



Board of Director Meeting Agenda
May 19, 2026
Independence Municipal Commons

1. Call to Order
2. Approval of Minutes: March 2026 Meeting
3. Financial Report
4. Executive Director's Report
 - a. Organization Update
 - b. STR Report
 - c. Board Member Onboarding
5. Staff Reports :
 - a. Marketing- present by Maila Yang
 - b. Sales and Service – presented by Allison Calvin
6. Old Business
7. New Business
 - a. City agreement renewal
 - b. Fiscal Year 2027 Budget Line Item Review
 - c. Review and Approval of 2027 Visitor Guide Proposals
8. Future Meetings
July 15th at 3pm
October 14th at 3pm
9. Adjournment

- Call to Order
Meeting called to order by Dissell at 3:09 PM
- Approval of Minutes: January 2026 Meeting
Motion by McClain, Thornton Second. Motion carries
- Financial Report:
Discussion about the financial report.
Motion to approve the financials by McClain, Kuntz second. Motion carries.
- Executive Director's Report
Calvin reported on recent activities of the organization.
 - The city denied the increased funding request for FY2027. We discussed a flat budget with the possibility of one time request after World Cup, if transient guest tax revenue is higher than anticipated.
 - Website development is still on schedule to be finished by the end of April.
 - Calvin announced the hiring of a new Sales and Services Manager, Kyndsie Huston.
 - CFO by Accounting contract is being finalized to start accounting services next month.
 - A board and key stakeholder survey has been sent out for our strategic plan. Results go directly back to the consultant. Our goal is 100% board participation.
 - The visitors guide has been printed and distribution has started.
 - Allison attended the MO Sports Exchange with 18 sports planners in Columbia, MO.
 - Calvin updated on recent staff travels including Jefferson City for Capital Days for Tourism.

Many positive comments about the visitor guide and the large amount of work that has been done in a short time.

- Staff Reports :

Marketing- present by Calvin

- Calvin presented the PR firm kickoff call and plans for National Travel and Tourism Week.
- Final videos from Madden Media have been received. Both the history and leisure tourism videos were played for the board to preview.
- Bandwango trails are complete and board saw previews of the branding, prizes, and promotions.
- Digital and print advertising overviews were reported for both January and February.

- Old Business
- Future Meetings
May 19th at 3:30 PM
July 15th at 3pm
October 14th at 3pm

Adjournment: Charlie thanked the outgoing board members. Meeting adjourned at 4:07 PM. Thornton motioned, Rashay second. Motion carries.



Financial Statements
For the Period Ending April 30th, 2026

****Unaudited – For Management Use Only****

Index:

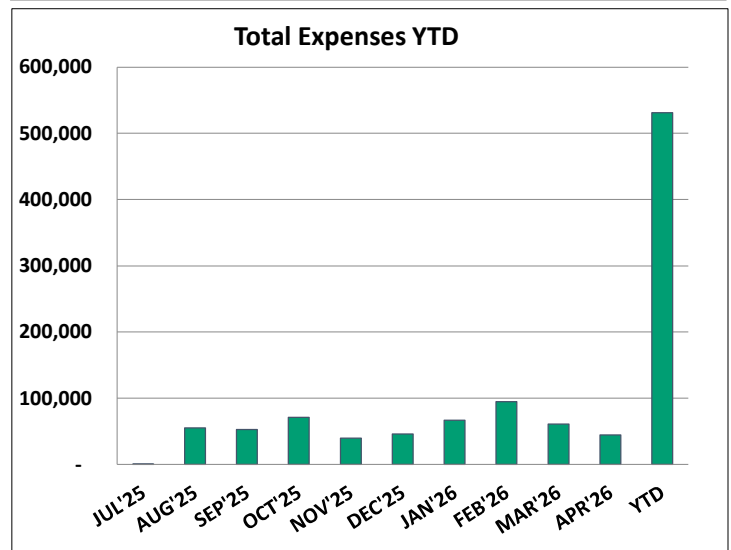
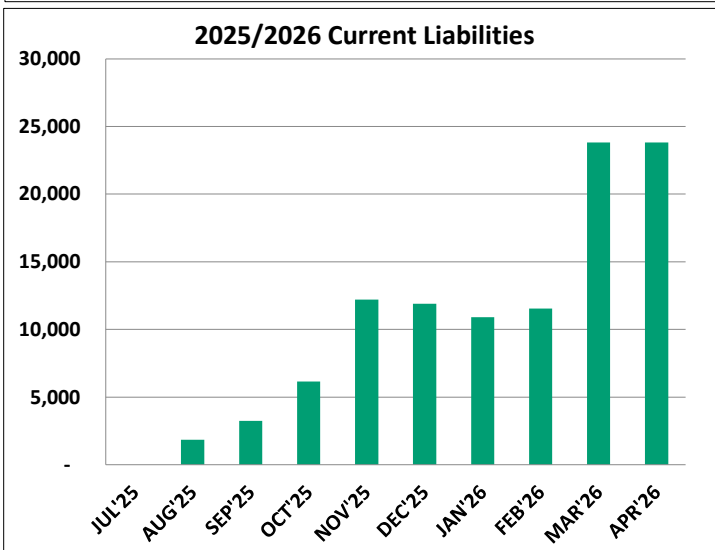
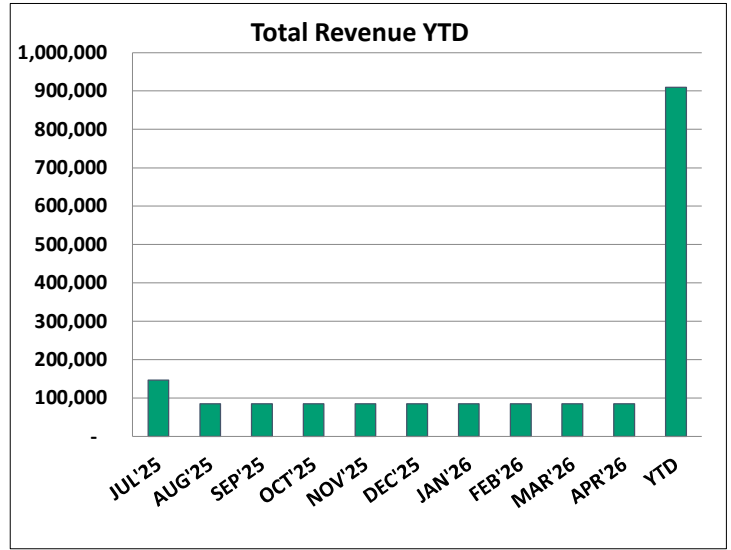
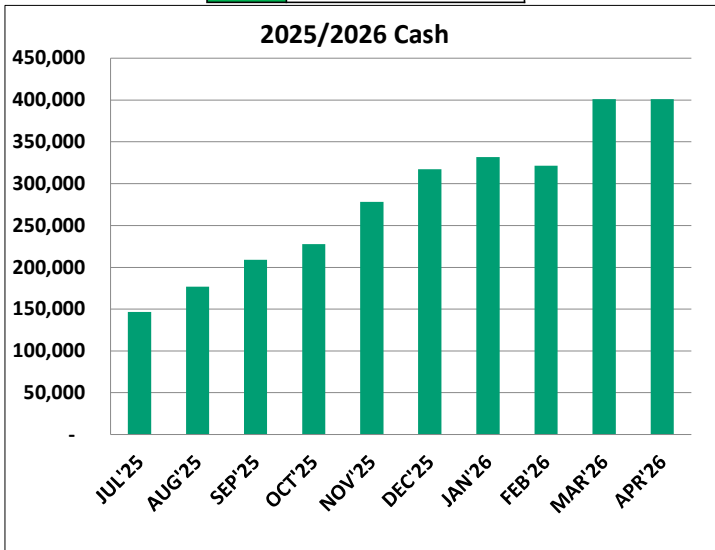
Pages 1-2 Financial Dashboards

Page 3 Balance Sheet

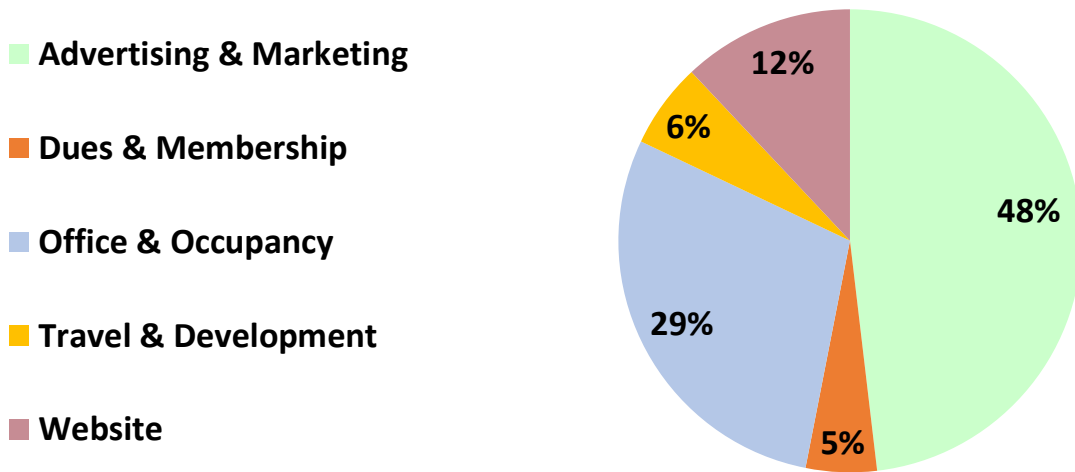
Page 4 Statement of Activities

Independence Convention & Visitor's Bureau
Financial Dashboard
 For the period ending April 30, 2026
 Fiscal Year is July - June

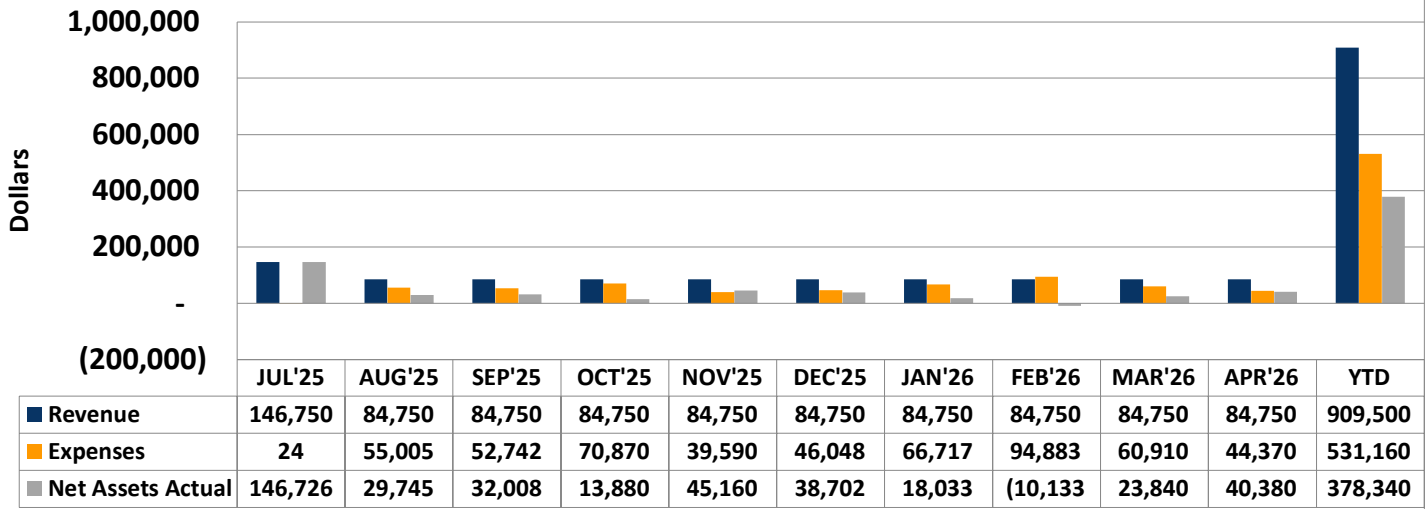
| Color Code | |
|------------|------------------------------|
| | Significant Underperformance |
| | Slight Underperformance |
| | Good Performance |



Summary of Expenses



YTD Operating Performance



Independence Convention & Visitor's Bureau
Comparative Statement of Financial Position
For the period ending April 30, 2026
Fiscal Year is July - June

| | April 2026 \$ |
|---|------------------------------|
| | |
| ASSETS | |
| CURRENT ASSETS | |
| Cash | |
| Operating | 401,234 |
| Total Cash | 401,234 |
| QuickBooks Tax Holding Account | 917 |
| Total Current Assets | 402,151 |
| TOTAL ASSETS | \$ 402,151 |
| LIABILITIES | |
| CURRENT LIABILITIES | |
| Credit Card | 21,541 |
| Payroll Liabilities | 2,270 |
| Total Current Liabilities | 23,811 |
| TOTAL LIABILITIES | 23,811 |
| NET ASSETS | |
| Retained Earnings | - |
| Net Revenue | 378,340 |
| TOTAL NET ASSETS | 378,340 |
| TOTAL LIABILITIES & NET ASSETS | \$ 402,151 |

Independence Convention & Visitor's Bureau
Year-to-Date Comparative Statement of Activities
For the period ending April 30, 2026
Fiscal Year is July - June

April 2026
YTD - ACTUALS

| | \$ | % |
|----------------------------------|----------------|---------------|
| REVENUE | | |
| Government grants & contracts | 909,500 | 100.0% |
| TOTAL REVENUE | 909,500 | 100.0% |
| PROGRAM EXPENSES: | | |
| Advertising & Marketing Expenses | 174,773 | 19.2% |
| Personnel | 165,107 | 18.2% |
| Professional Services | 39,817 | 4.4% |
| Travel & Development | 21,801 | 2.4% |
| Insurance | 3,490 | 0.4% |
| Website | 43,897 | 4.8% |
| Office Expenses | 7,750 | 0.9% |
| Communication Services | 1,441 | 0.2% |
| Dues & Membership | 18,127 | 2.0% |
| Bank Fees & Service Charges | 956 | 0.1% |
| Equipment Lease & Maintenance | 478 | 0.1% |
| Computer Software & Supplies | 26,964 | 3.0% |
| Office Furniture and Equipment | 13,810 | 1.5% |
| Occupancy | 12,750 | 1.4% |
| TOTAL PROGRAM EXPENSES | 531,160 | 58.4% |
| CHANGE IN NET ASSETS | 378,340 | 41.6% |

Organization Report

March & April 2026

General Updates

- The website launched at the end of April. The team did a fantastic job!
- The RFP for the 2027 Visitor Guide has been sent out and bids have been sent back.
- Staff hosted the owners of the Midwest Travel Network for a site visit. We are finalist to host their annual travel writers conference.
- The Parade of Hearts “app” has launched. Visit Independence submitted attractions, events, and more prior to the campaign launch.
- Allison and Reactor presented a breakout session about the rebrand and the process at the Missouri Association of CVBs conference.
- Onboarding with CFO by Design is nearly complete, and they have started working on monthly financials for us.
- Staff held a local FAM tour for local media the week before National Travel and Tourism Week. More reporting on this initiative to come in next months report.

Staff Updates

- Maila and Allison attended the Tempest Tourism Conference (website and database provider) last week
- Hosted the first annual Visit Independence Tourism Summit on May 4th.
- Kyndsie has nearly completed her PDM certification (introduction to destination management) through Destinations International
- Allison attended her first CDME course, Strategic Issues in Destination Management
- Allison graduates the Independence LEAD program on May 20th.
- Allison attended the Destinations International CEO Summit, gaining invaluable knowledge to bring back to the community.
- Kyndsie, Maila, and Allison attended the Missouri Association of CVBs conference in April.
- Allison attended the National Main Street Conference with ISA.

Tab 2 - Multi-Segment

Currency: USD - US Dollar

Missouri Hotel & Lodging Association

For the month of: March 2026

| | Current Month - March 2026 vs March 2025 | | | | | | | | | | | | Year to Date - March 2026 vs March 2025 | | | | | | | | | Participation | | | | | | |
|---------------------|--|------|--------|--------|--------|--------|--------------------------------|------|--------|----------|------------|-----------|---|------|--------|--------|--------|-------|------------------------------|------|--------|---------------|------------|------------|--------|--------|---------|---------|
| | Occ % | | ADR | | RevPAR | | Percent Change from March 2025 | | | | | | Occ % | | ADR | | RevPAR | | Percent Change from YTD 2025 | | | | | Properties | | Rooms | | |
| | 2026 | 2025 | 2026 | 2025 | 2026 | 2025 | Occ | ADR | RevPAR | Room Rev | Room Avail | Room Sold | 2026 | 2025 | 2026 | 2025 | 2026 | 2025 | Occ | ADR | RevPAR | Room Rev | Room Avail | Room Sold | Census | Sample | Census | Sample |
| United States | 64.9 | 63.6 | 168.06 | 161.91 | 108.99 | 102.95 | 2.0 | 3.8 | 5.9 | 6.4 | 0.6 | 2.6 | 59.2 | 58.4 | 161.57 | 157.83 | 95.63 | 92.15 | 1.4 | 2.4 | 3.8 | 4.4 | 0.6 | 2.0 | 63271 | 38504 | 5654336 | 4376723 |
| West North Central | 54.0 | 53.7 | 118.84 | 113.69 | 64.14 | 61.07 | 0.5 | 4.5 | 5.0 | 5.2 | 0.2 | 0.7 | 47.7 | 46.7 | 114.42 | 110.40 | 54.57 | 51.57 | 2.1 | 3.6 | 5.8 | 6.0 | 0.1 | 2.3 | 5055 | 3046 | 382392 | 293275 |
| Missouri | 61.4 | 60.5 | 128.18 | 120.97 | 78.72 | 73.14 | 1.6 | 6.0 | 7.6 | 6.9 | -0.7 | 0.8 | 50.9 | 49.6 | 120.13 | 115.49 | 61.11 | 57.32 | 2.5 | 4.0 | 6.6 | 5.6 | -0.9 | 1.6 | 1232 | 739 | 106915 | 82307 |
| Kansas City, MO | 63.6 | 62.1 | 131.37 | 121.92 | 83.58 | 75.73 | 2.4 | 7.8 | 10.4 | 9.0 | -1.2 | 1.2 | 55.1 | 55.4 | 124.60 | 119.03 | 68.71 | 65.97 | -0.5 | 4.7 | 4.2 | 3.0 | -1.1 | -1.6 | 330 | 268 | 35900 | 32234 |
| Saint Louis, MO | 69.7 | 67.5 | 135.21 | 128.24 | 94.22 | 86.62 | 3.2 | 5.4 | 8.8 | 8.2 | -0.5 | 2.7 | 57.1 | 53.6 | 125.19 | 119.57 | 71.44 | 64.13 | 6.4 | 4.7 | 11.4 | 10.4 | -0.9 | 5.5 | 375 | 278 | 40863 | 35798 |
| Columbia, MO+ | 65.2 | 64.8 | 125.80 | 120.21 | 82.08 | 77.84 | 0.7 | 4.7 | 5.4 | 11.4 | 5.6 | 6.4 | 54.6 | 53.4 | 115.71 | 112.42 | 63.14 | 60.09 | 2.1 | 2.9 | 5.1 | 11.0 | 5.6 | 7.9 | 37 | 31 | 3928 | 3454 |
| Jefferson City, MO+ | 58.9 | 52.1 | 119.34 | 116.27 | 70.31 | 60.61 | 13.0 | 2.6 | 16.0 | 16.0 | 0.0 | 13.0 | 50.0 | 44.0 | 117.55 | 119.66 | 58.81 | 52.62 | 13.8 | -1.8 | 11.8 | 11.7 | -0.0 | 13.7 | 16 | 14 | 1509 | 1389 |
| Springfield, MO | 70.3 | 63.3 | 120.30 | 109.20 | 84.62 | 69.15 | 11.1 | 10.2 | 22.4 | 17.8 | -3.7 | 6.9 | 55.9 | 51.5 | 109.69 | 101.74 | 61.36 | 52.38 | 8.7 | 7.8 | 17.1 | 12.8 | -3.7 | 4.6 | 73 | 56 | 6582 | 5399 |
| Branson, MO | 49.4 | 49.9 | 122.25 | 118.84 | 60.35 | 59.27 | -1.0 | 2.9 | 1.8 | 2.2 | 0.4 | -0.6 | 37.3 | 36.5 | 113.09 | 111.59 | 42.22 | 40.71 | 2.3 | 1.3 | 3.7 | 2.2 | -1.5 | 0.8 | 155 | 43 | 12854 | 5702 |
| Lake of the Ozarks+ | 49.0 | 53.2 | 123.54 | 122.19 | 60.53 | 65.02 | -7.9 | 1.1 | -6.9 | -6.9 | 0.0 | -7.9 | 39.3 | 39.3 | 115.39 | 114.92 | 45.40 | 45.14 | 0.2 | 0.4 | 0.6 | 0.6 | 0.0 | 0.2 | 39 | 8 | 2726 | 1269 |
| Joplin, MO | 58.2 | 58.0 | 107.82 | 108.06 | 62.75 | 62.70 | 0.3 | -0.2 | 0.1 | 3.0 | 2.9 | 3.2 | 49.8 | 50.4 | 105.15 | 104.00 | 52.40 | 52.42 | -1.1 | 1.1 | -0.0 | 2.9 | 2.9 | 1.8 | 38 | 22 | 2665 | 1877 |
| Saint Joseph, MO+ | 62.0 | 65.8 | 113.04 | 118.02 | 70.05 | 77.67 | -5.8 | -4.2 | -9.8 | -0.2 | 10.7 | 4.2 | 53.5 | 55.0 | 108.42 | 116.21 | 57.95 | 63.90 | -2.8 | -6.7 | -9.3 | 0.4 | 10.7 | 7.6 | 12 | 10 | 1058 | 953 |
| Independence, MO+ | 52.9 | 54.4 | 90.83 | 87.69 | 48.06 | 47.72 | -2.8 | 3.6 | 0.7 | 0.7 | 0.0 | -2.8 | 47.2 | 48.3 | 88.90 | 88.77 | 41.94 | 42.89 | -2.3 | 0.2 | -2.2 | -2.2 | 0.0 | -2.3 | 21 | 14 | 1618 | 1320 |

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Bylaws of the Independence Convention and Visitors Bureau, Inc.
A Missouri Nonprofit Corporation

Article 1
Name and Principal Office

Section 1: The name of this Missouri nonprofit corporation shall be the “Independence Convention and Visitors Bureau, Inc.” (hereinafter referred to as the “Corporation”). The principal office and place of business of the Corporation shall be located within the city limits of the City of Independence, Jackson County, Missouri and at such places as may from time to time be designated by the Board of Directors. The Corporation’s initial business location shall be The Truman Depot, 600 S. Grand Ave., Independence, Missouri 64050.

Section 2: The Corporation shall be a nonprofit corporation organized and established under the provisions of Chapter 355, R.S.Mo. of the “Missouri Nonprofit Corporation Act” (the “Act”), and the Corporation shall comply with all provisions of the Act, including the filing of all registration reports with the Missouri Secretary of State as may be required under the Act.

Section 3: The Corporation shall not engage in any business activity for profit and no part of the net earnings of the Corporation shall inure to or for the benefit of any private shareholder, member or individual. The Corporation shall be qualified as tax-exempt entity pursuant to Section 501(c)(6) of the Internal Revenue Code, as amended, or the corresponding provisions of any future Federal tax-exempt law of the Internal Revenue Code (the “Code”). The Corporation shall take all reasonable and necessary action in filing the appropriate applications to qualify as a tax-exempt organization under Section 501(c)(6) of the Code and to conduct and transact business solely in accordance with the provisions and requirements of Section 501(c)(6) of the Code.

Section 4: The Corporation shall be authorized to transact business under the fictitious name designation of “Visit Independence” (i.e. d/b/a “Visit Independence”) pursuant to the fictitious name registration that the Corporation has filed with the Missouri Secretary of State.

Article 2
Purpose and Intent

Section 1: Purpose.

The Corporation shall transact and conduct business as a Missouri nonprofit Corporation under the provisions of the Act and within the meaning of Section 501(c)(6) of the Code. The Corporation shall have the power and authority to transact business for all lawful purposes authorized under the Act and as proscribed in Section 501(c)(6) of the Code and to carry out the Corporation’s purposes as set forth in the Corporation’s Articles of Incorporation, as Amended, and these Bylaws.

As a recognized business league, the purpose of the Corporation shall include promoting the common business interests within the City of Independence (hereinafter referred to as the “City”) by and through developing, promoting, marketing, improving and showcasing the business, history and tourism of the City, but the Corporation shall not engage in a regular business of a kind not authorized under the Act, and the Corporation shall not engage in business ordinarily carried on for profit within the meaning of 501(c)(6) of Code.

The purposes for which the Corporation is organized shall also include but not be limited to serving as the official Destination Marketing Organization (“DMO”) for the City; showcasing the rich and unique history of the City in attracting tourists, businesses, visitors and individuals to the City; soliciting and promoting groups, meetings, trade shows, exhibits, expositions and special events to take place in the City by and through marketing, publications and other means of promotion as may be necessary or expedient to attract such tourists, visitors, individuals, groups, meetings, trade shows, exhibits, expositions and special events to the City; developing increased civic interest in the City as a visitor attraction and destination; promoting the rich, distinctive nature of the City’s history; increasing the economic contribution of tourism and receiving and collecting tourism-related taxes for the City as the official DMO of the City; conducting activities devoted to improving the business conditions of the City and the businesses doing business within the City, as distinguished from performing particular services for individual persons or individual businesses; directing efforts at promoting the common economic interests of all commercial enterprises or trade in the City; and performing such other functions as may be deemed necessary or proper of a nonprofit organization conducting and transacting business within the State of Missouri under the Act and in compliance with the regular business purpose of a nonprofit company within the meaning of 501(c)(6) of the Code.

Section 2: Limitations. No part of the Corporation’s net earnings shall inure to or for the benefit of, or be distributable to its members, trustees, officers, or other private persons. However, the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in this Article 2. No substantial part of the activities of the Corporation shall include carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these Bylaws or Articles of Incorporation, the Corporation shall not conduct or carry on any other activities not permitted to be conducted or carried on by a corporation under the Act or by a corporation exempt from federal income tax under Section 501(c)(6) of the Code.

Section 3: Dissolution. In the event of dissolution of the Corporation, the Corporation’s assets shall be used to satisfy any debts and obligations of the Corporation, the costs of dissolution, and any legal and accounting expenses incurred in association therewith. Should there be any surplus assets after the payment of the foregoing, said assets shall be paid to the City for the purpose of promoting tourism activity or economic business development within the City.

Article 3 ***Board of Directors***

Section 1. Number; Qualifications. The Corporation shall be governed by a Board of Directors consisting of thirteen (13) members (hereinafter the “Board”, “Directors”, “Director” or “Board of Directors” as the case may be). To qualify to serve on the Board, a Director shall (a) be at least twenty-one (21) years of age; (b) be a resident of the City, or a representative of a business owner doing business within the City; and (c) shall be elected by the majority vote of the Board of Directors.

Section 2. Board Membership Requirements. There shall be, at all times, nine (9) members of the Board of Directors who shall include a person or representative from at least one (1) of the following

organizations, groups or entities: (a) a representative of an Independence business attraction; (b) an owner or representative of an owner of a business doing business within the City; (c) a recognized community leader within the City; (d) a representative from a hotel or lodging establishment doing business within the City; (e) a representative from a tourism organization, business or related industry doing business within the City; and (f) four (4) at-large members who shall be residents of the City or who shall be an owner or representative of a business owner doing business within the City.

Section 3. City Qualifications of Board Membership. In addition to the requirements of Board membership as set forth in Section 2 of this Article, the Board of Directors shall also, at all times, include at least four (4) persons who are representatives from the City or who are City employees (collectively, the “City Qualifications”): The four (4) representatives of the City to serve on the Board of Directors that meet the City Qualifications shall include the following: (a) an elected member of the Independence City Council to be appointed by the City (b) the City Manager (or designee); (c) the City’s Director of Finance (or designee); and (d) the City’s Director of Parks & Recreation (or designee). If a Director ceases, for any reason, to meet the City Qualifications, then such Director’s term of office as a Director shall automatically terminate. In the event of a vacancy caused by such termination then an interim Director shall be appointed by the City Manager, and thereafter the successor Director who meets the City Qualifications shall be appointed and elected by the Board of Directors as provided herein.

Section 4. Term. The term of office for each Board of Director shall be three (3) years, except the term of office of the initial Board of Directors shall be staggered by one (1), two (2) and three (3) year terms ending on March 31 so subsequent terms of the Board of Directors do not all expire at the same time. Thereafter, except in the case of a vacancy where any appointment is for an unexpired term, all Directors shall serve for a three (3) year term ending on March 31 of the third year and until a successor Director shall have been elected and qualified. In all cases, Directors shall serve until the term of office of the Director’s successor has begun, or until such Director’s death, incapacity, disqualification, resignation, or removal.

Section 5. Board Election.

The Board of Directors shall have a five (5) member Executive Committee, and the Executive Committee shall include the President, Vice President, Secretary/Treasurer, who shall be the Director of Finance for the City (or designee), and two (2) At Large Members of the Board of Directors, as further set forth in Section 1 of Article 6 of the Bylaws.

The Board of Directors shall be elected annually at the January meeting of the Board of Directors under the following provisions:

- a. At the annual January meeting, the President shall call for nominations to the Board of Directors and the Board shall be approved by the majority vote of the members of the Board in attendance at that meeting.
- b. Board of Directors shall begin his/her term upon the expiration of the predecessor’s term.

c. Each Director shall hold office for the term elected and until a successor shall have been elected and qualified.

d. At the expiration of the term of a Board of Director, the Director may be considered by the Board of Directors for reelection to another three (3) year term.

Section 6. Board Vacancy. A vacancy occurring on the Board (other than a vacancy resulting from the normal expiration of a term of office) shall be filled upon the recommendation of the City Manager and with the affirmative majority vote of the Board of Directors. A Director elected to the Board to fill a vacancy shall be elected for the unexpired term of their predecessor in the office.

Section 7. Board Meetings. The President of the Corporation, or designee, shall act as Chair of meetings of the Board of Directors. The Board of Directors may hold regular and special meetings. Regular meetings of the Board of Directors shall be held in the months of January, March, May, September and November. Notice of regular or special meetings shall be made in accordance with Section 8 below of this Article. Special meetings of the Board of Directors may be called by the President or may be called by two (2) or more Board of Directors. Notice of special meetings of the Board shall require at least twenty-four (24) hours' prior notice being sent to each Director by email, phone, or other means of communication agreed upon in advance by the majority vote of the Board. Notice of a special meeting shall include the date, time, and place of the meeting, and reason for calling the special meeting.

Section 8. Notice of Regular or Special Meetings. The Corporation shall give notice of the time, date, and place of each regular or special meetings of the Board of Directors, and its tentative agenda, in a manner reasonably calculated to advise the public of the matters to be considered, and if the meeting will be conducted by telephone or other electronic means. The notice of these meetings shall identify the mode by which the meeting will be conducted and the designated location where the public may observe and attend the meeting. If the Corporation plans to meet by internet chat, internet message board, or other computer link, the Corporation shall post a notice of the meeting on its website in addition to the Corporation's principal office and shall notify the public how to access that meeting. Reasonable notice shall include making available copies of the notice to any representative of the news media who requests notice of meetings of the Corporation concurrent with the notice being made available to the members of the Corporate and posting the notice on a bulletin board or other prominent place which is easily accessible to the public and clearly designated for that purpose at the principal office of the Corporation, or if no such office exists, at the building in which the meeting is to be held.

Section 9. Electronic Meetings. Except to the extent disclosure is otherwise required by law and subject to Sections 7 and 10 of Article 3, the Board may, in its sole discretion, determine that any meeting of the Board may be held solely by means of remote communication. Participation in a meeting held by remote communication shall constitute presence in person at the meeting for all purposes, including quorum and voting. Board Members shall have at least twenty-four (24) hours' notice of the change to a remote meeting and shall be provided instructions for participation and voting upon verification of the Board member's identity.

Section 10. Quorum. At all meetings of the Board, a majority of the voting members thereof shall constitute a quorum for the transaction of business. If a quorum shall not be present at any meeting

of Board, the Directors present shall adjourn the meeting, without notice other than announcement at the meeting, until a quorum is present.

Section 11. Presence for Purposes of a Quorum. A Director shall be allowed to participate for purposes of establishing a quorum and voting in a regular or special meeting by means other than physical presence should the need arise. Upon request by a Board member, the Board President or Corporation staff shall provide instructions for remote participation upon verification of the Board member's identity.

Section 12. Board Approval. When a quorum is present at any meeting of the Board of Directors, the majority vote of the Directors present shall decide any questions brought before such meetings.

Section 13. Closed Meetings & Closed Records. Except to the extent disclosure is otherwise required by law, the Corporation shall be authorized to close meetings, records and votes, to the extent they relate to the following:

(a) Legal actions, causes of action or litigation involving the Corporation or other governmental body and any confidential or privileged communications between the Corporation or the Corporation's representatives and attorneys. However, any minutes, vote or settlement agreement relating to legal actions, causes of action or litigation involving the Corporation or any agent or entity representing the Corporation's interests or acting on its behalf or with its authority, including any insurance company acting on behalf of a the Corporation as its insured, shall be made public upon final disposition of the matter voted upon or upon the signing by the parties of the settlement agreement, unless, prior to final disposition, the settlement agreement is ordered closed by a court after a written finding that the adverse impact to a plaintiff or plaintiffs to the action clearly outweighs the public policy considerations of § 610.011 R.S.Mo., however, the amount of any moneys paid by, or on behalf of, the Corporation shall be disclosed; provided, however, in matters involving the exercise of the power of eminent domain, the vote shall be announced or become public immediately following the action on the motion to authorize institution of such a legal action. Legal work product shall be considered a closed record;

(b) Leasing, purchase or sale of real estate by the Corporation where public knowledge of the transaction might adversely affect the legal consideration therefor. However, any minutes, vote or public record approving a contract relating to the leasing, purchase or sale of real estate by the Corporation shall be made public upon execution of the lease, purchase or sale of the real estate;

(c) Hiring, firing, disciplining or promoting of particular employees by the Corporation when personal information about the employee is discussed or recorded. However, any vote on a final decision, when taken by the Corporation, to hire, fire, promote or discipline an employee of the Corporation shall be made available with a record of how each Board member voted to the public within seventy-two (72) hours of the close of the meeting of the Board where such action occurs; provided, however, that any employee so affected shall be entitled to prompt notice of such decision during the seventy-two (72) hour period before such decision is made available to the public. As used in this subdivision, the term "personal

information" means information relating to the performance or merit of individual employees;

(d) Nonjudicial mental or physical health proceedings involving identifiable persons, including medical, psychiatric, psychological, or alcoholism or drug dependency diagnosis or treatment;

(e) Testing and examination materials, before the test or examination is given or, if it is to be given again, before so given again;

(f) Preparation, including any discussions or work product, on behalf of the Corporation or its representatives for negotiations with employee groups;

(g) Software codes for electronic data processing and documentation thereof;

(h) Specifications for competitive bidding, until either the specifications are officially approved by the Corporation or the specifications are published for bid;

(i) Sealed bids and related documents, until the bids are opened; and sealed proposals and related documents or any documents related to a negotiated contract until a contract is executed, or all proposals are rejected;

(j) Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment, except that this exemption shall not apply to the names, positions, salaries and lengths of service of officers and employees of the Corporation once they are employed as such;

(k) Records which are protected from disclosure by law;

(l) Meetings and public records relating to scientific and technological innovations in which the owner has a proprietary interest;

(m) Records relating to reports of allegations of improper governmental activities under § 29.221 R.S.Mo.;

(n) Confidential or privileged communications between the Corporation and its auditor, including all auditor work product;

(o) The portion of a record that identifies security systems or access codes or authorization codes for security systems of real property;

(p) Records that identify the configuration of components or the operation of a computer, computer system, computer network, or telecommunications network, and would allow unauthorized access to or unlawful disruption of a computer, computer system, computer network, or telecommunications network of the Corporation;

(q) Credit card numbers, personal identification numbers, digital certificates, physical and virtual keys, access codes or authorization codes that are used to protect the security of electronic transactions between the Corporation and a person or entity doing business with the Corporation. Nothing in this section shall be deemed to close the record of a person or entity using a credit card held in the name of a public governmental body or any record of a

transaction made by a person using a credit card or other method of payment for which reimbursement is made by the Corporation; and

(r) Any portion of a record that contains individually identifiable information of a minor under eighteen years of age held by the Corporation.

Section 14. Attendance. Directors shall attend at least seventy-five percent (75%) of all regularly scheduled meetings. Any Director who misses more than twenty-five percent (25%) of the regularly scheduled meetings in a twelve (12) month period shall forfeit his or her membership on the Board of Directors, resulting in a vacancy on the Board of Directors.

Section 15. Resignation. Any Director may resign by submitting written, signed notice of resignation to the President. Such resignation shall specify the reason and its effective date, and which will thereby result in a vacancy on the Board of Directors.

Section 16. Removal. Any Director may be removed for any lawful purpose without cause by a vote of two thirds (2/3) of the Directors.

Section 17. Compensation. No Director shall receive compensation from the Corporation for any service such Director may render to it as a Director. A Director may be reimbursed for his or her actual expenses reasonably incurred in and about such Director's performance of his or her duties as a Board of Director that is approved by the President.

Section 18. Powers. The Corporation shall have and may exercise all powers necessary or convenient to affect any or all the purposes for which the Corporation is organized. The Corporation shall have all powers of a nonprofit corporation organized under Chapter 355 of the Act and as prescribed by 501(c)(6) of the Code. Notwithstanding anything to the contrary herein contained, the Corporation and its Board shall exercise the powers granted herein only in connection with the furtherance of the purposes specified herein. The Board shall be responsible for establishing operating policies for the Corporation and for evaluating the progress of the Corporation in the attainment of its goals. The Board shall have full and complete power to transact all business and manage the affairs of the Corporation, and to authorize the sale, conveyance, transfer, assignment, trade, exchange, lease, mortgage, otherwise encumber or pledge any property, real or personal, of the Corporation. The Board shall have authority to retain employees, agents, advisers, and consultants, including without limitation, attorneys, financial advisers and other technical advisers and public accountants and, the provisions of any other law to the contrary notwithstanding, to determine their duties and compensation without the approval of any other agency or instrumentality or entity. The Board shall have authority to procure insurance, in amounts and from insurers of its choice, or provide self-insurance, against any loss, cost, or expense in connection with its property, assets or activities, including insurance or self-insurance against liability for its acts or the acts of its directors, employees or agents. The Board shall have the authority to receive and accept from any source aid, grants and contributions of money, property, labor or other things of value to be held, used and applied to carry out the purposes and responsibilities of the Corporation, subject to the conditions upon which the aid, grants or contributions are made. The Board shall have the authority to enter into necessary agreements for purposes consistent with its mission. The Board shall have the authority to develop policies and procedures for the Corporation generally applicable to

personnel, the procurement of goods, services, and construction based. All official actions taken by the Board or individual Board members shall be approved by a majority vote of the Board prior to taking such action.

Section 19. Policies and Procedures. The Board of Directors shall adopt Policies and Procedures to govern the conduct and business of the Corporation and the Board itself. These Policies and Procedures shall include but not be limited to fiscal processes, grants and contracts management, financial reporting, ethics, conflicts of interest, and communication.

Section 20. Ethical Guidelines. No financial or business advantage may be derived from being a member of the Board of Directors. Therefore, members of the Board, Executive Committee, and all other Committees of the Board shall not participate in a vote or decision on a contract involving a business entity or real property in which the Director or his or her family is a director, or officer, or has a substantial interest that such action would confer an economic benefit on the business involved. Any such conflict of interest shall be disclosed by the Board member and recorded in the minutes of the meeting where the action is taken.

Section 21. No liability. The Board of Directors of the Corporation shall not be personally held liable for the Corporation's debts, liabilities, or other obligations.

Section 22. Insurance. As further set forth in Section 3, Article 9 of the Bylaws the Corporation shall be authorized to purchase insurance on behalf of the Board of Directors, commonly known as Directors and Officers ("D&O") liability insurance, that covers the Board members for their actions and decisions. The purpose of providing such D&O liability insurance for the Directors and Officers of the Corporation is to attract qualified Board members and to protect both the Directors, Officers and the Corporation.

Article 4 Officers

Section 1: Composition. The officers of the Corporation shall consist of a President, Vice President, Secretary/Treasurer, two (2) At Large Board Members, and such other officers as may be deemed necessary.

Section 2: Election and Terms. Officers shall be elected at the January board meeting by a majority vote of the Board, except the Secretary/Treasurer of the Board, as hereinabove provided, shall be the Director of Finance for the City (or designee) and will hold that office by virtue of his/her employment with the City. All officers shall be elected for a one (1) year term and shall begin their terms upon expiration of their predecessor's term. Officers can be considered for re-election.

Section 3: The President. The President shall preside over all meetings of the Board. The President shall supervise and manage the affairs of the Corporation, subject to the authority of the Board. The President may sign, with the Secretary/Treasurer, or any other proper officer authorized by the Board, any documents and instruments which the Board authorizes to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board or by these Bylaws to some other officer or agent of the Corporation, or shall be required by law to be otherwise signed or executed; and shall perform all duties incident to the position of President as may be prescribed by

the Board from time to time. The President shall serve on the Executive Committee, as hereinafter set forth in Section 1 of Article 6 of the Bylaws.

Section 4: The Vice President. In the absence of the President, or in the event of his or her inability and when so acting, the Vice-President shall have all the powers of and be subject to all the restrictions upon the President. The Vice President serves as the support system for committee chairs. In addition, any Vice President shall perform such other duties as from time to time may be assigned to him or her by the President or the Board. The Vice-President shall serve on the Executive Committee, as hereinafter set forth Section 1 of Article 6 of the Bylaws.

Section 5: The Secretary/Treasurer. The Secretary/Treasurer shall record and maintain in good order minutes, financial records, and all records and correspondence of the and shall have charge and custody of and be responsible for all funds of the Corporation. The Secretary/Treasurer shall also be a custodian of the corporate records and authenticate records of the Corporation and shall perform such other duties as from time to time as assigned to him or her by the President of the Board. The Secretary/Treasurer of the Board, as hereinabove provided, shall be the Director of Finance for the City and will hold that office by virtue of his/her employment with the City. The Secretary/Treasurer shall serve on the Executive Committee, as hereinafter set forth in Section 1 of Article 6 of the Bylaws.

Section 7. Temporary Officers. In cases of the absence or disability of any officer of the Corporation and of any person authorized to act in his or her place during such periods of absence or disability, the President may from time-to-time delegate the powers and duties of such officer to another officer or any other member.

Section 8. Vacancies. A vacancy in any office because of death, resignation, removal, or otherwise, may be filled by the Board for the unexpired term.

Section 9. Compensation. Officers shall not be compensated except for Board preapproved reimbursement of actual costs incurred by the Officer on behalf of the Corporation.

Section 10. No liability. The Officers shall not be personally held liable for the Corporation's debts, liabilities, or other obligations.

Article 5 ***Executive Director***

Section 1: Executive Director. The Board shall be empowered to employ and to terminate the employment of an Executive Director for the Corporation's day-to-day operations. The Executive Director shall have, subject to the powers of the Board, general supervision and control over the entire business of the Corporation and to perform all of the duties and exercise all of the powers usually incident to the office or which may be assigned to the Executive Director. The Executive Director shall be hired based on demonstrated professional qualifications. The Executive Director shall have the authority to hire, discipline, and remove other employees on behalf of the Corporation. Following approval by the Board, the Executive Director will be authorized to sign and execute contracts and other written instruments on behalf of the Corporation.

Section 2: Compensation to Executive Director. The Executive Director shall be a salaried employee or contractor of the Corporation whose compensation shall be fixed from time to time by the Board of Directors. The Executive Director shall attend all Board meetings, whether regular or special, and shall serve as a non-voting member of the Board, and when called upon to do so, shall report to the Board at their meetings the progress and affairs of the Corporation. The Executive Director will be subject to an annual employment review on or before May 1 each year by the Executive Committee. The performance appraisal and recommendation for performance adjustment should be presented for approval to the full Board at the May meeting.

Section 3: Coordination with Executive Committee, Budget Duties & Reports. The Executive Director shall work with the Executive Committee to prepare the annual budget and shall submit the annual budget ninety (90) days prior to the start of the new fiscal year to the Board for approval. The Executive Director shall submit monthly financial statements of all expenditures of the Corporation, including, but not limited to, a comparative analysis of actual versus budgeted income and expenses. The Executive Director or their designee shall prepare an annual marketing plan for each fiscal year which will be submitted for the Board approval as part of the annual budget approval process. The Executive Director shall also prepare biannual reports on the Corporation's marketing and promotional activities and present these reports to the Board for their review and approval at the September and March meetings annually. These reports, once accepted by the Board, shall be submitted to the City Manager of the City.

Article 6 **Committees**

Section 1: Executive Committee. The Board of Directors shall have an Executive Committee which shall consist of the President, Vice President, Secretary/Treasurer, and two (2) At-Large Members. The Executive Committee shall serve in an advisory capacity and shall make recommendations to the Board from time to time. The Executive Committee shall always include three (3) City representatives who meet the City Qualifications. The three (3) City representatives to serve on the Executive Committee shall include the Secretary/Treasurer, who is the City's Director of Finance (or designee), and two (2) other representatives from the City who meet the City Qualifications to serve on the Board. The Executive Committee shall meet monthly with the Executive Director on matters pertaining to the Corporation.

Section 2: Standing Committees. The Board by a vote of the majority may appoint standing committees.

Section 3: Special Committees. The Board by a vote of the majority may appoint special committees for a defined purpose and term.

Section 4: Committee Appointments. The appointment of members to a committee shall be approved by a majority vote of the Board.

Article 7 **Advisory Boards**

Section 1. Advisory Board Formation. The Board may from time to time appoint Advisory Boards to assist the Board of Directors in performing tasks outside the usual purview of the Board itself. Such

an advisory board shall be formed of volunteers recruited to provide specialized information, experience, expertise, and skills. Any advisory board's role shall be to give recommendations to the Board, who alone may make plans and act on the Corporation's behalf.

Article 8 **Finances**

Section 1. Execution of Document. All checks, drafts, and other instruments for the payment of money and all instruments of transfer of securities shall require the signature of the President and Secretary/Treasurer, both of whom may be bonded. In the absence of the Secretary/Treasurer, any two (2) officers or one (1) officer and the Executive Director may perform the duties of the Secretary/Treasurer.

Section 2. Deposits. All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board may select.

Section 3. Contributions. The Board may accept on behalf of the Corporation any contributions, gift bequest, or devise for the general purposes or for any special purposes of the Corporation.

Section 4. Budget Approval Process. The Executive Director shall submit a preliminary budget which shall include projects and cost analysis for the next year, to the Executive Committee no later than February 1 of each year. By May 15, the Board of Directors shall approve a Corporation budget for the upcoming fiscal year. The approved budget may be reviewed and revised periodically as deemed necessary by the Board.

Section 5. Expenditures. All bills before the expense has been incurred will be submitted to the Executive Director for initial approval. Once approved by the Executive Director the expenses will be presented to the Secretary/Treasurer for final approval and payment. A record of each committee's expenditure and the expenditures made by the Executive Director shall be maintained at the Corporation's office. A majority vote of the Board of Directors in attendance at a Board meeting shall be required to establish an expenditure threshold amount that is above the amount proposed by the Executive Committee.

Section 6. Monthly Budget Variance Report. A monthly variance report shall be presented by the Executive Director at each Board meeting. The monthly budget variance report shall include budgeted revenues and expenditures; monthly actual revenues and expenditures; and year-to-date actual revenues and expenditures of the Corporation.

Article 9 **General Provisions**

Section 1. Fiscal year. The fiscal year of the Corporation shall be a period of twelve (12) consecutive months commencing on the first day of July and ending on the 30th day of June.

Section 2. Annual reports. Not later than three (3) months after the close of the fiscal year, the Corporation shall prepare or provide the following:

- a. A balance sheet showing in reasonable detail the financial condition of the Corporation at the close of the fiscal year; and
- b. A statement of the source and application of funds showing the results of the operation of the Corporation during the fiscal year.
- c. A presentation to be given to the Independence City Council.

These reports shall be maintained by the Secretary/Treasurer as part of the business records of the Corporation.

Section 3. Indemnification. The Corporation may be empowered to indemnify any officer or Director by a majority vote of the Board who were not parties to such action, suit or proceeding in the manner provided by Missouri Statute and to the extent permitted by law. If such indemnification is authorized by the directors or members and is permitted by law, expenses incurred in defending such civil or criminal action, suit or proceeding may be paid by the Corporation in advance of the final disposition of such action, suit or proceeding in the manner prescribed by Missouri Statutes. The Corporation shall also be empowered, but not required, to purchase liability insurance in such amounts and for such purposes as the Board deems appropriate. Such insurance shall not constitute a waiver of any immunities or defenses afforded to the Corporation by statute or common law.

Section 4. Governing Law. The laws of the State of Missouri shall govern these Bylaws and the purposes and business operations of the Corporation, including the statutory requirement as a nonprofit Corporation under Chapter 355 R.S.Mo. of the Act. The Corporation shall further adhere to the provisions of 501(c)(6) of the Code to qualify and maintain the Corporation as a recognized tax-exempt entity pursuant to 501(c)(6) of the Code.

Article 10 ***Amendments***

The Board shall have the power to alter, amend or repeal the Corporation's Articles of Incorporation and Bylaws or adopt new Articles of Incorporation and Bylaw by a two-thirds (2/3) vote of the duly elected Directors present at any duly called meeting of the Board, provided that no such action shall be taken if such action would in any way adversely affect the Corporation's qualifications under Chapter 355, R.S.Mo. of the Act, or Section 501(c)(6) of the Code.

Article 11 ***Rules of Order***

The current parliamentary procedure as laid down in the most current editions of *Roberts Rules of Order* shall govern all meetings of the Board and committees.

The Bylaws of the Corporation were adopted at a duly convened meeting of the Board of Directors of the Independence Convention and Visitors Bureau, Inc., d/b/a Visit Independence on the ____ day of September, 2025.

Printed Name: Charlie Dissell
President

Printed Name: Morris Heide
Vice President

Printed Name: Melissa Cabrera
Secretary/Treasurer

Marketing Report

March 2026

Marketing Highlights

- Visitor Guide Distribution Began - I-70 across Missouri, KC Region, Hotels + Attractions, Visitor Information Centers
- Meta Lead Gen Campaign Launched
- Hosted MTN Site Visit
- Visit Independence Extranet Launch + Training
- Presented to LEAD Class
- SEM Plan for May Launch

Upcoming

- National Tourism Week Campaign | May 3-9, 2026
 - Week of April 27 - National Tourism Week Media Boxes + Pitches
 - April 30th - Content Creator FAM Tour
 - May 3rd - 9th - Yelp Elite VIP Pass
 - May 3rd - Website + Trails Launch
 - May 4th - Visit Independence Tourism Summit
 - May 8th - Truman's Birthday

Marketing Report

March 2026

Upcoming | Paid Media

DIGITAL ADVERTISING

| | Deliverables | Timing | Notes |
|------------------------------|-----------------------|-----------|--|
| Meta Lead Gen | 1,129 Leads | Mar - Jun | Campaign promoting Visitor Guide |
| Meta Ads Prospecting | 12,692 Clicks | May - Jul | Three ad sets: Trails, America 250, World Cup |
| Google Demand Gen | 11,788 Clicks | May - Jul | Three ad sets: Trails, America 250, World Cup |
| Geofencing Banner Ads | 1,032,000 Impressions | May - Jul | Target high traffic areas during World Cup |
| CTV (streaming tv) | 210,000 Views | May - Jul | 300-mile radius |
| SEM | | May - Jun | Coop with MDT |
| Visit KC Partnership | 1,690,442 Impressions | Jun - Jul | Media plaforms include: TripAdvisor, Sojern, Visit KC owned channels Includes World Cup media buy |

PRINT ADVERTISING

| | Circulation | Issue | Notes |
|--|-------------|-----------|---|
| INKC Magazine | 35,000 | May - Jun | Full-page ad / Summer Fun Includes: cover image and editorial coverage in section, (1) social post (1) e-newsletter ad |
| INKC Magazine - World Cup Guide | 35,000 | May - Jul | Full-page ad + Geofencing campaign |
| INKC Magazine | 35,000 | Sept | Half Page Ad + (1) social post (1) e-newsletter ad |
| Beyond the Match (KC Studio) | 10,000 | May - Jul | Half-page ad / World Cup Guide |
| KC Studio | 11,600 | May - Jun | Half page ad / Staycations + Roadtrips Issue |

Marketing Report

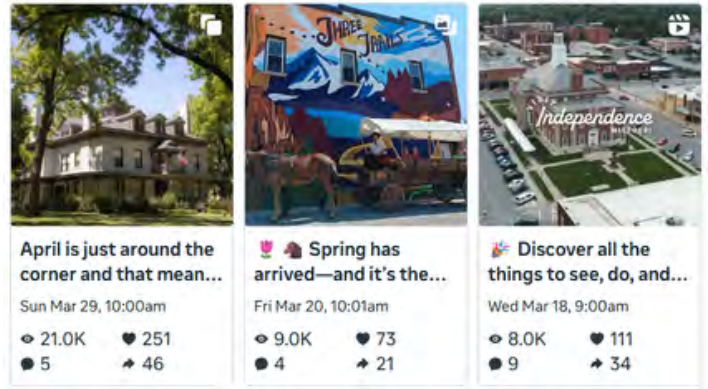
March 2026

Social Media Performance (FB+IG)

| | | | |
|-------------|------|---|------|
| Views | 104K | ▲ | 100% |
| Engagement | 1.5K | ▲ | 100% |
| Link Clicks | 1.2K | ▲ | 100% |
| Follows | 150 | ▲ | 100% |

*compared to March 2025

Top 3 Posts



LinkedIn Performance

| | |
|---------------|------|
| Impressions | 2.3K |
| Reactions | 89 |
| Page Views | 155 |
| New Followers | 15 |

META Lead Gen Campaign

| | |
|-------------|--------|
| Impressions | 29.9K |
| Clicks | 374 |
| Reach | 11,446 |
| Leads | 163 |

Industry Email Performance



Marketing Report

April 2026

Marketing Highlights

- Attended KCWC26 Hospitality and Training classes + Community Events and Activation Meeting
- Partner Meetings with KC Mavericks and the Independence Center
- Hosted Elizabeth Hey Travel Writer for Show Me Missouri Magazine
- Hosted four international media reps in partnership with MDT
- Attended MACVB Conference April 23-24, 2026
- Sent out 45 Visit Independence Media Boxes promoting website launch, trails, Truman's Birthday and National tourism Week
- Hosted our first Content Creator Familiarization Tour

Upcoming

- June 29, 2026: National Morning Show Feature
- 2027 Visitors Guide Kickoff

Marketing Report

April 2026

Upcoming | Paid Media

| DIGITAL ADVERTISING | | | |
|------------------------------|-----------------------|-----------|--|
| | Deliverables | Timing | Notes |
| Meta Lead Gen | 1,129 Leads | Mar - Jun | Campaign promoting Visitor Guide |
| Meta Ads Prospecting | 12,692 Clicks | May - Jul | Three ad sets: Trails, America 250, World Cup |
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| SEM | | May - Jun | Coop with MDT |
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| PRINT ADVERTISING | | | |
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| | Circulation | Issue | Notes |
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| INKC Magazine | 35,000 | Sept | Half Page Ad + (1) social post (1) e-newsletter ad |
| Beyond the Match (KC Studio) | 10,000 | May - Jul | Half-page ad / World Cup Guide |
| KC Studio | 11,600 | May - Jun | Half page ad / Staycations + Roadtrips Issue |

Marketing Report

April 2026

Social Media Performance (FB+IG)

| | | | |
|-------------|-------|---|------|
| Views | 66.1K | ▲ | 57% |
| Engagement | 718 | ▲ | 29% |
| Link Clicks | 639 | ▲ | 100% |
| Follows | 150 | ▲ | 100% |

*compared to April 2025

Top 3 Posts

| Post Title | Date | Views | Engagement | Comments | Shares |
|---|---------------------|-------|------------|----------|--------|
| Fresh flavors, local finds, and communit... | Wed Apr 29, 9:00am | 4.8K | 47 | 3 | 13 |
| Ready to go heart hunting? Visit... | Thu Apr 16, 11:15am | 4.4K | 65 | 1 | 6 |
| Third Friday Art Walk is this week! ... | Sun Apr 12, 7:00pm | 3.5K | 22 | 0 | 10 |

LinkedIn Performance

| | |
|---------------|------|
| Impressions | 1.2K |
| Reactions | 57 |
| Page Views | 79 |
| New Followers | 18 |

META Lead Gen Campaign

| | |
|-------------|-------|
| Impressions | 30.6K |
| Clicks | 374 |
| Reach | 14K |
| Leads | 157 |

Industry Email Performance



**AGREEMENT FOR THE OPERATION OF THE OFFICIAL DESTINATION
MARKETING ORGANIZATION (DMO) FOR INDEPENDENCE, MISSOURI,
BETWEEN THE CITY OF INDEPENDENCE, MISSOURI, AND THE INDEPENDENCE
CONVENTION AND VISITOR'S BUREAU**

THIS AGREEMENT ("Agreement") is made and entered into as of July 1, 2025 (the "Effective Date"), by and between the CITY OF INDEPENDENCE, MISSOURI, a chartered Missouri municipal corporation (hereinafter referred to as "City"), and the INDEPENDENCE CONVENTION AND VISITOR'S BUREAU, d/b/a VISIT INDEPENDENCE, a Missouri nonprofit organization (hereinafter referred to as "CVB").

IT IS HEREBY AGREED BY AND BETWEEN CITY AND CVB, as follows:

ARTICLE I: PURPOSE

The purpose of this Agreement is to formalize the partnership between the City and the CVB for the operation of the Independence Convention and Visitors Bureau aimed at promoting the rich history of Independence while marketing and selling Independence as an overnight destination for the economic benefit of the community. This Agreement outlines the terms and conditions for operation of the CVB.

ARTICLE II: ROLES AND RESPONSIBILITIES

2.1 City of Independence. The City agrees to:

- a) Provide \$62,000 in one time funding upon execution of this contract for the operation of the CVB as described herein for the 2024-2025 fiscal year.
- b) Subject to annual appropriation by the City Council, provide funding in the amount of \$1,017,000, for the operation of the CVB as described herein for the City's 2025-2026 fiscal year, beginning on July 1, 2025. Each year thereafter, the City and the CVB shall agree upon an amount to fund the operations of the CVB as described herein.
- c) Work with the Executive Director of the CVB during budget preparation to estimate Transient Guest Tax revenues.
- d) Designate a member of the City Council to serve on the Board of Directors.
- e) Designate the City Manager (or designee), Parks and Recreation Director, and Finance Director, to serve on the Board of Directors.
- f) Have the City Manager make recommendations on the filling of any vacancy occurring on the Board of Directors.
- g) Provide office space for the CVB in its first two (2) fiscal years of operation (July 1, 2025, to June 30, 2027). A lease term shall be negotiated between the City Manager of the City and the Executive Director of the CVB.

2.2 Independence Convention and Visitors Bureau. The CVB agrees to:

- a) Hire an Executive Director for the CVB's day-to-day operations.

- b) Serve as the official Destination Marketing Organization (DMO) for Independence, Missouri.
- c) Showcase the history and uniqueness of the City of Independence as an attraction to tourists, visitors and individuals; and solicit groups, meetings, trade shows, exhibits, expositions and special events to take place in the City of Independence through marketing, publications, and other means of promotion as may be necessary or expedient to attract such tourists, visitors, individuals, groups, meetings, trade shows, exhibits, expositions and special events to the City of Independence.
- d) Develop increased civic interest in the City of Independence as a visitor attraction; promote the distinctive history of the City of Independence; and increase the economic contribution of tourism and the collection of tourism-related taxes for the City of Independence.
- e) Work with the Finance Director of the City during budget preparation to estimate Transient Guest Tax revenues.
- f) Prepare and submit biannual reports on the CVB's marketing and promotion activities to the City Manager after such activities have been approved by the Board of Directors at their September and March meetings annually.
- g) Give an annual presentation of the CVB's activities to the Independence City Council no later than 3 months after the end of the CVB's Fiscal Year.
- h) Conduct all meetings of the Board of Directors and retain all records in accordance with Chapter 610, RSMo., also known as the Sunshine Law, and the Secretary of State's rules and regulations regarding records retention. The CVB shall provide all notices, agendas, and agenda packets for meetings of the Board of Directors to the City Clerk at least three (3) business days prior to the scheduled meeting. The Parties agree and understand that this requirement shall remain in place until the CVB is no longer subject to the Sunshine Law, as determined by the City.
- i) Allow the City to use any products, pictures, logos, advertisements, and any other sort of product derived from the services provided herein in the original form without any payment for royalties, fees or other compensation.

ARTICLE III: GOVERNANCE STRUCTURE

The Independence Convention and Visitors Bureau Board of Directors shall govern the CVB. This Board will:

- a) Be governed by a Board of thirteen (13) Directors (hereinafter referred to as "the Board"). Each Director shall be at least twenty-one (21) years of age and a resident of the City of Independence or a representative of the City, a business, community organization, or tourism destination located within the City of Independence. At least one (1) Director shall be a representative of an Independence attraction; at least one (1) Director shall be a representative or owner of a business located within Independence; at least one (1) Director shall be a Independence community leader; at least one (1) Director shall be a representative of a hotel or lodging establishment located within Independence; and at least one (1) Director shall be from the Independence tourism industry. In addition to the

aforementioned requirements, a City Councilmember, the City Manager (or designee), Parks and Recreation Director, and Finance Director shall also serve on the Board of Directors.

- b) Have at least three (3) City representatives on the Board of Director's Executive Committee.
- c) Have the City's Finance Director serve as the Secretary/Treasurer.

ARTICLE IV: PAYMENTS BY THE CITY

4.1 Payments

- a) As consideration for performing and completing the roles and responsibilities herein, the City will provide one-time funding in the amount of \$62,000 in one time funding upon execution of this contract for the 2024-2025 fiscal year, and then \$1,017,000, for the operation of the CVB as described herein for the City's 2025-2026 fiscal year, beginning on July 1, 2025. Each year thereafter, the City and the CVB shall agree upon an amount to fund the operations of the CVB as described herein. Starting on July 1, 2025, the City will pay the CVB said amount for fiscal year 2025-2026 in twelve consecutive monthly payments of \$84,750 on or before the first day of the month. The obligation of the City to make monthly payments is expressly subject to the following conditions: i) the CVB is not in default under the terms of this Agreement at the time of payment; ii) the Agreement has not been terminated; and iii) sufficient funds have been appropriated by the City Council.
- b) The City shall not be responsible or liable for any payments to the CVB in excess of the amount provided herein, subject to the terms of this Agreement. If the CVB contracts for or agrees to pay third parties in excess of the funds provided herein, the City shall have no responsibility or duty to pay such third parties on behalf of the CVB.

4.2 Reductions in Payment

- a) The CVB understands and agrees that the funding described above is dependent on the funds collected under to the City's Transient Guest Tax and if at any time during the term of the Agreement the City determines Transient Guest Tax revenue is below projections or funds are necessary for City purposes other than the operation of the CVB, the funding and monthly payments described above may be reduced by providing written notice to the CVB at least thirty (30) days before funding reductions.

4.3 Excess Funds

- a) Following the close of the City's Fiscal Year, and upon finalization of the City's annual audit, the City shall report any Transient Guest Tax funds in excess of its annual budget projections to the CVB. The City shall provide this report within thirty (30) days of the audit's completion. Within sixty (60) days of receiving said report from the City, the CVB may request a portion of the excess Transient Guest Tax funds from the City. Such a request shall be made in writing to the City's Finance Director, detailing the amount of excess funding requested, and how the excess funds will be utilized. The City shall respond in writing to the request within thirty (30) days of receipt of the request.

ARTICLE V: TERM AND TERMINATION OF AGREEMENT

5.1 Term of Agreement

- a) The term of this Agreement shall be for one year, beginning on July 1, 2025, and terminating on June 30, 2026, unless terminated earlier in accordance with this Agreement.
- b) This Agreement may be extended with no more than three (3) one-year renewal options. Such agreements to extensions shall be agreed upon by both Parties in writing by the City Manager of the City and the President of the CVB.

5.2 Termination by Mutual Consent.

- a) This Agreement may be terminated at any time by mutual written consent of both the City and the CVB. In such case, the City may require the CVB to return any unspent funds appropriated to the CVB under this Agreement.

5.3 Termination for Breach.

- a) In the event of a material breach of this Agreement by either party, the non-breaching party may terminate the Agreement by providing written notice of the breach and allowing a thirty (30) day period to cure such breach. In such case, if the City is the non-breaching party, the City will require the CVB to return any unspent funds appropriated to the CVB under this Agreement.

5.4 Obligations Upon Termination.

- a) Upon termination of this Agreement, all obligations of both parties will cease, except for any provisions explicitly intended to survive termination, such as confidentiality and indemnification clauses.

ARTICLE VI: HOLD HARMLESS/INDEMNIFICATION

To the extent permitted by law, the CVB agrees to protect, defend, hold harmless and indemnify the City, its City Council, commissions, officers, agents, and employees from and against any claim, injury, liability, loss, cost, and/or expense or damage, however same may be caused, including all costs and reasonable attorney's fees in providing a defense to any claim arising from the CVB's acts, errors, or omissions with respect to or in any way connected with the work performed by the CVB pursuant to this Agreement.

ARTICLE VII: DISCRIMINATION PROHIBITED

The CVB shall not aid or permit discrimination in employment or in the delivery of programs and services because of age, race, religion, color, sex, disability, national origin, or ancestry. The CVB shall not permit its vendors or subcontractors aid or permit discrimination in the performance of their services.

ARTICLE VIII: INSURANCE

The CVB shall provide and maintain, as well as furnish to the City with proof of insurance policies with coverage(s), amounts and in a form acceptable to the City, which shall include comprehensive general liability insurance, directors' and officers' liability insurance, errors and omissions insurance, and automobile liability insurance in the amounts established by 537.610,

RSMo. and annually updated by the Missouri Department of Insurance. Insurance procured in accordance with this Agreement shall not and shall not be construed to waive and sovereign immunity or any other immunity or defense available to the City, its City Council, appointed and elected officials, employees, agents, or consultants. The Certificate of Insurance shall include the following statement: “Insurance procured shall not and shall not be construed to waive and sovereign immunity or any other immunity or defense available to the City of Independence, its City Council, appointed and elected officials, employees, agents, or consultants.”

ARTICLE IX: NONASSIGNMENT

Except as expressly agreed in writing by both Parties, all services required to be rendered hereunder shall be performed by the CVB. The CVB shall not otherwise subcontract or delegate to others the work and promotional activities to be performed under this Agreement.

ARTICLE X: THE CVB IS AN INDEPENDENT CONTRACTOR

The CVB agrees that in performing the work required under this Agreement, it is not an agent or employee of the City but an independent contractor for professional services with full rights to manage its employees subject to all applicable laws, rules, and regulations. All persons employed by or contracted with the CVB to furnish labor and/or materials in connection with the work under this Agreement are not employees of the City in any respect.

ARTICLE XI: MISCELLANEOUS

11.1 Amendments

- a) This Agreement may only be amended by written agreement of both parties. Any amendments shall be approved by the Independence City Council and the Independence Convention and Visitors Bureau Board of Directors.

11.2 Governing Law and Jurisdiction

- a) This Agreement shall be governed by and construed in accordance with the laws of the State of Missouri. Should any part of this Agreement be litigated, venue shall be proper only in the Circuit Court of Jackson County, Missouri.

11.3 Entire Agreement

- a) This Agreement constitutes the entire understanding of the parties with respect to its subject matter and supersedes all prior agreements, whether written or oral.

11.4 Third Parties

- a) The Services to be performed by the CVB are intended solely for the benefit of the City. Nothing contained herein shall create a contractual relationship with, or any rights in favor of, any person or entity not a signatory to this Agreement.

11.5 Missouri Immigration Law Affidavit

- a) Pursuant to 285.530, RSMo., the CVB shall, by documentation and affidavit, affirm its enrollment and participation in a federal work authorization program with respect to its employees working in connection with the services discussed herein. The CVB shall also,

by affidavit, affirm that it does not knowingly employ any person who is an unauthorized alien in connection with the services discussed herein.

11.6 Anti-Discrimination Against Israel

- a) Pursuant to 34.600, RSMo., the CVB, by signing this Agreement, certifies that the CVB is not currently engaged in and shall not, for the duration of this Agreement, engage in a boycott of goods or services from the State of Israel; companies doing business in or with Israel or authorized by, licensed by, or organized under the laws of the State of Israel; or persons or entities doing business in the State of Israel.

11.7 Compliance with Laws

- a) The CVB agrees to comply with all applicable federal, state and local laws or rules and regulations applicable to the services discussed herein.

11.8 Notices

- a) Notice provided to the City pursuant to this Agreement shall be provided to: City Manager, 20201 E Jackson Dr., Independence, MO 64057.
- b) Notice provided to the CVB pursuant to this Agreement shall be provided to: Independence CVB President, 20201 E Jackson Dr., Independence, MO 64057.
- c) All notices required or permitted herein under and required to be in writing may be given by email or by first class mail at the addresses provided. The date of delivery of any notice given by mail shall be the date falling on the third day after the day of its mailing.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date first written above.

City of Independence

Independence Convention and Visitors Bureau

By: _____

By: _____

Name: Zachary Walker

Name: Charles E. Dissell

Title: City Manager

Title: President

Date: _____

Date: _____

| REVENUE | FY26 | | | Notes |
|---|------------------------|------------------------|------------------------|-------|
| | Budget | FY26 Projections | FY27 Proposed | |
| 004-3043 Transient Guest Tax from City per Agreement | \$ 1,017,000.00 | \$ 1,017,000.00 | \$ 1,017,000.00 | |
| One-time TGT fund balance transfer for start-up (or | | | | |
| 004-3043 items already paid) | \$ - | | \$ - | |
| 004-3331 Other | | | \$ - | |
| 004-3411 Interest | \$ 3,500.00 | \$ 1,000.00 | \$ 4,000.00 | |
| 004-3435 Contributions | \$ 5,000.00 | \$ - | \$ 5,000.00 | |
| 004-3435 Ad Sales | \$ 1,000.00 | \$ 1,000.00 | \$ 8,000.00 | |
| 004-3435 Sponsorships | \$ - | \$ - | \$ - | |
| 004-3440 Memberships (Visit Independence) | \$ - | \$ - | \$ - | |
| 004-3445 Grants | \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 | |
| 004-3449 Miscellaneous | \$ 1,000.00 | \$ - | | |
| REVENUE TOTAL | \$ 1,037,500.00 | \$ 1,029,000.00 | \$ 1,044,000.00 | |
| PERSONNEL SERVICES (5100's) | | | | |
| 5101 Salaries - Regular Employees | \$ 257,500.00 | \$ 191,615.38 | \$ 319,000.00 | |
| 5107 Worker Comp Medical Costs | \$ - | | \$ 1,300.00 | |
| 5110 FICA / MEDICARE | \$ 19,000.00 | \$ 14,458.50 | \$ 24,000.00 | |
| 5111 Retirement Plan Stipend | \$ 12,400.00 | \$ 5,670.00 | \$ 11,000.00 | |
| 5112 Health Insurance Stipend | \$ 20,000.00 | \$ 15,507.69 | \$ 28,800.00 | |
| Fiduciary Bond (401k insurance) | \$ - | \$ - | \$ 1,500.00 | |
| Life Insurance (Basic Life /AD&D) | \$ - | \$ - | \$ - | |
| Long Term Disability | \$ - | \$ - | \$ - | |
| Other Employee Benefits (Bonus) | \$ - | \$ - | \$ 5,000.00 | |
| 5120 Cell Phone Allowances | \$ 1,250.00 | \$ 1,120.00 | \$ 1,800.00 | |
| 5122 Automobile Allowances | \$ 6,000.00 | \$ 7,100.00 | \$ 9,100.00 | |
| PERSONNEL SERVICES TOTAL | \$ 316,150.00 | \$ 235,471.57 | \$ 401,500.00 | |
| CONTRACTUAL SERVICES (5200's) | | | | |
| 5201 Mailing and Shipping | \$ 7,800.00 | \$ 7,800.00 | \$ 5,500.00 | |
| Visitor Guide postage and other | \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 | |
| Other postage/drop ship cost | \$ 2,500.00 | \$ 2,500.00 | \$ - | |
| Bulk Mailing permit & Supplies | \$ 300.00 | \$ 300.00 | \$ 500.00 | |

| REVENUE | FY26 | | | FY27 Proposed | Notes |
|---|--------|------------|------------------|---------------|---|
| | Budget | | FY26 Projections | | |
| 5202 Communication Services | \$ | 3,000.00 | \$ 3,000.00 | \$ 4,000.00 | |
| Wi-Fi | \$ | 1,500.00 | \$ 1,500.00 | \$ 1,800.00 | |
| Office Phones | \$ | 1,500.00 | \$ 1,500.00 | \$ 2,200.00 | |
| Overnight Travel and Meetings & Prof | | | | | |
| 5203 Development | \$ | 15,000.00 | \$ 15,000.00 | \$ 48,000.00 | |
| Tourism Conferences, CDME classes, travel cost | \$ | 15,000.00 | \$ 15,000.00 | \$ 48,000.00 | Registration, hotel, meals, airfare, car rentals, 4 CDME class registration, etc. |
| 5204 Events, Meetings, & Training | \$ | 6,500.00 | \$ 6,500.00 | \$ 3,250.00 | |
| CVB Board | \$ | 1,500.00 | \$ 1,500.00 | \$ 750.00 | |
| Other | \$ | 5,000.00 | \$ 5,000.00 | \$ 2,500.00 | Annual Tourism Summit |
| 5205 Advertising & Marketing | \$ | 209,950.00 | \$ 209,950.00 | \$ 278,500.00 | |
| Marketing/Advertising/Public Relations | \$ | 129,000.00 | \$ 129,000.00 | \$ 225,000.00 | |
| SEO/SEM | | | | \$ 15,000.00 | |
| Sales Marketing | | | | \$ 5,000.00 | |
| Marketing Shows (TBEX, Travel South, etc) | \$ | - | \$ - | \$ 8,000.00 | registration and travel cost (flights, hotel, etc) |
| Job postings (Destinations Intl., Indeed, ICMA, etc.) | \$ | 1,000.00 | \$ 1,000.00 | \$ - | |
| MO Travel Alliance | \$ | 350.00 | \$ 350.00 | | |
| Visitor Guide Creation | \$ | 25,000.00 | \$ 25,000.00 | | |
| ISSUU Digital Guides (\$269 x 12) | \$ | 1,300.00 | \$ 1,300.00 | | |
| MO Travel Guide | \$ | 8,300.00 | \$ 8,300.00 | | |
| Visit KC digital partnership (included in paid marketing/ads) | \$ | 30,000.00 | \$ 30,000.00 | | |
| Sponsorships | \$ | 15,000.00 | \$ 15,000.00 | \$ 7,500.00 | |
| Bandwango | | | | \$ 12,000.00 | |
| Advocacy | | | | \$ 6,000.00 | |
| 5206 Printing and Binding | \$ | 37,000.00 | \$ 37,000.00 | \$ 40,000.00 | |
| Visitor Guide creation and printing | \$ | 25,000.00 | \$ 25,000.00 | \$ 37,000.00 | |
| Square maps | \$ | 2,000.00 | \$ 2,000.00 | \$ - | |
| Misc. printing | \$ | 2,000.00 | \$ 2,000.00 | \$ 3,000.00 | |
| Tradeshow Items/booth materials | \$ | 8,000.00 | \$ 8,000.00 | \$ - | |
| 5207 Insurance | \$ | 5,000.00 | \$ 5,000.00 | \$ 7,000.00 | |
| 5208 Fees and Permits | \$ | - | \$ - | \$ - | |
| 5210 Repairs and Maintenance | \$ | - | \$ - | \$ - | |

| REVENUE | FY26 | | | FY27 Proposed | Notes |
|---|----------------------|----------------------|----------------------|---------------|-------|
| | Budget | FY26 Projections | | | |
| 5212 Visit Independence Web Site | \$ 50.00 | \$ 50.00 | \$ 13,050.00 | | |
| Web hosting maintenance fee & Annual Tempest | | | | | |
| Cost for website | \$ - | \$ - | \$ 12,900.00 | | |
| Visit Independence.com domain cost | \$ 50.00 | \$ 50.00 | \$ 50.00 | | |
| other domain costs | | | \$ 100.00 | | |
| Translation for website | | | \$ 1,000.00 | | |
| 5213 Dues and Membership | \$ 13,600.00 | \$ 13,600.00 | \$ 12,885.00 | | |
| American Bus Association | \$ - | \$ - | \$ 685.00 | | |
| AIRDNA LLC | \$ - | \$ - | \$ - | | |
| Destinations International | \$ 3,200.00 | \$ 3,200.00 | \$ 3,200.00 | | |
| Destination Marketing | \$ - | \$ - | \$ - | | |
| Faith Travel Association | \$ - | \$ - | \$ - | | |
| Greater Kansas City Attractions Association | \$ 500.00 | \$ 500.00 | \$ 500.00 | | |
| INDEPENDENCE Square Association | \$ - | \$ - | \$ 500.00 | | |
| MACVB (Mo Assn of Conv & Visitor Bureau) | \$ 1,400.00 | \$ 1,400.00 | \$ 1,400.00 | | |
| Hotel & Lodging Association of Greater KC | \$ 1,000.00 | \$ 1,000.00 | \$ 1,100.00 | | |
| Missouri Hotel & Lodging Association | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | | |
| Missouri Travel Alliance | \$ 500.00 | \$ 500.00 | \$ 500.00 | | |
| National Travel Association | \$ - | \$ - | \$ - | | |
| Society of Gov Meeting Planners | \$ - | \$ - | \$ - | | |
| KCRDA | \$ - | \$ - | \$ 1,000.00 | | |
| Misc Memberships | \$ 6,000.00 | \$ 6,000.00 | \$ 3,000.00 | | |
| 5218 Mileage & Parking Reimb. | \$ 2,500.00 | \$ 2,500.00 | \$ 5,000.00 | | |
| Mileage (\$.70 x 500 miles) | \$ 2,500.00 | \$ 2,500.00 | \$ 5,000.00 | | |
| 5224 Software & Computer Maintenance | \$ 103,600.00 | \$ 103,600.00 | \$ 11,100.00 | | |
| CRM Software (including Visit Independence website) | \$ 100,000.00 | \$ 100,000.00 | \$ 7,500.00 | IDSS Fee | |
| Quickbook Software (\$300 per month) | \$ 3,600.00 | \$ 3,600.00 | \$ 3,600.00 | | |
| Other (i.e. Bill.com) | | | \$ 1,800.00 | | |
| 5226 Professional Services | \$ 181,750.00 | \$ 181,750.00 | \$ 149,500.00 | | |
| Reactor Contract for Branding (FY27 Graphic Design) | \$ 39,750.00 | \$ 39,750.00 | \$ 16,000.00 | | |
| Legal Services | \$ 15,000.00 | \$ 15,000.00 | \$ 5,000.00 | | |
| Parade of Hearts | \$ 10,000.00 | \$ 10,000.00 | \$ - | | |
| Content Services (Blogs, Photographers, etc) | \$ 21,000.00 | \$ 21,000.00 | \$ 20,000.00 | | |
| Visitor Guide Distribution (CTM Media Group) | \$ 25,000.00 | \$ 25,000.00 | \$ 26,000.00 | | |
| Audit Cost | \$ 6,000.00 | \$ 6,000.00 | \$ 15,000.00 | | |

| REVENUE | FY26 | | FY26 Projections | | FY27 Proposed | Notes |
|--|----------------------|-----------|-------------------|-----------|-------------------|----------------------|
| | Budget | | | | | |
| Strategic Plan | \$ 32,000.00 | \$ | 32,000.00 | \$ | - | |
| Accounting Services 2026 and beyond | \$ 7,000.00 | \$ | 7,000.00 | \$ | 35,000.00 | |
| IT Services | \$ 6,000.00 | \$ | 6,000.00 | \$ | 7,000.00 | |
| Other | \$ 20,000.00 | \$ | 20,000.00 | \$ | 14,000.00 | |
| Visitor Profile Study | | | | \$ | 10,000.00 | |
| IDSS Support Hours | | | | \$ | 1,500.00 | |
| 5227 Bank Fees | \$ 1,000.00 | \$ | 1,000.00 | \$ | 1,250.00 | |
| 5228 Merchant Account Fees | \$ 100.00 | \$ | 100.00 | \$ | 150.00 | |
| 5236 Rental & Leases - Equipment | \$ 19,500.00 | \$ | 19,500.00 | \$ | 21,000.00 | |
| Copier lease (HP; \$106.71 x 12) | \$ 1,500.00 | \$ | 1,500.00 | \$ | 3,000.00 | |
| Office Lease (Truman Depot) | \$ 18,000.00 | \$ | 18,000.00 | \$ | 18,000.00 | |
| 5240 Other Services | - | | | \$ | - | |
| 5250 Sales | \$ 4,000.00 | \$ | 4,000.00 | \$ | 16,000.00 | |
| 5251 Sales Incentives | \$ - | \$ | - | \$ | - | |
| 5252 Sales Travel | \$ 1,500.00 | \$ | 1,500.00 | \$ | 7,000.00 | |
| 5253 Tradeshow Registrations | \$ 2,500.00 | \$ | 2,500.00 | \$ | 9,000.00 | |
| 5251 Midwest Travel Network Hosting | | | | | | |
| CONTRACTUAL TOTAL | \$ 610,350.00 | \$ | 610,350.00 | \$ | 616,185.00 | |
| COMMODITIES | | | | | | |
| (5300's) | | | | | | |
| 5300 Office Supplies (office expenses) | \$ 6,000.00 | \$ | 6,000.00 | \$ | 6,000.00 | |
| 5302 Computer Software & Supplies | \$ 4,056.00 | \$ | 4,056.00 | \$ | 2,500.00 | |
| Microsoft 365 for Business (\$22 x 12 x 4) | \$ 1,056.00 | \$ | 1,056.00 | \$ | - | in IT services linge |
| Adobe Pro (\$19.99 x 12 x 4), Canva, Adobe suite | \$ 3,000.00 | \$ | 3,000.00 | \$ | 2,500.00 | |
| 5309 Operating Supplies | \$ 1,000.00 | \$ | 1,000.00 | \$ | - | |
| 5314 Promotional Items | \$ 25,000.00 | \$ | 18,000.00 | \$ | 15,000.00 | |
| COMMODITIES TOTAL | \$ 36,056.00 | \$ | 29,056.00 | \$ | 23,500.00 | |

| REVENUE | FY26 Budget | FY26 Projections | FY27 Proposed | Notes |
|--|-----------------|------------------|-----------------|-------|
| CAPITAL EXPENSES (5400'S) | | | | |
| 5402 Computer Equipment | \$ 5,500.00 | \$ 5,500.00 | \$ 1,000.00 | |
| equipment | \$ 4,000.00 | \$ 4,000.00 | \$ 1,000.00 | |
| | \$ 1,000.00 | \$ 1,000.00 | | |
| | \$ 500.00 | \$ 500.00 | \$ - | |
| 5403 Office Furniture and Equipment | \$ 25,000.00 | \$ 25,000.00 | \$ 1,500.00 | |
| furniture | \$ 25,000.00 | \$ 25,000.00 | \$ 1,500.00 | |
| 5404 Mobile Equipment | \$ - | \$ - | \$ - | |
| 5405 Other Machinery & Equip | \$ - | \$ - | \$ - | |
| 5406 Other Improvements | \$ - | \$ - | \$ - | |
| CAPITAL EXPENSE TOTAL | \$ 30,500.00 | \$ 30,500.00 | \$ 2,500.00 | |
| TOTAL | | | | |
| TOTAL COST CENTER EXPENSES | \$ 993,056.00 | \$ 905,377.57 | \$ 1,043,685.00 | |
| TOTAL REVENUES | \$ 1,037,500.00 | \$ 1,029,000.00 | \$ 1,044,000.00 | |
| NET | \$ 44,444.00 | \$ 123,622.43 | \$ 315.00 | |

| | | |
|---|--|--|
|  Madden Media |  Lure Creative |  Reactor |
|---|--|--|

| | | |
|------------------------------|------------------------------|------------------------------|
| Overall Score: 89/100 | Overall Score: 85/100 | Overall Score: 82/100 |
|------------------------------|------------------------------|------------------------------|

| | | |
|------------------|------------------|------------------|
| Strengths | Strengths | Strengths |
|------------------|------------------|------------------|

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Strongest overall tourism publishing experience (40+ years; 200+ DMOs) • Existing familiarity with Visit Independence and Missouri tourism market • Best combination of design, storytelling, and strategic marketing • Detailed production and QA process | <ul style="list-style-type: none"> • Strongest financial/revenue-share model • Modern digital and interactive guide features • Proven advertising sales and CRM system • Strong client profit potential | <ul style="list-style-type: none"> • Strong creative and storytelling focus • Transparent pricing structure • Strong alignment with Visit Independence brand • Flexible page count and production structure |
|---|---|---|

| | | |
|--------------------------|--------------------------|--------------------------|
| Financial Summary | Financial Summary | Financial Summary |
|--------------------------|--------------------------|--------------------------|

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Production Cost: \$28,525 • Print & Shipping Cost: \$22,723 • Projected Ad Sales: \$14,360 • Projected VI Cost: \$36,888 | <ul style="list-style-type: none"> • Design + Print: \$26,265 • Shipping Cost: \$1,898 • Content Cost: 8,000 • Projected Ad Sales Income: \$5,600 • Projected VI Cost: \$30,563 | <ul style="list-style-type: none"> • Production Cost: \$27,950 • Print Estimate: \$25,799 • Projected Ad Sales Income: \$5,600 • Projected VI Cost: \$48,149 |
|--|---|---|

| 1 Madden Media | 2 Lure Creative | 3 Reactor |
|----------------|-----------------|-----------|
|----------------|-----------------|-----------|

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • 30% on all ad sales over projected advertising revenue | <ul style="list-style-type: none"> • 70% of all ad revenue returned to VI | <ul style="list-style-type: none"> • Ad sales would offset production costs (after commissions of 20%–28% + 10% administration fees) |
|--|--|---|

| Key Deliverables | Key Deliverables | Key Deliverables |
|------------------|------------------|------------------|
|------------------|------------------|------------------|

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Print + interactive digital guide • QR code integration and analytics • Editorial writing/design • Full ad sales management | <ul style="list-style-type: none"> • Print + Interactive digital guide • SEO optimization + video integration • Full ad sales management • Content writing/design | <ul style="list-style-type: none"> • Print + digital flipbook • Professional copywriting/proofreading • Photography support • Ad sales coordination |
|--|---|---|

| Timeline | Timeline | Timeline |
|----------|----------|----------|
|----------|----------|----------|

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Delivery projected Feb. 2027 • Fully aligned with RFP | <ul style="list-style-type: none"> • 12–16 week production timeline • Faster turnaround than competitors | <ul style="list-style-type: none"> • Delivery projected Feb. 2027 • Fully aligned with RFP |
|--|--|--|

| Board Consideration | Board Consideration | Board Consideration |
|---------------------|---------------------|---------------------|
|---------------------|---------------------|---------------------|

| | | |
|---|---|--|
| <p>Best overall strategic and creative partner with strong tourism-industry credibility and proven visitor guide success.</p> | <p>Best financial upside and strongest revenue-share opportunity.</p> | <p>Strong creative and collaborative partner with flexible production options.</p> |
|---|---|--|

VISIT INDEPENDENCE



Dear Visit Independence Team,

Some guides inform. The right guide? It inspires. It makes someone stop mid-page and say, “We need to go here.”

That’s the kind of work we do at Madden, and the kind of work we have been doing for Visit Independence since 2020.

We’re not here to simply format listings or place pretty pictures. We’re here to help you create a piece that’s both beautiful and useful—a piece that captures the timeless soul of Independence and the vibrant spirit of your destination, all while supporting the people who power it.

Your guide is more than a visitor resource. It’s your community’s story in print, bridging the gap between Independence’s historic past and its most sophisticated newer experiences. We know how to tell that story in a way that moves people.

Here’s what you can expect from us:

- A design-forward, editorially immersive guide that doesn’t just list attractions, it creates moments.
- Ad sales strategy that supports your local partners without disrupting flow or experience.
- Smart, intentional production planning, with both digital and print versions built for reach, clarity, and impact.
- A team that doesn’t work on autopilot. We co-create, collaborate, and stay curious from kickoff to final delivery.

We’ve spent 40+ years partnering with communities across the country to bring their stories to life. Guides like this one are our bread and butter, and we treat everyone like it’s the most important thing on our plate. Because to your community, it is.

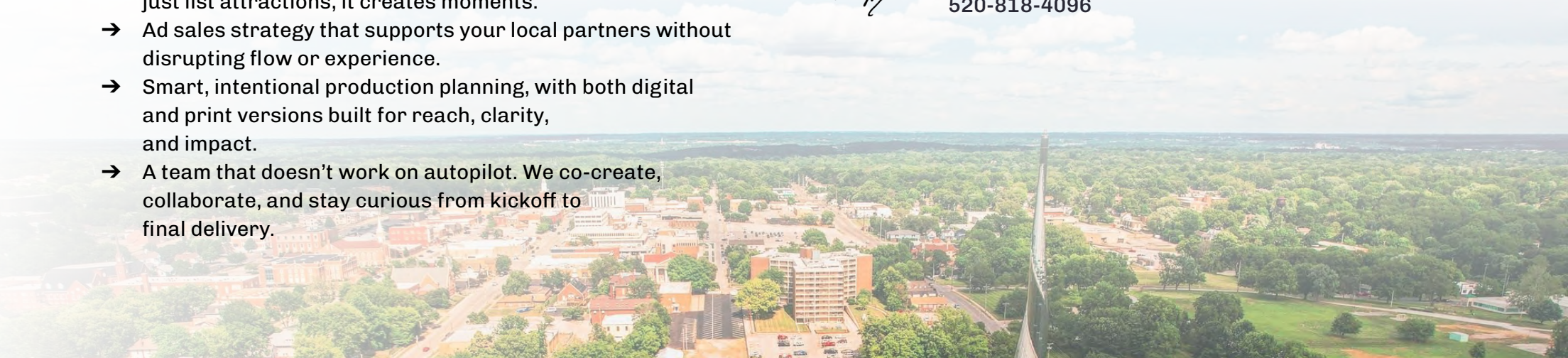
Beyond our national experience, we bring the distinct advantage of already knowing your story. With three key contacts living right here in Missouri, we understand the specific nuances of your destination. From the historic charm of downtown and the arts and culture community to the sporting event opportunities and unique dining options, we are intimately familiar with the unique requirements and partner expectations that make your guide successful.

We’re excited about the chance to bring this vision to life with you.

Thank you for your consideration.



Dan Janes, CEO
djanes@maddenmedia.com
520-818-4096





- 04** 1. COMPANY QUALIFICATIONS & EXPERIENCE
- 07** 2. PROJECT TEAM & ROLES
- 09** 3. EXAMPLES OF SIMILAR PROJECTS
- 13** 4. APPROACH TO PROJECT MANAGEMENT & TIMELINE
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- 22** 6. DETAILED COST BREAKDOWN
- 25** 7. REFERENCES

04

1. COMPANY
QUALIFICATIONS
& EXPERIENCE



We Started With OVGs & We Haven't Stopped Building Since

Madden was founded with a focus on destination guides and that publishing foundation still runs deep. It shaped how we think about storytelling, audience connection, and long-form impact. But we didn't stop there.

We've since grown into a fully integrated tourism marketing agency with resourced with in-house strategists, creatives, analysts, media planners, developers, and content specialists. Today, we build multi-channel campaigns for communities across the country, blending sharp strategy with story-driven creative to move people emotionally and physically. **Our capabilities include:**

- **Publishing & Print Strategy:** OVGs, inspiration guides, and travel inserts that align with brand strategy and spark action.
- **Brand Development:** Identity systems, positioning, and messaging built to stand out and stand for something.
- **Media Planning & Buying:** Data-driven, channel-agnostic, and built to flex with seasonal goals.
- **Digital Marketing:** SEO, email, paid search, and content that performs across platforms and algorithms.
- **Web Design & Development:** Custom-built sites optimized for experience, accessibility, and traveler conversion.
- **Creative Production:** Campaigns, video, photography, social, and print that connect emotionally and drive bookings.
- **Public Relations:** Editorial storytelling, earned media, and brand-building press strategies.

For Visit Independence, our cross-functional structure ensures your Visitor Guide doesn't live in a silo, it lives in sync. Every page, placement, and platform works together to support your broader marketing strategy and show up with consistency, clarity, and impact.

Madden at a Glance

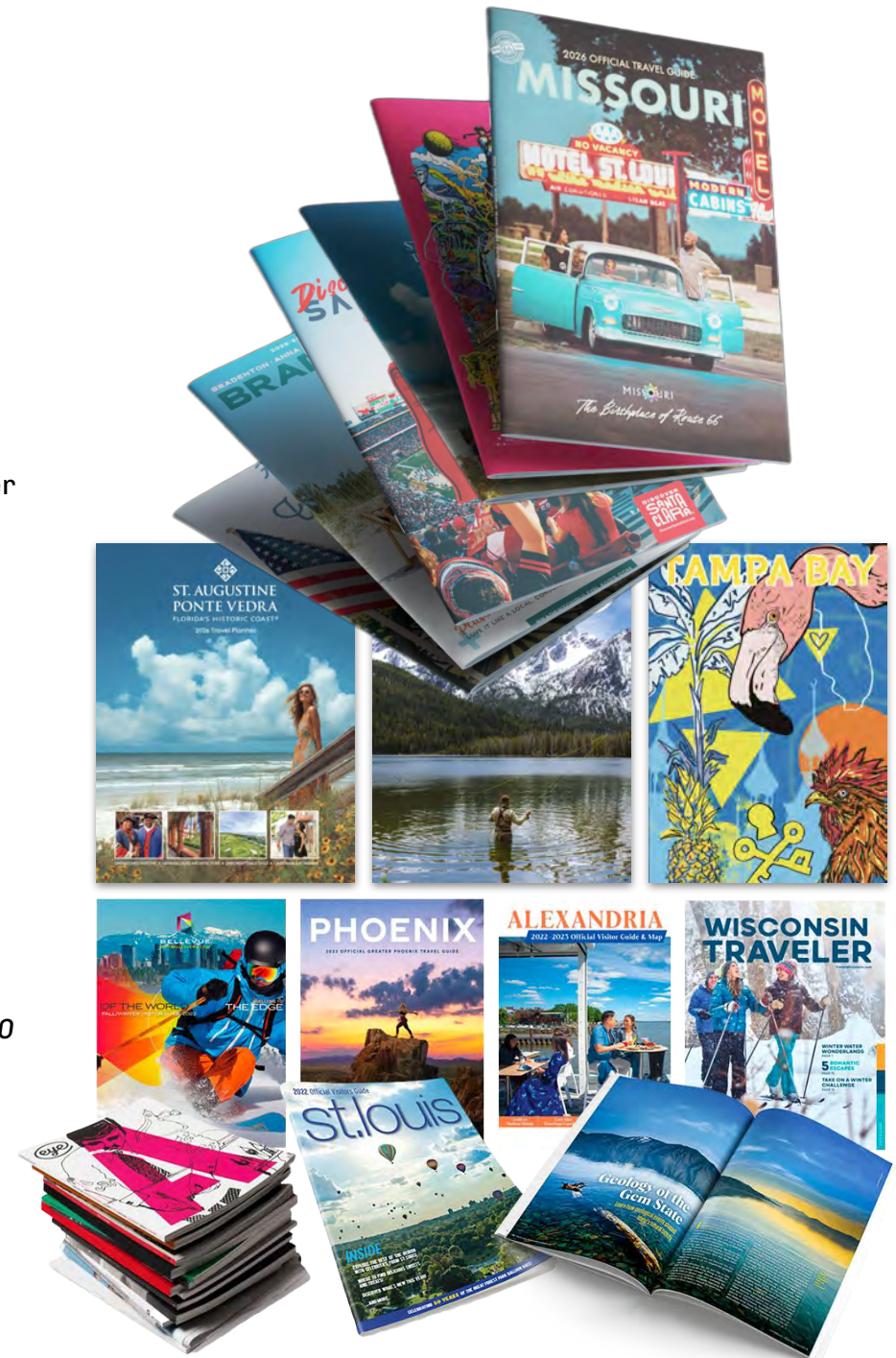
- **Founded:** 1982
- **Locations:** Tucson, AZ headquarters with fully-remote workforce
- **Company Size:** 230+ team members
- **Annual DMO Clients:** 200+ unique partnerships
- **Team Experience:** Over 25% of staff have worked for tourism, attraction, and hospitality brands

Our Foundation Was Built on Guides

The foundation of Madden's legacy is built upon destination publications, perfectly positioning us to handle all responsibilities of the Official Visit Independence Visitor Guide production.

Our agency was founded as a destination guide publisher and we have since published guides for over 200 cities, states, and regions across the country. Madden's visitor guides have been recognized as best-in-class destination publications. We know what it takes to create guides that stand out and engage readers (after all, we've been creating them for over 40 years).

- 2025 Silver HSMIA Adrian Award: *2024 Visit Idaho Travel Guide*
- 2024 Bronze HSMIA Adrian Award: *2023 Visit Idaho Travel Guide*
- 2022 ESTO Mercury Award: *Travel Wisconsin Printed Marketing*
- 2020 Bronze Flagler Award: *Visit Tampa Bay Official Visitors Guide*
- 2020 Hermes Platinum Award: *Galena Country Tourism Integrated Campaign*
- 2020 Hermes Gold Award: *Missouri Office of Tourism Official Visitor Guide*
- 2020 Hermes Gold Award: *South Carolina Parks, Recreation & Tourism Official Visitors Guide*
- 2020 American Advertising Award: *Tahoe South Travel Guide 2019-20*
- 2020 American Advertising Award: *Tucson Guide Fall/Winter 2019*
- 2019 American Advertising Award: *Valley Guide, "And For Dessert" feature*
- 2019 American Advertising Award: *Visit KC Magazine*
- 2019 American Advertising Award: *Visit Tampa Bay Official Visitors*



07

2. PROJECT TEAM
& ROLES



Your Madden Team is an Extension of YOUR Team



Ronda Thiem

SVP, Business Development
32 years of experience

Ronda will oversee the visitor guide process, bringing her deep knowledge of the tourism space to every conversation.



Kim Thompson

Destination Strategy Director
32 years of experience

With over 32 years in the tourism industry, Kim is no stranger to destination marketing! She will be your day-to-day contact and your go-to for all things Madden.



Katy Spining

Editor-in-Chief
30 years of experience

After 30 years working as an editor of visitors guides, Katy knows how to make destinations shine in print.



Tracy Bowers

Print Strategist
20 years of experience

Fostering close relationships with our printing partners, Tracy skillfully manages the production and fulfillment of dozens of guides each year.



Tricia Wisbrock

Destination Slaes Specialisy
25 years of experience

Tricia knows how to connect with your partners to amplify their brands through advertising in your Official Visitor Guide.



Aubrey Hinsky

Art Director
15 years of experience

A fervent consumer of magazines, Aubrey closely follows current design trends and is always looking for ways to seamlessly blend print and digital.



Megan Ewing

Assistant Editor
4 years of experience

With a passion for travel and a love of the written word, Megan finds joy in bringing a visitor guide's editorial plan to life.



Charina Gardner

Graphic Designer & Illustrator
20 years of experience

Charina's design and illustration work wows clients, with one campaign creation getting turned into a plush toy and another taking to the skies on the exterior of an airplane.



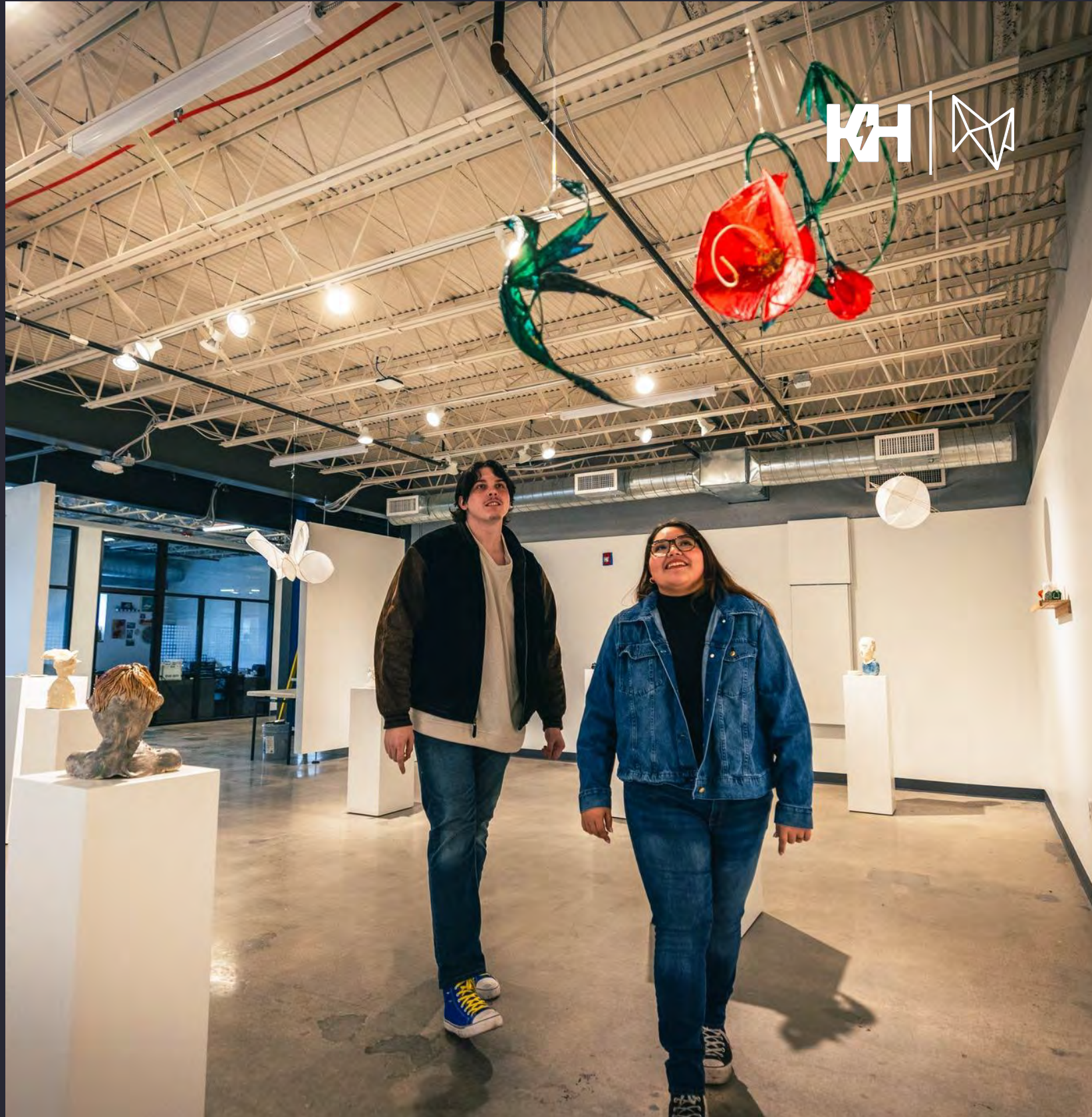
Amy Meade

Production Designer
30 years of experience

Amy specializes in weaving together diverse photography and local business features into a seamless, high-energy narrative that captures the unique pulse of St. Augustine and the coastal elegance of Ponte Vedra.

3. EXAMPLES OF SIMILAR PROJECTS

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3. EXAMPLES OF SIMILAR PROJECTS

WORK EXAMPLE

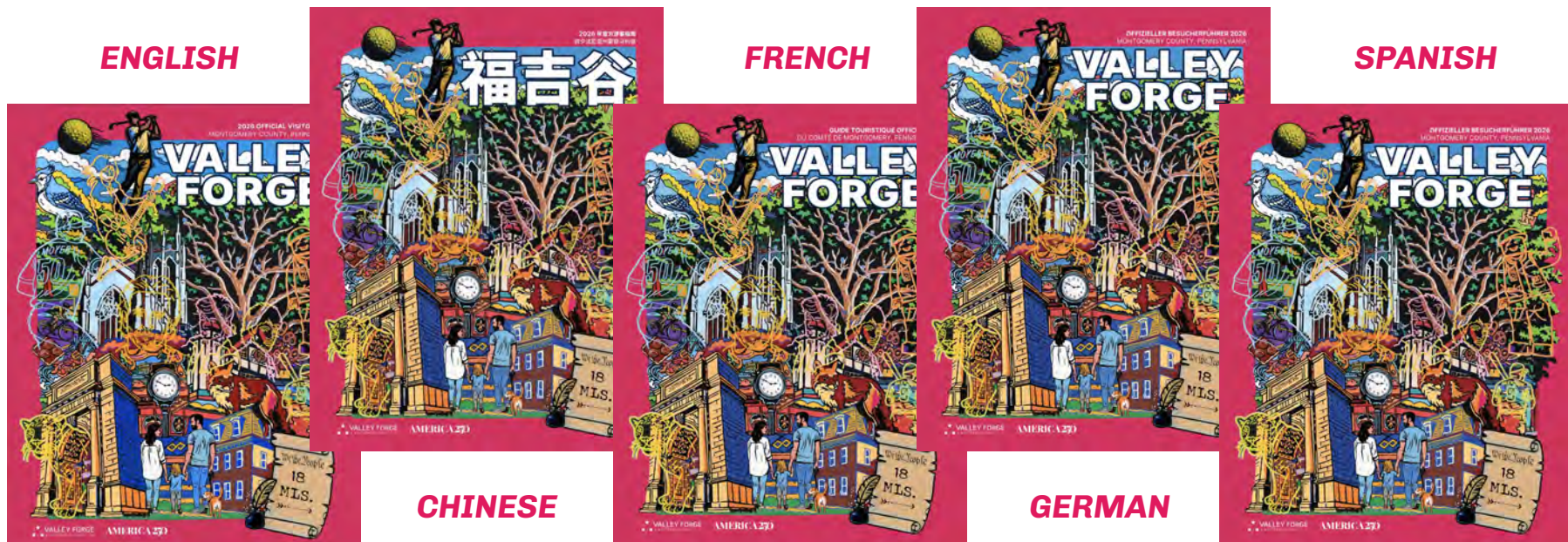
Valley Forge & Montgomery County, PA



With America250 and the FIFA World Cup on the horizon, Valley Forge & Montgomery County needed a guide that didn't just inform, it had to make a statement. Madden partnered with the destination to create a publication designed as both a planning tool and a keepsake, blending cultural relevance with bold creativity.

The cover featured commissioned artwork from a local artist, while the interior paired the region's rich Revolutionary War history with modern experiences, showcasing Valley Forge as both iconic and current. To meet the moment, and the global audience it would bring, we extended the guide's reach through a multilingual strategy rooted in data. Using insights on the top international visitor segments, we produced digital, features-only editions in Spanish, French, German, and Mandarin.

These translated versions allowed Valley Forge to connect meaningfully with its global audience, distribute content through digital channels, and expand the guide's impact well beyond traditional print. The result? A smart, beautiful, globally-minded guide that delivers lasting value across multiple audiences through 2026.



3. EXAMPLES OF SIMILAR PROJECTS

WORK EXAMPLE

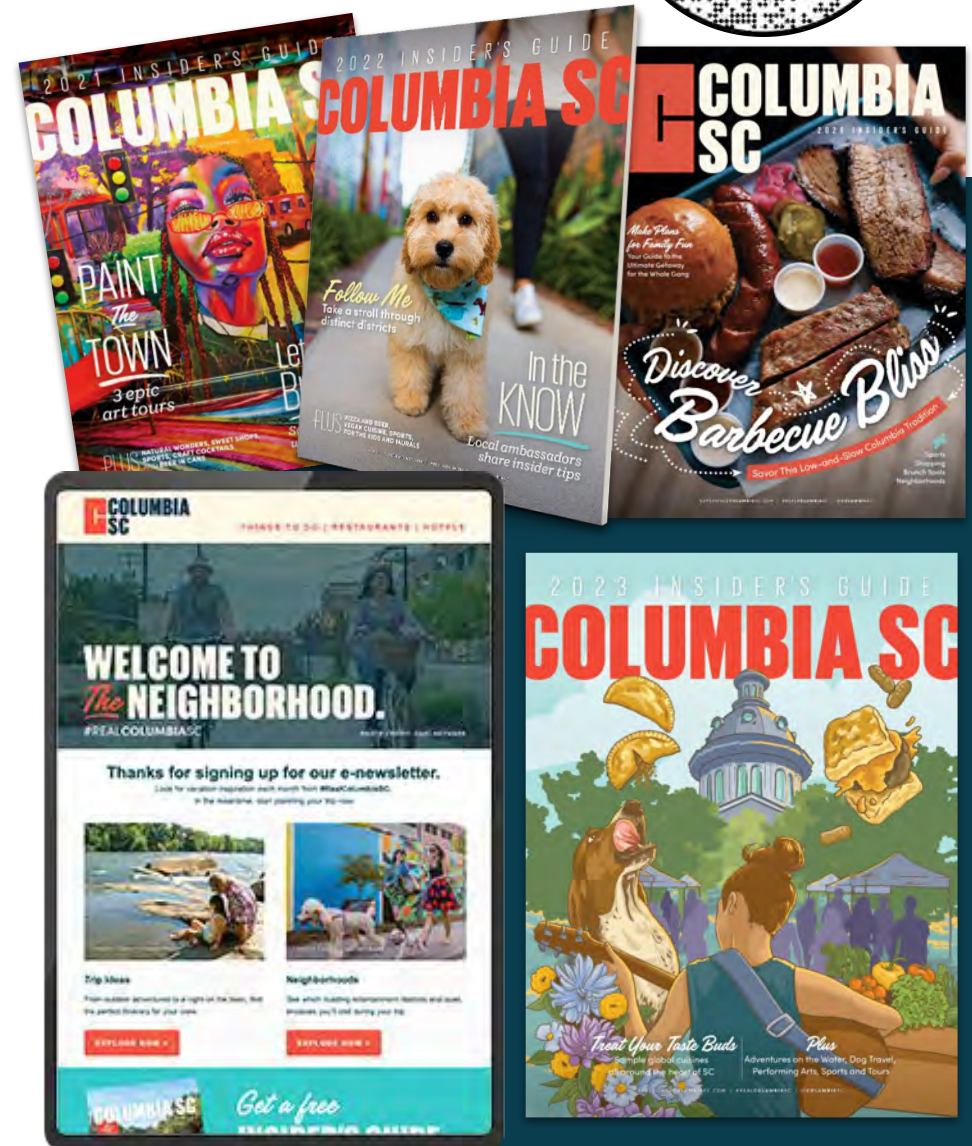
Experience Columbia SC

We helped Experience Columbia build a sleek, traveler-friendly Inspiration Guide and running a monthly e-newsletter that keeps locals and visitors in the loop on what's happening across Richland and Lexington Counties. We handled the full HTML design, managed distribution, and kept their subscriber lists organized and optimized, so every send actually counted.

Tasked with creating a fresh look for the Inspiration Guide, our creative team built upon the client's brand to develop multiple design direction options, varying from upscale and elegant to bold and modern. The Experience Columbia team liked the designs so much that they opted to incorporate two of the options, one for features and the other for the resource pages. When the guide delivered, the client was thrilled with the result.

Editorially, our team worked closely with the the Experience Columbia team to develop a robust editorial plan, brought to life by local writers. Through coordinated efforts with the client, we curated a broad collection of engaging photography and developed a collection of fresh illustrations to further enhance the reader experience.

Our in-market presence and strategic sales approach didn't just cover costs, it drove growth. What was once \$100,000 in guide-only ad revenue jumped to nearly \$180,000 with Madden managing ad sales.



3. EXAMPLES OF SIMILAR PROJECTS

WORK EXAMPLE

Visit Salt River Travel Guide

The Salt River Pima-Maricopa Indian Community needed their first-ever official visitor guide. The goal was to balance the high-energy appeal of Major League Baseball spring training and luxury casino resorts with the deep, foundational heritage of the two tribes that comprise the community. Beyond local promotion, the guide was envisioned as a gateway, inviting travelers to explore the vast richness of all Arizona's Native American tribal lands.

As the Agency of Record for Visit Salt River, Madden's account team and specialized guide team operated in total lockstep. This allowed us to ensure the guide wasn't just a standalone piece, but a tactile extension of the DMO's broader brand identity and digital marketing efforts. Our publications team provided a comprehensive suite of services, including custom photography that captured the community's vibrant energy, professional copywriting, and bespoke map design to navigate a multifaceted landscape.

By weaving together "Great Times"—from family-friendly hotels to elite sports—with "Great Traditions," Madden produced a piece that did more than drive visitation—it fostered cultural respect. The final guide successfully humanized a major commercial hub, positioning Salt River as a premier destination that honors its past while embracing its future. It now stands as a blueprint for how tribal communities can invite the world in while keeping their heritage at the forefront of the narrative.



4. APPROACH TO PROJECT MANAGEMENT & TIMELINE

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Our Approach to your Scope of Work

We know the magic of travel isn't just in the miles covered—it's in the moments that spark curiosity and the stories that linger long after the suitcase is unpacked. At Madden, we've spent decades perfecting the art of turning destinations into must-visit bucket-list stops, one guide at a time. Here's how we'll bring that same magic to your project:

Planning & Strategy

We start with research that actually matters—audience behavior, search trends, media insights, and local data—to shape a guide with purpose. Then our guide pros hit the ground in your community. They walk the streets, meet the locals, soak up the vibe, and get to know the stories worth telling. Because when they sit down to write, it's not filler, it's first-hand. Every word reflects real experience, so the guide doesn't just inform. It connects. Deeply. Authentically. Honestly.

Design & Content

With 40+ years in tourism, we've seen guides shift from info-packed to inspiration-forward. Today, they spark imagination and drive action. Our design approach is clean, modern, and built to turn readers into visitors. Using guide best practices and your strongest creative assets, we'll spotlight Independence's most awe-worthy moments, showcasing the side that makes travelers stop scrolling and start planning.

Publish & Deliver

From proofing to layout to accessibility, we offer **intense attention to detail** that ensures your planner meets high-quality specifications. You never have to worry, we've got you covered from the time you select us as your publisher to the delivery of the finished product.

Ad Sales

Throughout the entire process of planning, designing, and creating the planner, **our team will heavily engage with your partners** to drive a successful ad sales effort. Building on these relationships, we will contact all potential advertisers and make regular visits to the area to solidify participation. Each sales cycle begins with a detailed schedule of touchpoints including in-person visits, email blasts, calls, and virtual presentations, all created by our marketing team and executed in close collaboration with you.

Designed for the Reader, Built for the Brand

With over 40 years in tourism, we've seen how guides have evolved to spark travelers' imaginations, making destinations a top choice for their adventures. Our design ethos, focused on clarity and modern aesthetics, aims to convert readers into visitors.

Destination marketing has evolved from just providing information to visitors to sparking inspiration. Our creative team uses visitor guide best practices to highlight your content in a clean and modern approach. By leveraging your best creative assets, we will showcase the wondrous side of Independence.

We'll lay out your Visitor Guide in a way that inspires readers to keep turning the pages and immerses them in Independence's unique offerings and experiences. Madden will handle all aspects of importing copy and photos as well as creating graphics, and use of branded and complementary fonts. All design is completed in-house, including:

- Creative conceiving
- Copywriting
- Internal proofing
- Edits and revisions
- Editorial mockups for review
- Editorial layout
- Cover design
- Color proofing
- Ad design for partners



Design Principles

Your guide should feel like Independence—authentic, bold, and worth the trip. Our creative team brings:

- A brand-forward design approach (clean, modern, clear)
- Destination storytelling that goes beyond templated formats
- Strategic alignment with your voice, vibe, and value

Cover Instantly Identifies Brand: The cover of a guide is an important extension of the destination's brand. Photos should depict people or objects in motion, creating a sense of movement and excitement, while active headlines provide a subliminal call-to-action to readers.

Grab the Reader from Page One: The first article of any magazine should grab readers' attention, generate excitement about the destination, and reinforce your branding. Consistent use of fonts and colors will tie your guide to your brand, and stylized font usage and photo treatments will seamlessly blend the design with the story topic.



Our Storytelling-First Approach

There's something timeless about flipping through a visitor guide and imagining yourself in the destination: tasting the flavors, catching the views, and mapping out your next move. We create guides that go beyond inspiration. They drive bookings, visits, and loyalty.

What You'll Get: A Strategy-First, Story-Driven Guide

We build strategic storytelling tools. Every page of your guide is crafted to reflect your brand pillars, shaped by real audience demand, and supported with digital touchpoints that turn curiosity into action. Features include elements like QR codes that lead to deeper online experiences, and each story is written with campaign potential in mind—built to live far beyond the page.

Storytelling That Works Across Platforms

We don't believe in content silos. One great story should live and thrive across your visitor guide, your website, your social channels, and your campaigns. By using a unified content strategy to fuel every platform, we ensure your stories hit harder, last longer, and drive more meaningful engagement, no matter where your audience finds them.



Our Content Philosophy

Immerse the Reader

Editorial needs to be accompanied by a clean layout with lush photography. Well-styled photographs capture action and deliver sensory appeal in order to entice readers and rich, descriptive copy sets readers in a scene and places them in the story.

Strategy Backed by Data

We use data like a compass, pointing us toward what travelers want. Here's how:

- **Engagement Analysis:** What's trending on your site? What themes convert?
- **SEO & AI Tools:** Identify high-demand topics and content gaps.
- **Content Mapping:** Match target audience personas with the stories they're actually searching for.

From Print to Platform, Always Marketing-Ready

Every feature in your guide is built to plug directly into your larger marketing strategy. We'll make sure:

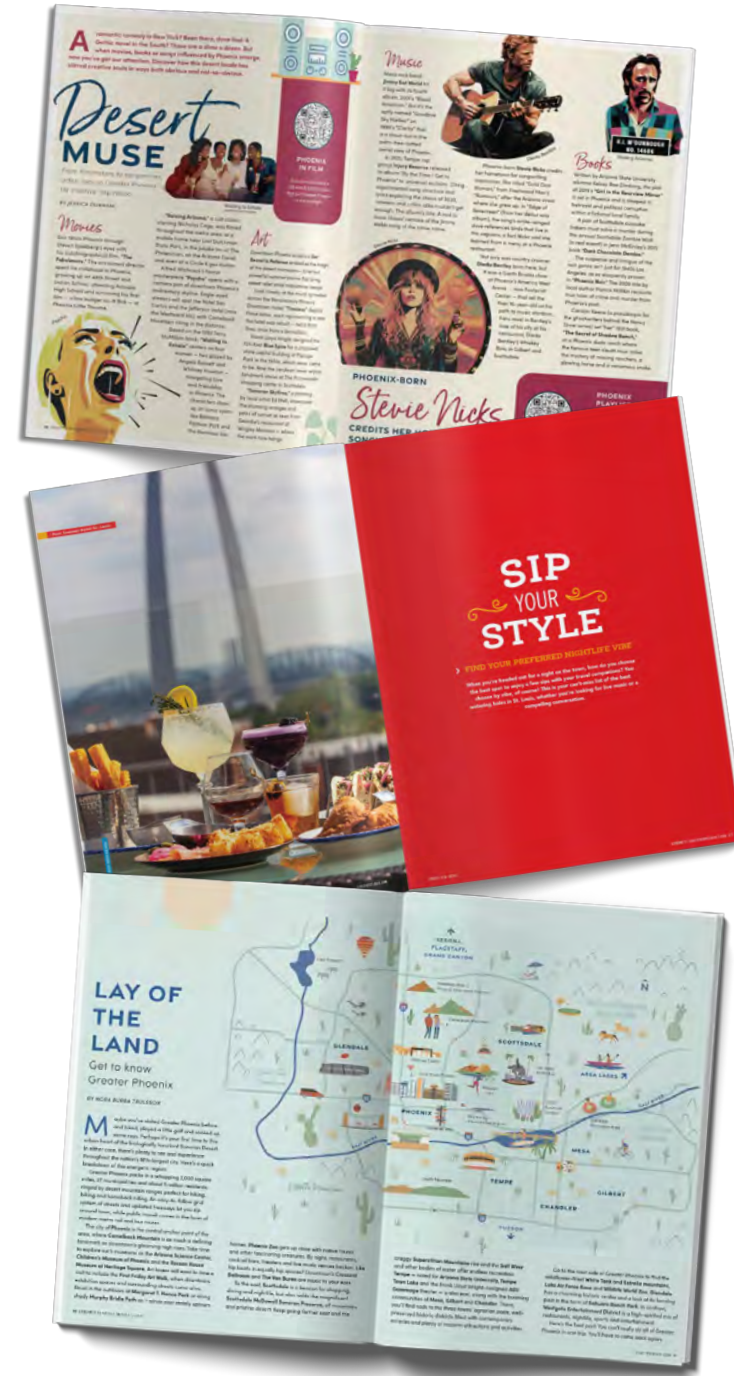
- Each story supports a campaign, not a one-off
- Features include digital extensions (like QR codes or short links)
- Your team has a roadmap to repurpose content across channels

Publish & Deliver

To control the quality and cost of the project, Madden conducts **several rounds of proofing** to ensure that your guide is immaculate, keeping you informed along the way as we move through the design process so you can provide input and direction.

You'll have the chance to review the layout before our board proof to request any photo or layout adjustments. In addition, we incorporate the following **proofing opportunities and quality assurance checks**:

- ➔ **Board Proof:** You'll see marks from professional external proofers, and we'll expect your input on any changes as well.
- ➔ **Pre-Press:** We'll again send you the printed documents, this time as Epson quality proofs, so you can see all versions of your full Visitor Guide and make any last edits. We'll send you the finished corrections before we send the files to the printer for one last stamp of approval. Once the final files are sent to the printer, Madden's team begins developing an interactive digital editions of the guide to be posted on the Visit Independence website.
- ➔ **Printing:** Our trusted printer will perform spot checks to ensure the entire printing and packaging process goes smoothly and meets all requirements.
- ➔ **Delivery:** When complete, the printer will ship and deliver the printed guides per the final terms upon award of contract.
- ➔ **Digital Edition:** We'll provide detailed reporting on user engagement, including metrics such as downloads, average time spent, and interaction with embedded features like QR codes. This data will help you measure the guide's impact and refine future strategies.



Digital Guide Process

Madden uses a proprietary digital edition platform that allows us to manage the creation of digital versions of every guide we produce. Within our platform, we can include hyperlinks for each URL in the guide and can add additional hotspots of any size to provide links for advertisements. We can also accommodate any additional hotspot requests Visit Independence might have, from QR codes to images to text callouts. Madden hosts the digital editions for our destination partners and supplies links for the guide, as well as any needed graphics to post the link on your website. By using our own platform to house clients' digital travel guides, we are able to create interactive digital editions at a low cost to our partners.



Anticipated Timeline

Our publication production schedules are individually tailored to each DMO's needs while incorporating best practices for a smooth production process and accurate final product. Our proposed timeline for the Official Visit Independence Visitor Guide provides a kickoff following award of the project and allows time for the production and design of the guide with multiple review and approval steps. Upon award, we look forward to detailing what each step in the process provides and making adjustments to meet your production needs, if deemed necessary. We have outlined a high-level work plan below based on the anticipated start date of June 2026.

| | JUN 2026 | JUL 2026 | AUG 2026 | SEPT 2026 | OCT 2026 | NOV 2026 | DEC 2026 | JAN 2027 | FEB 2027 |
|--|----------|----------|----------|-----------|----------|----------|----------|----------|----------|
| Initial Kickoff and Planning: We'll finalize the production schedule, outline the editorial and design plans, and fine-tune the ad sales plan. | | | | | | | | | |
| Content Development: Once you approve the editorial plan and feature outlines, we will hire local writers to develop the feature content for the guide. | | | | | | | | | |
| Ad Sales: We will discuss advertising milestones with your team during finalist interviews. | | | | | | | | | |
| Rough Copy Review: This will be your preliminary look at new features and other written content. | | | | | | | | | |
| Photo Planning: We'll discuss imagery you want and where to source assets. | | | | | | | | | |
| Copy Proof Reviews: For these text-only proofs we will route editorial and business listings separately for your review. | | | | | | | | | |
| Ad Close and Dummy Review: Ad sales are complete and copy is finalized. We will finalize the page count and route a pagination dummy for your review. | | | | | | | | | |
| Design: You can focus on other duties while our creatives work their magic to bring the copy to life! | | | | | | | | | |
| Layout and Board Proof Reviews: You will see how the entire book (without ads) will look. This is the final chance for copy or design tweaks. | | | | | | | | | |
| Color Proof Review: Now is the time to proof everything. What you see on these final proofs is what you'll see on the printed pages. | | | | | | | | | |
| Files to Printer: Once all pages are approved, we upload files to our printer and your guide is printed, bound, boxed, and delivered. | | | | | | | | | |
| Digital Edition Complete: While the Visitor Guide is being printed, we will create the digital edition for your website. | | | | | | | | | |
| Guide Delivery | | | | | | | | | |

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5. ADVERTISING
REVENUE MODEL



Our Philosophy for Ad Sales

At Madden, ad sales isn't an add-on—it's a core capability, powered by decades of experience and a team that knows how to deliver zero-cost publications without compromising quality or timelines. We understand how ad sales fit into the bigger picture, from every deliverable, every deadline, every detail.

Led by Ronda Thiem, SVP of Business Development and publication sales expert since 1993, our dedicated sales team approaches every project with clarity, hustle, and intention. We don't drop in—we integrate. That means your partners get a seamless, professional experience, and you get a process that's organized, collaborative, and outcome-focused. With Kim's local presence and knowledge of both Missouri and Independence, she will ensure the Visit Independence voice is represented in your guide. Tricia's sales expertise and understanding of partner engagement comes from managing the ad sales in guides for destinations such as the state of Missouri, Visit KC, and Explore St. Louis and she will bring in your partners ultimately offsetting your overall production cost.

Here's how we make it work:

- **Educate Partners:** We help your advertisers understand what they're investing in—from reach and readership to ROI. We make the numbers meaningful, so partners can see the value clearly and confidently.
- **Nurture Relationships:** We show up as an extension of the Visit Independence team—earning the trust of your partners through responsiveness, consistency, and care. Repeat advertisers aren't a bonus, they're the goal.
- **Communicate Constantly:** Transparency is non-negotiable. We keep your team in the loop with regular updates, sales reports, and insights into community response—so you're never left guessing.
- **Stay Organized:** Ad sales doesn't exist in a vacuum. We plan and pace every step to align with design, content, and production timelines—so everything arrives on time, and nothing gets dropped.

We've helped clients across the country fulfill their fiduciary responsibilities while still producing guides that are both beautiful and cost-effective. For Visit Independence, we'll do the same—bringing our deep expertise, relentless work ethic, and trusted process to your community's cornerstone marketing piece. In fact, historically for your guide, we produced ad revenue of approximately \$20,000 annually.



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6. PRICING STRUCTURE



Pricing

All pricing below are based on the RFP requirements/Scope of Work #1-#5. Overall guide page count will be determined with Visit Independence based on final ad sales. Pricing includes all specifications outlined. The pricing assumes all photography will be available from Visit Independence, a photo shoot is not accounted for below. We will do a “call for photography” to try to source free usage in guide.

| | |
|---|---|
| Page Count | 36 + 4=40 |
| Distribution | 32,000 copies |
| Trim Size | 8.25" x 10.75" |
| Bindery | Saddle Stitch |
| Project Cost | \$28,525 |
| Advertising Revenue Projection | \$14,360 (10 pages) |
| Estimated Sponsorship | \$14,165 |
| Projected Cost Estimate to CVB | \$14,135 |
| Revenue Share Model | 30% on all \$\$'s Over Advertising Revenue Projection |
| Total Print & Shipping Cost to CVB (includes dig. edition) | \$22,723 |

Minimum Specifications:

Format: Magazine

- **Color: 4/4 process + Spot Gloss UV on cover**
- **Paper Stock: Inside: 70# matte text / Cover: 80# matte cover**
- **Binding: Fold, stitch, and trim**
- **Special Features: Perforation on one page; Spot UV on cover**
- **Packaging: Carton packed for distribution**

As advertising sales are secured and payments come in, we keep track of every dollar. Once all ad payments have been collected, we reconcile the final balance—either returning surplus revenue or identifying any remaining amount owed by CVB.

Any unsold ad pages will be offered back for editoria or house ads. Visit Independence has the choice to accept the cost difference, if any, to the original agreement and page count. Another solution used often, is to cut the page count down, amounting from unsold ad pages, reprice the printing and shipping for a reduced page count option for cost savings.

Rate Card

| Rate Card (using existing rates) | Price |
|----------------------------------|---|
| Full Page | \$2,040 |
| Half Page | \$1,200 |
| Quarter Page | \$800 |
| Premium Positions | 25% markup and first right of refusal YOY |

1st year ad revenue goal:

\$14,360 with 10 pages of ads=

- 4 full pages
- 3.5 pages of halves
- 2.5 pages of quarters

2nd year goal = 15 ad pages!

With our expertise of producing guides, our sales team will ensure increased participation the longer we are in market selling for you.



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7. REFERENCES



References

If you're looking for proof of what we bring to the table, feel free to reach out to the clients listed below. They've seen firsthand how we've helped establish and amplify their brands through publications and they're more than happy to share their experience working with us.

| | | |
|--|---|---|
| <p>Visit KC</p>  <p>Derek Byrne Director of Content 816-691-3828 dbyrne@visitkc.com</p>  | <p>Experience Columbia SC</p>  <p>Kelly Barbrey VP of Marketing & Communications 803-545-0018 kbarbrey@experience columbiasc.com</p>  | <p>Explore St. Louis</p>  <p>Catherine Neville Vice President, Communications 314-992-0654 cneville@explorestlouis.com</p>  |
|--|---|---|



Start with empathy.
Build with insight.
Finish with heart.



Lure
creative



2027 Independence Missouri Visitors Guide

Dear Maila,

Lure Creative Design is excited to submit this proposal for producing the 2027 Visit Independence Visitors Guide. As an experienced and innovative publisher, we specialize in creating engaging, visually compelling, and revenue-generating visitor guides that elevate destination marketing efforts.

Our comprehensive, full-service approach ensures that we will manage all aspects of production, from design and printing, to advertising sales, editorial and digital integration. Our custom-built CRM system for advertisers, along with our expertise in content marketing and publishing, will streamline processes and maximize engagement.

We look forward to the opportunity to collaborate with you and deliver a high-quality guide that inspires travelers to explore the Independence Missouri Area.

Sincerely,

Morgan Brady
Vice President, Sales



ABOUT LURE CREATIVE

Who We Are

Lure Creative Design is a full-service destination marketing agency that specializes in visitor guides, digital marketing, and interactive travel experiences. With a team of highly skilled designers, writers, and advertising professionals, we offer turnkey publishing solutions for CVBs, DMOs, and Chambers of Commerce nationwide.

Our Services

- Custom Design & Layout
- Advertising Sales & Revenue Generation
- Editorial & Copywriting (including local storytelling)
- High-Quality Printing & Distribution
- Digital Guide Conversion
- AI Itinerary Builders

Why Choose Us?

- Deep expertise in destination marketing with decades of experience publishing travel guides.
- Proven advertising sales success to ensure fully funded publication costs.
- Integrated print and digital solutions, including interactive digital guides and e-newsletters.
- Highly skilled content team capable of producing engaging, locally driven storytelling.
- Cutting-edge CRM system for advertiser management, payment processing, and proof approvals.

PROJECT VISION

Over the years, visitor guides have transformed from simple informational brochures into immersive, inspirational storytelling pieces that captivate and engage travelers. Modern guides emphasize emotional storytelling, featuring larger, more compelling imagery and editorials that forge deep connections with visitors. This evolution reflects a shift toward creating memorable experiences through personalized narratives and visual storytelling that go beyond just listing attractions. Additionally, visitor guides have transitioned from pre-arrival planning tools to post-arrival companions, designed to enhance the on-site experience by highlighting local stories, hidden gems, and insider tips that inspire deeper exploration.

To keep guides relevant in today's tech-driven world, integrating digital elements such as QR codes is essential. By incorporating scannable codes linked to interactive maps, itineraries, and up-to-date event listings, the guide becomes a seamless bridge between print and digital content. This approach ensures visitors have real-time access to expanded resources, while still benefiting from the tactile, inspirational appeal of a physical guide. By blending storytelling, stunning visuals, and digital integration, today's visitor guides serve as dynamic tools that inspire travelers while enhancing their experience on the ground.

PROJECT SCOPE & DELIVERABLES

The 2027 Independence, Missouri Visitors Guide will immerse readers in the rich history, pioneering spirit, and enduring charm of Independence. Showcasing iconic attractions such as the Harry S. Truman Library and Museum, the historic Independence Square, and the National Frontier Trails Museum, the guide will highlight the destination's unique blend of deep-rooted heritage and vibrant community culture. The guide will also feature the city's welcoming districts filled with local boutiques, specialty shops, cultural attractions, and diverse dining experiences that reflect Independence's authentic character. Visitors will be inspired to explore the area's natural beauty and outdoor spaces, from scenic parks and walking trails to family-friendly attractions and community events. Through engaging storytelling, stunning photography, and curated itineraries, the Visitors Guide will connect travelers with the unforgettable experiences and genuine hospitality that define Independence, Missouri.

Our team is committed to producing a visually stunning, editorially engaging, and strategically structured Visitors Guide that exceeds client expectations. By combining authentic storytelling, dynamic imagery, innovative advertising opportunities, and seamless digital integration, we will deliver a publication that enhances visitor engagement, strengthens Independence's reputation as a premier heritage destination, and drives measurable economic impact. Every aspect of the guide, from content development and design to ad sales and targeted distribution, will align with destination marketing goals, helping position Independence as a must-visit destination for leisure travelers, couples, families, and groups alike.

Advertising Sales

- Full-service advertising sales management, including rate card development and targeted outreach.
- Lure Creative's proprietary CRM system enables advertisers to:
 - Digitally sign contracts and process payments online.
 - Upload ad artwork and track proof approvals seamlessly.
 - Receive real-time performance insights on digital ad placements.

Roles & Responsibilities:

Client:

- Provide advertising prospect list and approve advertising rate cards.

Lure Creative Design:

- Manage all advertising sales, client outreach, and CRM system.
- Conduct weekly meetings with client team.
- Provide weekly reporting on sales activity.

Design & Layout

- Custom magazine-style layout that aligns with client's branding and tourism strategy.
- Engaging visual design that balances high-impact imagery with clear, easy-to-read typography.
- Strategic use of **white space and grid-based layouts** to ensure a clean, modern look.
- Incorporation of **local photography** to create an authentic and inviting representation of client's area.
- Designed to **drive engagement**, with clear calls to action, featured sections, and interactive elements for digital versions.
- **Ad placement optimization** to maximize visibility and effectiveness for advertisers without disrupting editorial flow.
- Collaborative design review process with **three rounds of revisions** to ensure alignment with client's vision. Additional rounds billed at \$150/hour.
- Preparation of print-ready files with **full bleed, color correction, and high-resolution formatting** for professional-quality printing.

Roles & Responsibilities:

Client:

- Provide branding guidelines, logos, and other required design elements. Approve design drafts and final layouts.

Lure Creative Design:

- Handle all aspects of design, layout, and formatting, ensuring a high-quality, visually compelling guide.

Guide Specs

•Print Specifications:

- **Size:** 8.25 x 10.75
- **Quantity:** 32,000
- **Pages:** 36pg + 4pg cover
- **Stock:** Body: 70# matte/ Cover: 80# matte cover
- Binding: fold, stitch and trim
- **Inks:** 4/4 process + spot gloss UV on cover

Digital Guide Development

- Development of an **interactive digital version** of the guide with:
 - **Clickable links** to advertiser websites.
 - **SEO optimization** for increased search visibility.
 - **Interactive table of contents** and embedded video capabilities.

Roles & Responsibilities:

Client:

- Review and approve digital guide features and interactive elements.

Lure Creative Design:

- Convert print guide to an interactive digital format with enhanced features.

Content & Photography

- Creation of engaging content, including feature stories and itineraries.
- Collection of high-resolution images that showcase client's attractions and experiences.

Roles & Responsibilities:

Client:

- Provide access to image library
- Create content outline with Lure Creative
- Provide listing copy

Lure Creative Design:

- Write, format and incorporate content into the guide layout.

Distribution (Managed by Client)

Roles & Responsibilities:

Client:

- Provide all instructions related to deliveries.

Lure Creative Design:

- Ensure timely delivery of printed guides to designated locations.

PROJECT CALENDAR

Below is a tentative timeline outlining the key milestones for the **Visitors Guide**:

Phase 1: Planning, Ad Sales & Content Development (4 weeks)

- Kick-off meeting to align on project goals, content direction, and branding guidelines.
- Collection of assets (existing content, photos, logos, marketing materials).
- Content development, including interviews, research, and writing.
- Creation of advertising materials and launch of sales campaign.

Phase 2: Advertising Sales & Client Approvals (4 weeks)

- Continued outreach to advertisers, leveraging Lure Creative's CRM for contract management and artwork collection.
- Ad sales reporting and revenue tracking.
- Cover designs and layout concepts presented for review (up to 3 rounds of revisions).
- Final approval of editorial content and advertisements.

PROJECT CALENDAR

Phase 3: Final Design & Production (4-6 weeks)

- Final design adjustments and layout refinements.
- Proofing process, including three rounds of client revisions.
- Preparation of files for print and digital distribution.

Phase 4: Digital & Print Distribution (4 weeks)

- Printing and production of guides
- Delivery of printed guides to designated distribution points.

Ongoing Support & Performance Tracking

- Quarterly reporting on digital guide engagement and ad performance.

DESTINATION CLIENTS

- Houston, TX
- Breckenridge, CO
- Visit Fresno, CA
- Haywood County, NC
- York County, SC
- City of Camden, SC
- Aspen, CO
- Amarillo, TX
- Kansas City, KS
- Buellton, CA
- Alamosa CVB
- Huntsville CVB
- Salado, TX
- Greater Merrimack Valley CVB
- Central Massachusetts CVB
- Putnam County CVB
- Alexander City Chamber of Commerce
- City of Kingman
- Orange County Chamber of Commerce
- Pa Route 6 Association
- City of Thomasville
- Wilson County, NC
- Flint, Michigan
- Duplin County, NC
- Los Angeles, CA
- Greater Freeport Partnership
- Arlington Convention and Visitor Service
- Clinton County Convention & Visitors Bureau
- Front Royal-Warren County Visitors Center
- DeSoto Chamber of Commerce
- Gila Bend Chamber of Commerce
- The Naked Winery
- Conroe CVB, TX
- Clermont County CVB, OH
- Loudoun County
- Cheatham Chamber of Commerce
- Putnam County CVB, WV
- Cleveland County Visitor Center, NC
- Santa Clarita, CA
- Middletown Chamber of Commerce
- Greater Dover Chamber of Commerce

CASE STUDY: HOUSTON VISITORS GUIDE

Circulation Increase:
400K → 500K

Ad Revenue Boost:
\$372K → \$424K

Revenue Share to
Client: 2% → 20%

Zero Cost, \$84K+ in
Profit for Client

CASE STUDY: BRECKENRIDGE VISITORS GUIDE

Circulation Growth: 20K
→ 60K

Ad Revenue Jump: \$52K
→ \$92K

Client Profit Return:
+\$20K in direct revenue



PRICE SUMMARY

Design & Layout: Included

Advertising Sales Support: 30% commission on gross sales

Editorial: \$300/two-page spread

Printing & Delivery: Included

Digital Guide Conversion: Included

Print Specs:

Size: 8.25 x 10.75

Quantity: 32,000

Pages: 36pg + 4pg cover

Stock: Body: 70# matte text/ Cover: 80# matte cover

Binding: fold, stitch and trim

Inks: 4/4 process + spot gloss UV on cover

Total Cost for Design & Printing:.....\$26,265

Freight:.....\$1,898*

To help offset the costs of this project, Lure Creative will provide client with 70% of the gross advertising revenue sold. This will be sent to client upon the completion of the campaign. This payment will be made by check.

*Freight costs to 8 locations provided by Visit Independence are estimated and will be billed at time of shipping.

TERMS & CONDITIONS

These Lure Creative Design, Inc. Proposal Terms and Conditions (the “Terms and Conditions”) are attached to the Lure Creative Design, Inc. Proposal (the “Proposal”) that will act as the agreement between Lure Creative Design, Inc., (“Lure Creative Design, Inc.”) and you (“Customer”) for purposes of the transactions referenced in the Proposal.

1. Any products and/or services to be supplied by Lure Creative Design, Inc. under the Proposal will provided in accordance with the specifications set forth in the Proposal. Any dates or schedules specified in the Proposal for the delivery of any products or services by Lure Creative Design, Inc. are only estimates and shall not be binding upon Lure Creative Design, Inc.. Lure Creative Design, Inc. shall not incur any liability, either directly or indirectly, nor shall any engagement be canceled as a result of any delays in meeting such dates or schedules.
2. Lure Creative Design, Inc. may refrain from starting any work under the Proposal until such time as Customer has delivered to Lure Creative Design, Inc. all required content, including, but not limited to, copy, image files, logos and reference materials. Any delays in providing such content by Customer will extend the time period for the delivery. Lure Creative Design, Inc. has no obligation to review any content, information or other materials supplied by Customer and does not assume any liability therefore.
3. Lure Creative Design, Inc. shall not be responsible for any delays or inability of third parties used by Lure Creative Design, Inc. to provide the products and/or services under the Proposal. Any price estimates in the Proposal may be based on a quote from a third party. Lure Creative Design, Inc. shall not be bound by any price quote in the Proposal if any such third party fails to provide the products or services as agreed.

TERMS & CONDITIONS

4. CANCELLATION. In the event Customer cancels the engagement contemplated under the Proposal or fails to deliver any items set forth in the Proposal or these Terms and Conditions after written request by Lure Creative Design, Inc., Customer shall pay to Lure Creative Design, Inc. all charges and fees incurred by Lure Creative Design, Inc. through the date of termination. In addition, without limiting the availability of any and all other legal or equitable remedies, Customer shall pay a cancellation fee, depending upon the date of cancellation, equal to the following schedule: (a) cancellation during Phase 1 (or equivalent period) – 50% of total estimated fees; (b) cancellation during Phase 2 (or equivalent period) – 75% of total estimated fees; and (c) cancellation during Phase 3 (or equivalent period) – 100% of total estimated fees.

5. OWNERSHIP. Any content or materials supplied by Customer shall remain the property of Customer. Any image, graphics, coding, scripts, text, source files, software or other materials supplied or prepared by Lure Creative Design, Inc., and any derivative works there from, shall remain the property of Lure Creative Design, Inc.; provided Lure Creative Design, Inc. shall grant to Customer the limited right to use such materials, on a non-transferable basis, on its Web site or as otherwise contemplated in the Proposal. Notwithstanding any other provision of the Proposal or these Terms and Conditions, Customer shall not be permitted to modify, reverse engineer, disassemble or decompile any software or source code supplied by Lure Creative Design, Inc. for any Web site developed by Lure Creative Design, Inc..

6. INDEMNIFICATION. Customer shall indemnify and hold Lure Creative Design, Inc., and its directors, officers, employees and agents, harmless from and against any claims, losses, damages, liabilities, costs or expenses of any nature (including reasonable attorney's fees) suffered or incurred by any of them to the extent that such are caused by (i) a breach of the Proposal or these Terms and Conditions by Customer, or (ii) any content or materials supplied by Customer.



AGREEMENT

Yes, I authorize Lure Creative to begin development on the Visitors Guide project as outlined by the above terms.

____: **2027 Independence Missouri Visitors Guide Publishing**

____: **Copywriting Support**

Accepted By:

Visit Independence • Maila Young
111 East Maple St. • Independence, Missouri 64050

Printed Name: _____ Title: _____

Signature: _____ Date: _____

Prepared By:

Lure Creative Design, Inc. • Morgan Brady
151 Portage Trail Suite 2 • Cuyahoga Falls, OH 44221

Printed Name: _____ Title: _____

Signature: _____ Date: _____



**REACTOR
DESIGN**

Visit Independence Tourism Guide 2027

May 1, 2026

VISIT INDEPENDENCE

Tourism Guide Production

Version 1

Scope of Work + Investment

The 2027 Tourism Guide will build on the momentum of a successful brand launch and the strong foundation established with the 2026 guide. With the new Visit Independence brand now in market, this next edition offers an opportunity to deepen the story, refine the visitor experience, and continue positioning Independence as a destination full of history, character, and unexpected discoveries. Our team will work alongside trusted writers, production partners, and printing resources to create a guide that feels fresh, useful, and unmistakably aligned with your brand voice. More than a repeat publication, the 2027 guide will be a next chapter, using compelling content, thoughtful design, and practical trip-planning tools to inspire visitors and residents to keep exploring Independence in new ways.

Tasks

Project Management

We will provide clear, consistent project management throughout the magazine design process. A dedicated point of contact will oversee communication, scheduling, timeline, budget awareness, and overall coordination from kickoff through final delivery.

Key milestones will include project kickoff, content and asset review, creative approval, layout review, revision checkpoints, pre-production review, and final files. Throughout the process, we will provide timely status updates, keep both teams aligned on next steps, and proactively flag any items that could impact schedule, budget, or final production.

Copywriting, Stories & Copyediting

At the heart of the guide is storytelling, and will bring Independence to life in a way that feels true, compelling, and unmistakably authentic. Building on the success of the first guide, our team will work with **Katy Schamberger** again to create new and fresh content and stories. Her copywriting approach will build on the new brand voice and will include core content, community stories, destination highlights, visitor resources, trip planners, and other modern tourism marketing techniques designed to immerse and engage the reader.

To ensure the highest quality final product, we are incorporating a **professional proofreader** this year. This two-phase editorial approach will include substantive editing to refine the tone, clarity, and structural consistency, followed by meticulous line editing and design proofing for a flawless, press-ready guide.

Creative & Design

Design is what gives the guide its heart, ensuring every page captures the vibrant spirit of Independence. From eye-catching cover concepts (including a possible **illustrated cover**) to immersive editorial layouts and custom maps, our team will craft a visual experience that is as dynamic as it is easy to navigate. Rooted in the new brand's core principles, we will develop a cohesive design system that elevates every story and makes trip planning a breeze. Every detail, from the choice of typography to bespoke illustrations, will be intentionally designed to create a guide that feels uniquely and authentically Independence.

Production & Ad Sales

Our team will oversee all aspects of production for the 2027 guide, including ad sales. We will manage the process from initial content discussion through final press-ready files. Ad sales will be handled by **Kelly Scanlon**, magazine industry veteran with several decades of experience in producing ad-supported print and online publications. We will ensure consistency, quality control, and a streamlined workflow that aligns with the refined Visit Independence brand standards. This year's production also includes a downloadable PDF version for mobile visitors and website "flip-book."

Printing

We will collaborate with Harvest Graphics again, as they are a trusted partner with extensive experience producing publications at the highest quality. While we intend to move forward with them based on their competitive pricing and sheet-fed quality, we can look at additional print options if needed later this fall. Our team will manage the proofing process closely, reviewing and approving each stage to ensure accuracy, consistency, and alignment with the creative vision. We will also coordinate press schedules and delivery timelines to ensure the finished guide is produced on time and ready for distribution as planned.

Creative Cost Proposal

The following cost proposal includes **two pricing scenarios** based on final magazine size. The standard price reflects a standard publication of 36 interior pages plus 4 cover pages, matching the 2026 publication. The high range reflects an expanded publication of 48 interior pages plus cover, which may be recommended if advertising sales generate enough content and revenue to support additional pages. The total cost of the standard publication this year is roughly the same cost as last year, but includes professional proofreading and photography.

| ITEMS | Standard 40 pages | High 52 pages |
|--|----------------------|-----------------------|
| Creative & Design, PM, Production Support | \$15,000 | \$19,000 |
| Copywriting/Stories | \$9,500 | \$13,000 |
| Copyediting/Proofreading | \$3,450 | \$4,600 |
| Photography Cover images and story shoots as needed | \$2,000 (½ day) | \$3,500 (full day) |
| TOTALS | \$29,950 | \$40,100 |

Print Cost Proposal

| PRINTING - Harvest Graphics | | |
|--|---|--|
| <ul style="list-style-type: none"> • 8.25" x 10.75" • 80# Dull/Matte Cover Stock • 70# Dull/Matte Text Interior Stock • 4/4 Printing Throughout • Saddle stitch binding • Cover: Spot gloss UV + flood soft touch • Perf map page • QUANTITY 32,000 | | |
| PAGE COUNT | VI Purchases Directly from Harvest | Reactor Purchases from Harvest and Bills VI |
| <p>36 pages + Cover</p> <p>Same overall page count as last year. The addition of ads will reduce overall editorial at this page count.</p> | <p>\$25,799*</p> | <p>\$29,668*</p> |
| <p>48 pages + Cover</p> <p>This page count maximizes the print process using three full signatures, which reduces total cost per page of printing. Consider this larger page count if many ads are sold.</p> | <p>\$30,609*</p> | <p>\$35,200*</p> |

* Print costs above are estimates only, and are not final. Due to the fluctuating costs of paper and labor, we will requote the print costs in December 2026 to get an accurate final cost for printing.

Ad Sales Proposal

STRUCTURE AND COMPENSATION

We will partner with industry expert **Kelly Scanlon** to develop a market-sensitive advertising program that aims to partially offset 2027 guide costs. We intend to increase rates based on previous benchmarks while keeping them realistic for the Independence market.

We are targeting an average full-page cost of **\$800**, representing a moderate increase from previous years, and representing a cost that is closer to an industry minimum of \$25 per 1,000 copies. Smaller units and premium placements will be scaled accordingly. We will finalize effective rates once sales begin to ensure we balance revenue goals with market interest.

Our net advertising offset model applies revenue (after commissions of 20%–28% + 10% administration fees) as a credit toward production and printing costs.

Unsold space will be converted into high-quality editorial content, photography, maps, or house ads to maintain the guide's integrity.

If sales exceed expectations, we recommend increasing the page count to maintain a quality balance between advertising and storytelling, further offsetting total costs.

Sales Compensation

The freelance sales representative will be compensated entirely on a commission basis. This progressive structure provides uncapped earning potential tied directly to collected revenue tiers.

Revenue Sold

\$0 - \$10,000 = 20% Commission

\$10,001 - \$20,000 = 25% Commission

\$20,001 + = 28% Commission

Because advertising sales require significant coordination beyond the initial sale, Reactor will retain a 10% **advertising administration fee** from gross collected ad revenue. This fee helps cover the time required for additional advertiser communication, billing coordination, material collection, proofing, ad placement, and production management. This fee is separate from any outside sales commission and is intended to cover the internal administrative and production work necessary to bring sold ads through final publication.

Timeline

We agree with the general project timeline outlined in the RFP and believe it provides an appropriate runway for ad sales, content development, design, proofing, print production, and delivery. To help keep the project on track, we have added several recommended milestone dates below. These dates can be refined during project kickoff based on final approval timelines, advertiser deadlines, printer schedules, and Visit Independence review needs.

| Phase | Proposed Timing |
|--|------------------------------|
| Project Kickoff | June 2026 |
| Ad Sales Launch | July 2026 |
| Initial Planning / Content Outline | July 2026 |
| Advertiser Commitment Deadline | October 16, 2026 |
| Ad Materials Due | October 30, 2026 |
| Content Development / Writing | September - October 2026 |
| Initial Design & Layout | November - December 2026 |
| First Full Proof to Visit Independence | December 16, 2026 |
| Proofing & Revisions | December 2026 - January 2027 |
| Final Approval to Print | January 22, 2027 |
| Print Production | January - February 2027 |
| Delivery | February 2027 |

This timeline maintains the structure requested in the RFP while adding key decision points for advertising, content, proofing, final approval, and print production. It also allows enough flexibility to increase the guide size if advertising sales exceed expectations and additional editorial pages are needed to maintain a balanced, visitor-focused publication.

VISIT INDEPENDENCE

I agree to the terms in this proposal.

Name: _____

Signature: _____

Date: _____

REACTOR DESIGN

I agree to the terms in this proposal.

Name: _____

Signature: _____

Date: _____

© REACTOR, LLC / Valid for 30 days / All ideas submitted in this proposal are intellectual property of REACTOR, LLC, and are not to be used or altered without the consent of REACTOR, LLC.

Proposal Terms

This proposal does not include cost of travel, stock photography, copywriting, printing, fabrication or installation, other than noted. These costs can be quoted additionally as needed. All costs are contingent on all base project items being included as part of final scope and include efficiencies for working on items simultaneously. If certain items are eliminated from scope, cost of remaining items may change.

Miscellaneous expenses such as shipping will be considered reimbursable.

We may procure printed materials and third-party goods or services on your behalf. These items will be invoiced at our cost plus a handling fee equal to a percentage of the total wholesale cost (typically 15–25%). This markup covers risk, cash flow and quality control. Client authorizes payment of such items as part of regular billing.

Please note that the proposed costs are given based on information provided. Additional client revisions and/or scope changes may account for changes to the final costs. REACTOR will make all attempts to work within your budget and within the budget set forth on these pages and we will contact you first if anything changes.

In the event of termination, the client shall be liable for any outstanding invoices billed prior to written notice of termination. Additionally, REACTOR shall be compensated for the services performed through the date of written notice of termination in an amount to include hourly fees for work performed by REACTOR, including initial project set-up, management, and design, (OR) a total of 25% of the remaining unbilled contract total, whichever is greater.

Additionally, the client will pay any out of pocket expenses REACTOR has incurred to the date of termination.

If project approvals or work stall for a period of more than 45 days, REACTOR reserves the right to bill the client for the next progress billing, or to send final invoice if the project is more than 75% completed.

All invoices are due within 15 days of receipt and subject to all applicable interest and late fees.