627.00	6				
Las Vegas	\$8,820,750,730	1	\$9,348,502,332	1	\$9,645,943,363	1	\$9,308,061,394	1	\$9,242,014,048	1	\$8,875,362,675.00	1				
Seattle	\$2,138,519,618	6	\$2,192,412,942	6	\$2,288,319,562	5	\$2,349,083,311	5	\$2,328,598,902	5	\$2,303,543,077.00	5				
Santa Antonio	\$1,430,801,099	8	\$1,405,155,127	8	\$1,417,682,424	8	\$1,427,775,954	8	\$1,411,259,662	8	\$1,380,277,089.00	8				
Santa Fe	\$270,964,118	15	\$266,142,366	15	\$269,240,024	15	\$274,664,674	15	\$267,767,136	15	\$26,188,891.00	15				
Colorado Springs	\$453,149,593	14	\$458,896,461	14	\$469,453,844	14	\$456,325,118	14	\$438,875,841	14	\$426,529,766.00	13				
Austin	\$2,057,510,627	7	\$2,053,954,916	7	\$2,049,336,082	7	\$2,026,521,602	7	\$1,990,694,386	7	\$1,953,547,431.00	7				

End of Exhibit B

**EXHIBIT C**

**Metropolitan Tucson Convention & Visitors Bureau  
DBA Visit Tucson - FY 26-27 Budget**



	FY 24/25 Approved Budget	FY 24/25 Reforecast Budget	FY 25/26 Approved Budget	FY 25/26 Reforecast Budget	FY 26/27 Proposed	% Change	EXPLANATION
<b>Revenue (Operating)</b>							
City of Tucson	\$7,300,000.00	\$9,896,194.00	\$9,216,080.00	\$9,216,080.00	\$9,200,000.00	-0.17%	34% of 6% Bed Tax plus share of surcharge above threshold
Pima County	\$5,250,000.00	\$5,250,000.00	\$5,200,000.00	\$5,200,000.00	\$6,000,000.00	15.38%	50% of 6% Bed Tax
Grant Revenue	\$0.00	\$8,150.00	\$0.00	\$0.00	\$0.00		All grants successfully completed in FY 23/24
Merchandise Sales	\$0.00	\$0.00	\$0.00	\$5,000.00	\$8,000.00	60.00%	Since the rebrand, our new logod merchandise is on consignment with the gift shop at the Visitor Center. Will be expanding this effort in FY26/27
Membership Revenue	\$233,380.00	\$233,900.00	\$262,590.00	\$260,625.00	\$268,970.00	3.20%	Member Dues & Fees
Advertising Revenue	\$91,000.00	\$110,000.00	\$110,000.00	\$158,000.00	\$158,000.00	0.00%	Advertising Co-Ops, Websites
Tradeshov Revenue	\$44,000.00	\$42,100.00	\$44,100.00	\$32,800.50	\$45,600.00	39.02%	Events/Tradeshows-Anticipated increase in # of member hotels participation
Agency Agreements	\$110,000.00	\$150,000.00	\$150,000.00	\$120,000.00	\$120,000.00	0.00%	Agreements with venues outside City and County
<i>Subtotal Operating Revenue</i>				\$14,992,505.50	\$15,800,570.00	5.39%	
<b>Revenue (Non-Operating)</b>							
Gain / Loss	\$0.00	\$0.00	\$50,000.00	\$150,000.00	\$150,000.00	0.00%	Investment gains/losses
Miscellaneous Income	\$286,000.00	\$421,000.00	\$436,000.00	\$421,000.00	\$456,000.00	8.31%	Interest and Other Misc. Income
<i>Subtotal Non-Operating Revenue</i>				\$571,000.00	\$606,000.00	6.13%	
<b>Total Revenue</b>	<b>\$13,314,380.00</b>	<b>\$16,111,344.00</b>	<b>\$15,468,770.00</b>	<b>\$15,563,505.50</b>	<b>\$16,406,570.00</b>	<b>5.42%</b>	
<b>Operating Expense</b>							
Personnel	\$4,276,044.00	\$4,128,096.25	\$4,367,572.77	\$4,293,350.00	\$4,423,750.00	3.04%	36 full time, 6 part time employees
Professional Services	\$148,500.00	\$239,800.00	\$228,435.00	\$244,775.00	\$236,300.00	-3.46%	Accounting(audit)/Payroll, Consulting, Legal, Business Insurance, Strategic Planning
Building Operations	\$399,000.00	\$421,750.00	\$440,075.00	\$438,075.00	\$743,500.00	69.72%	Telephone, Rent, Bank Fees, Janitorial, Technology-Moved some of Technology expense away from Marketing to Admin with IT Dept shift plus a 3% increase for COL and CPI
Depreciation Expense	\$115,875.00	\$117,000.00	\$103,000.00	\$119,300.00	\$79,500.00	-33.36%	Equipment, Software, Tenant Improvements, and Furniture & Fixtures-Two of the large fixed assets will be fully depreciated
Materials & Supplies	\$156,000.00	\$167,200.00	\$182,750.00	\$182,750.00	\$207,750.00	13.68%	Equipment, Postage, Supplies - Inflation increase & anticipated purchase of new equipment
<b>Total Operating Expense</b>	<b>\$5,095,419.00</b>	<b>\$5,073,846.25</b>	<b>\$5,321,832.77</b>	<b>\$5,278,250.00</b>	<b>\$5,690,800.00</b>	<b>7.82%</b>	
<b>Program Expenses</b>							
Advertising	\$3,219,500.00	\$3,989,750.00	\$4,018,500.00	\$4,060,750.00	\$4,116,950.00	1.38%	All Dept Advertising, PC Attractions, Photo/Video, Mexico Visitor Centers
Research	\$125,000.00	\$205,000.00	\$145,400.00	\$140,000.00	\$179,000.00	27.86%	Industry research-Website, Hotel Bookings - Resident Sentiment survey and Gem Show research back in FY26/27
Fams, Mission, & Site Visits	\$369,000.00	\$378,500.00	\$433,600.00	\$447,676.00	\$545,200.00	21.78%	Familiarization tours, Missions, Site Visits across VT
Travel, Tradeshows, & Conferences	\$590,235.00	\$576,765.00	\$564,115.00	\$516,374.00	\$603,550.00	16.88%	Travel, Tradeshows, & Conferences
Promotional Activities & Services	\$448,900.00	\$467,800.00	\$441,850.00	\$461,043.00	\$515,850.00	11.89%	Promo Items, Printing, Dues/Subscriptions, Contract Services
Marketing	\$561,500.00	\$561,500.00	\$700,250.00	\$659,500.00	\$440,000.00	-33.28%	Marketing Initiatives, Brand development, Technology(Website)-Moved some of the Technology expense away from Marketing to Admin with IT shift
Sales/Svcs/Sports/Tourism	\$934,400.00	\$1,157,350.00	\$898,482.00	\$1,050,991.00	\$993,700.00	-5.45%	Meeting Incentives, Convention Services, Cvent/Helms Brisco partners, Gem Show, Rep Fees, Sports Marketing & Tournaments
Film Department	\$158,000.00	\$158,000.00	\$154,000.00	\$12,500.00	\$100,000.00	700.00%	During FY25/26 reforecast there was no film support expected due to no current projects thus reduced, reinstating for FY26/27
Destination/Member Development	\$170,000.00	\$170,000.00	\$173,000.00	\$168,809.00	\$174,000.00	3.08%	Member Campaigns & Events, CTA program, Annual Meeting/Travel Summit, Sustainability, Visitor Services/Center
PR & Communications	\$52,000.00	\$49,700.00	\$82,875.00	\$102,996.00	\$83,000.00	-19.41%	Local Public Relations, Clipping Service, Communications
Event Development	\$796,500.00	\$811,500.00	\$1,087,500.00	\$1,205,900.00	\$1,090,400.00	-9.58%	VT Event Development and Support
Community Initiatives	\$1,207,500.00	\$1,220,000.00	\$2,208,000.00	\$2,195,250.00	\$2,178,000.00	-0.79%	Transit Support, City of Gastronomy, Santa Cruz Valley, Community Involvement
<b>Total Program Expenses</b>	<b>\$8,632,535.00</b>	<b>\$9,745,865.00</b>	<b>\$10,907,572.00</b>	<b>\$11,021,789.00</b>	<b>\$11,019,650.00</b>	<b>-0.02%</b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$413,574.00)</b>	<b>\$1,291,632.75</b>	<b>(\$760,634.77)</b>	<b>(\$736,533.50)</b>	<b>(\$303,880.00)</b>		

**End of Exhibit C**

**Exhibit D**

<b>Visit Tucson 26-27 Performance Indicators &amp; Measures</b>			
<b>KEY MEASURES OF PERFORMANCE</b>	<b>2025-26 Goal</b>	<b>FYTD 25-26 As Of 3/31/26</b>	<b>26-27 Goal</b>
<b>Marketing</b>			
Social media engagement	1,000,000	1,009,787	1,200,000
Users to Visit Tucson's website	2,250,000	2,400,000	*2,500,000
Social media video views	15,000,000	14,466,185	17,000,000
VisitTucson.org Engagement Rate (new goal for FY26-27)			**55%
<b>Public Relations</b>			
Generate media coverage -- value	\$36,000,000	\$38,445,557	\$37,800,000
<b>Sales</b>			
Bookings	380	353	400
Room nights	180,000	166,661	188,000
TCC room nights (meetings & sports)	26,500	23,978	18,000
Economic impact	\$90,000,000	\$71,687,271	\$86,000,000
<b>Services</b>			
Number of meetings serviced	375	310	***175
<b>Sports</b>			
Bookings	78	74	80
Room Nights	48,000	31,543	45,000
Economic Impact	\$40,000,000	\$28,993,624	\$40,000,000
<b>Mexico Trade &amp; Marketing</b>			
Attract consumers to Sonora tradeshows	16,000	37,600	30,000
Consumers engaged in Vamos Social Media	150,000	104,309	160,000
Users to VamosaTucson.com (new goal for FY26-27)			****500,000
<b>Tourism</b>			
Travel professionals trained/educated	400	252	400
Room nights	13,000	16,482	20,000
<b>Film</b>			
Projects booked and aided	50	41	50
Direct spending	\$8,000,000	\$4,349,241	\$8,000,000
<p>*The FY26–27 goal for Users to VisitTucson.org is set below FY25–26 actuals, reflecting a deliberate shift in strategy to prioritize engagement alongside overall traffic volume. Rather than pursuing user growth as a standalone objective, Visit Tucson is placing greater emphasis on the quality of visits driven to the site. See note below on the addition of VisitTucson.org engagement rate as a new FY26–27 marketing goal.</p>			
<p>**Beginning in FY26–27, we will be adding VisitTucson.org engagement rate as a new marketing performance measure. As organic web traffic continues to decline across the industry, this metric allows us to evaluate whether paid strategies are driving qualified visitors to the site. Tracking engagement rate provides a clearer picture of marketing effectiveness beyond volume alone.</p>			
<p>***Adjusting how we quantify "Serviced" to include only significant collaborations</p>			
<p>****Beginning in FY26–27, the Mexico Trade &amp; Marketing metric of "trade/tourism meetings with Mexico officials" will be replaced by Users to VamosaTucson.com. This change reflects an increased emphasis on digital marketing efforts in the Mexico market. Tracking site users provides a more direct measure of audience reach through our digital channels and better aligns with our overall marketing strategies.</p>			