



DISCOVER SANTA CLARA®
BOARD OF DIRECTORS
MEETING AGENDA

May 16, 2024, 1:00 p.m.
Santa Clara Convention Center
5001 Great America Parkway, Room 207
Santa Clara, CA 95050

Members of the public can participate remotely via Zoom:
<https://us06web.zoom.us/j/86874706335>

Meeting ID: 868 7470 6335 or by phone 1 (669) 444-9171

CALL TO ORDER

ROLL CALL

PUBLIC COMMENT

For public comment on items on the Agenda that are within the subject matter jurisdiction of the Board.

SPECIAL ORDER OF BUSINESS

1. Announcement of Board of Directors Resignations.
2. Discover Santa Clara® Marketing Update.

CONSENT AGENDA

Matters listed in the Consent Agenda section will be considered routine by the Board and will be enacted by one motion. There will be no separate discussion of the items on the Consent Calendar unless the discussion is requested by a member of the Board, staff, or public. If discussion is requested, that item will be removed from the section entitled Consent Agenda and will be considered under Consent Items Pulled for Discussion.

3. Action on the Minutes of:
 - Discover Santa Clara® Board of Directors – March 21, 2024

Recommendation: Note and File Meeting Minutes.

4. Action on Discover Santa Clara’s FY 2023/24 2nd Quarterly Report Ending December 31, 2023.

Recommendation: Note and file Discover Santa Clara’s 2nd Quarterly Report Ending December 31, 2023.

5. Action on Discover Santa Clara’s FY 2023/24 3rd Quarterly Report Ending March 31, 2024.

Recommendation: Note and file Discover Santa Clara’s 3rd Quarter Report Ending March 31, 2024.

CONSENT ITEMS PULLED FOR DISCUSSION

PUBLIC PRESENTATIONS

This item is reserved for persons to address the Board on any matter not on the agenda that is within the subject matter jurisdiction of the Board. The law does not permit action on, or extended discussion of, any item not on the agenda except under special circumstances. The Board or staff may briefly respond to statements made or questions posed and may request staff to report back at a subsequent meeting.

GENERAL BUSINESS – ITEMS FOR DISCUSSION

- 6. Discussion and Action on Discover Santa Clara’s® Proposed FY 2024/25 Operating Budget. (Action Requires Seventy-Five Percent (75%) Approval of Board of Directors)

Recommendation:

Approve Discover Santa Clara’s® Proposed FY 2024/25 Operating Budget.

COMMITTEE UPDATES

- 7. Committee Updates

GENERAL ANNOUNCEMENTS

ADJOURNMENT

The next regularly scheduled meeting is on **June 20, 2024**.

Brown Act:

Government Code 54950 et seq (the Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72 hours prior to a regular meeting. Action may not be taken on items not posted on the agenda. Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Discover Santa Clara® at dscadmin@discoversantaclara.org prior to the meeting.

Notice to Public:

The public is welcomed and encouraged to participate in this meeting. Public comment (3 minutes maximum per person) on items listed on the agenda will be heard at the meeting as noted on the agenda. Public comment on items not listed on the agenda will be heard at the meeting as noted on the agenda. Comments on controversial items may be limited and large groups are encouraged to select one or two speakers to represent the opinion of the group. The order of agenda items is listed for reference and may be taken in any order deemed appropriate by the Board of Directors. The agenda provides a general description and staff recommendation; however, the Board of Directors may take action other than what is recommended.

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), Discover Santa Clara® will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities, and will ensure that all existing facilities will be made accessible to the maximum extent feasible. Discover Santa Clara® will generally, upon request, provide appropriate aids and

services leading to effective communication for qualified persons with disabilities including those with speech, hearing, or vision impairments so they can participate equally in Discover Santa Clara® programs, services, and activities. Discover Santa Clara® will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all its programs, services, and activities.

Agendas and other written materials distributed during a public meeting that are public record will be made available by Discover Santa Clara® in an appropriate alternative format. Contact Discover Santa Clara® at dscadmin@discoversantaclara.org with your request for an alternative format copy of the agenda or other written materials.

Individuals who require an auxiliary aid or service for effective communication, or any other disability-related modification of policies or procedures, or other accommodation, in order to participate in a program, service, or activity of Discover Santa Clara® should contact Discover Santa Clara® at dscadmin@discoversantaclara.org as soon as possible before the scheduled event.

ATTACHMENTS

Omnichannel Marketing Ecosystem Project Update

Madden Media Progress

- **Positioning & Branding**

- Positioning Meeting hosted in Santa Clara on April 22nd.
- Presented a first iteration of a positioning statement for Discover Santa Clara® (DSC).
- 2nd draft of positioning statement and elevator pitches delivered to the DSC team on May 9th for review and next round of revisions.

- **Photo & Video**

- Current asset library provided to Madden for review.
- Additional assets sought out from partners.
- Asset library assessed. Shot list under development for photo and video shoot scheduled first the week of June.



- **SEO**
 - Research completed on current website performance. Suggestions made to optimize current website and develop new website.
- **Website**
 - Hosted kickoff meeting.
 - Finalizing formal Statement of Work.
- **Visitor's Guide**
 - Hosted kickoff meeting.
 - Developing rate card for advertising sales.
 - Confirming schedule for development, production and distribution.



Thank you



DISCOVER SANTA CLARA®
BOARD OF DIRECTORS
MEETING MINUTES

BOARD OF DIRECTORS MEETING
MAY 16, 2024
AGENDA ITEM #3

March 21, 2024, 2:00 p.m.
Hyatt Regency Santa Clara
5101 Great America Parkway
Bayshore Room
Santa Clara, CA 95050

CALL TO ORDER

Chair Lentz called the meeting to order at 2:04 p.m.

ROLL CALL

Chair Lentz welcomed the newest Board Member, Billy Moreno, General Manager of Delta Silicon Valley.

Present: Treasurer Kelly Carr, OVG360
Member Lorne Ellison, Levy Restaurants
Member Barb Granter, California's Great America
Member Erin Henry, Hyatt Santa Clara
Chair Catherine Lentz, Forty-Niners Stadium Management Company
Member Billy Moreno, Delta Silicon Valley
Member Nadine Nader, City of Santa Clara
Vice-Chair Chris Sullivan, Santa Clara Marriott

Quorum Met: 8

Secretary Christine Lawson, Discover Santa Clara® (Ex-Officio)
Member Chuck Baker, City of Santa Clara (Ex-Officio)

Absent: Member Leo Wandling, I.A.T.S.E Local Union 134

Attendance: Jasmin Avina, Discover Santa Clara®
Nancy Thome, City of Santa Clara

PUBLIC COMMENT

For public comment on items on the Agenda that are within the subject matter jurisdiction of the Board.

There were no public comments.

SPECIAL ORDER OF BUSINESS

1. Introduction of new Administrative Services Manager Jasmin Avina.

Chair Lentz welcomed the Administrative Service Manager Jasmin Avina to her first Board Meeting.

CONSENT AGENDA

Matters listed in the Consent Agenda section will be considered routine by the Board and will be enacted by one motion. There will be no separate discussion of the items on the Consent Calendar unless the discussion is requested by a member of the Board, staff, or public. If discussion is requested, that item will be removed from the section entitled Consent Agenda and will be considered under Consent Items Pulled for Discussion.

2. Action on the Minutes of:

- Discover Santa Clara® Board of Directors – January 18, 2024

Recommendation: Note and File Meeting Minutes.

3. Action on the December 2023 and January 2024 Financial Reports.

Recommendation: Note and File the December 2023 and January 2024 Financial Reports.

4. Action on the January and February 2024 Sales Activity Reports.

Recommendation: Note and File the January and February 2024 Sales Activity Reports.

A motion was made by Treasurer Carr, seconded by Member Nader, to approve the Consent Calendar.

Ayes: 8 Treasurer Carr, Member Ellison, Member Granter, Member Henry, Chair Lentz, Member Moreno, Member Nader, Vice-Chair Sullivan

Absent: 1 Member Wandling

CONSENT ITEMS PULLED FOR DISCUSSION

PUBLIC PRESENTATIONS

This item is reserved for persons to address the Board on any matter not on the agenda that is within the subject matter jurisdiction of the Board. The law does not permit action on, or extended discussion of, any item not on the agenda except under special circumstances. The Board or staff may briefly respond to statements made or questions posed and may request staff to report back at a subsequent meeting.

There were no public presentations.

GENERAL BUSINESS – ITEMS FOR DISCUSSION

5. Action to Ratify an Agreement with Madden Preprint Media LLC dba Madden Media for Website Redesign and Marketing Services for a Three-Year Term.

Recommendation:

1. Ratify an Agreement with Madden Preprint Media LLC dba Madden Media for website redesign and marketing services in the amount of \$474,020 for an initial three-year term beginning March 11, 2024, and ending March 10, 2027.
2. Approve Chief Executive Officer to absorb expenses exceeding the Marketing & Communications Non-Personnel Budget and to offset expenses with current savings in the FY 2023/24 Operating Budget.

Director of Marketing, Katelyn Studebaker provided an overview of the staff report and shared the background and the procurement process that was conducted that led to the selection of Madden Media. Katelyn noted there were corrections to the FY amounts listed in Table C of the staff report. The following corrections were noted: FY 2023/24 = \$227,195. FY 2024/25 = \$184,1885, FY 2025/26 = \$62,640 for a total three-year contract amount of \$474,020.

Katelyn added that they anticipate they can absorb the current fiscal year cost into the current budget and that Madden Media plan to cover the five major projects as part of the contract.

Ex-Officio Baker indicated that he would like to get clarity on the marketing sprints and what the turnaround time is to fix business functionality items and is there a financial impact if Madden doesn't fix it. Katelyn indicated that she would review the contract and add amendment addressing turnaround time for addressing business functionality items if needed.

Nancy Thome added that the sprints were optional based on DMO need and that optional sprints totalled \$78,000 of the overall contract. Additionally, the payment schedule included in the contract is subject to change depending on if items are completed quickly or if there is an unexpected delay. Recommendation #2 was being requested so that if progress moves quicker than usual, Marketing may exceed the program budget by more than \$25,000, the DMO would not need to return to the Board for approval later: the CEO is required to get Board approval for program expenses exceeding \$25,000.

Member Henry left the meeting at 2:27 p.m.

A motion was made by Member Nader, seconded by Member Ellison, to: 1) Ratify an Agreement with Madden Preprint Media LLC dba Madden Media for website redesign and marketing services in the amount of \$474,020 for an initial three-year term beginning March 11, 2024 and ending March 10, 2027, and 2) Approve Chief Executive Officer to absorb expenses exceeding the Marketing & Communications Non-Personnel Budget and to offset expenses with current savings in the FY 2023/24 Operating Budget.

Ayes: 7 Treasurer Carr, Member Ellison, Member Granter, Chair Lentz, Member Moreno, Member Nader, Vice-Chair Sullivan

Absent: 2 Member Wandling, Member Henry

6. Chief Executive Officer Monthly Update.

- 6A. Staffing Update
- 6B. Sales & Administrative Update
- 6C. Marketing Update

Referring to the PowerPoint Presentation included in the agenda packet, Secretary Lawson, Director of Sales Luz Chatman, Director of Marketing Katelyn Studebaker, and Marketing Manager Ben Landis provided an update on DMO administration, sales, and marketing efforts.

Secretary Lawson welcome Jasmin Aviña as the new Administrative Services Manager to the DMO administration team. Ongoing efforts to find the next Sales Manager will continue in the coming weeks by the Director of Sales, Luz Chatman leading recruitment initiatives.

Accomplishments and sales priorities include, but is not limited to, partnerships with Baronfeld Consulting, Visit Salt Lake City, Visit Oakland, and participation in the Visit California Outlook Forum. The sales and marketing teams are planning future travel to engage in networking opportunities with other DMOs.

Member Nader left the meeting at 2:54 p.m.

Ex-Officio Baker left the meeting at 3:00 p.m.

COMMITTEE UPDATES

7. Committee Updates

There were no Committee Updates.

GENERAL ANNOUNCEMENTS

ADJOURNMENT

The meeting adjourned at 3:05 p.m. The next regularly scheduled meeting is on **April 18, 2024.**

**DISCOVER
SANTA
CLARA®**

FY 2023/24

Quarterly Report

2nd Quarter Ended December 31, 2023



Updated: 02.02.2024

TABLE OF CONTENTS

Executive Summary 3

Key Accomplishments 4

Key Performance Indicators (KPIs) Progress Update13

Second Quarter Budget Summary14

DSC Program And Activity Highlights.....15

 Sales and Marketing.....15

 Administration and Operations17

 Contingency/Reserve17

Third Quarter Focus18

Appendix.....20

Attachment A - DMO FY 2023/24 Second Quarter Financials36



Executive Summary

In the dynamic and ongoing startup environment of our DMO, the first quarter was marked by a dedication to recruiting top sales and marketing talent to build a strong team—a critical step in executing the ambitious initiatives outlined in our FY 2023/24 budget. As we continue to recruit for our open Administrative Services Manager role an additional Sales Manager. We approached the second quarter with a potent team assembled, putting us in the prime position to shift from preparation mode to actively promoting our destination and partners in the market.

In the second quarter, our Sales and Marketing team gained momentum, making remarkable strides. The Sales Team directed its efforts towards prospecting potential clients, managing group leads, and actively participating in four national tradeshows. Through these efforts, the team was able to connect with a diverse audience of meeting and event planners. The Sales Team remains committed to maintaining a strong presence in the market, fostering crucial relationships, and boosting lead volume to drive the sales pipeline for citywide conventions.

Simultaneously, the Marketing Team experienced a period of transformation characterized by the creation of abundant content tailored to support our Sales Team while also spotlighting our partners and local businesses. Moreover, the team is currently busy with the development of a robust Omnichannel Marketing Ecosystem. This ambitious initiative encompasses various assets designed to generate unparalleled exposure and enthusiasm for the city. Among our endeavors are a comprehensive Website Redesign, a Positioning Meeting aimed at answering the pivotal question of "Why Santa Clara," strategic photography to enhance both marketing campaigns and direct sales efforts, meticulous SEO Management for our forthcoming website, and the crafting of a Santa Clara Visitors Guide. These collaborative efforts between Sales and Marketing form the backbone upon which we will build our future endeavors.

In summary, the second quarter of FY 2023/24 has been incredibly productive for our organization. Every department has made remarkable strides forward in process, and customer engagement through both direct sales and marketing. The team has shown an unwavering commitment to producing results. As we look ahead to the remainder of the fiscal year, there's a sense of excitement and confidence that the groundwork we've established will continue to pave the way to success for the DMO, our partners, and the City.

*This report is unaudited and, therefore, subject to change.

KEY ACCOMPLISHMENTS

Administration and Operations

- The team collaborated to develop a DMO Culture Statement.
- Held DMO Board of Directors elections on October 19, 2023.
- A draft version of the DMO's Financial Policies Standard Operating Procedures (SOPs) was completed in collaboration with Krisch & Company and representation from the City. The draft was presented and underwent review at the December Board of Directors meeting where feedback was requested with the intent of a final review and approval at the January 2024 Board Meeting. The primary objective behind these SOPs is to establish fiscally responsible processes within the organization and secure custody of the SCTID Assessment Funds.
- The DMO, in partnership with CPS HR Consulting, finalized the development of an innovative Annual Review format and process with reviews being conducted quarterly. This process was presented to the team, and we are in the process of completing Q1 – Q3 reviews to be completed by April 1, 2024. The primary objective is to ensure that leadership within our organization is equipped to deliver valuable feedback on performance, identify areas of success, and pinpoint opportunities for growth.
- CEO finalized the Sales Manager Incentive Plan and obtained approval from the Board of Directors at the December Board Meeting. The focus now is for the CEO to develop incentive plans for the Director of Sales and Director of Marketing, with the aim of leveraging the foundational framework of the Sales Manager plan while customizing goals and percentage weightings specific to each director's role. The goal is to have the Director Incentive Plans ready to deliver by the end of February 2024.
- CEO crafted and delivered final FY 2023/24 goals for both the Director of Sales and Director of Marketing roles.
- CEO and Administrative Services Manager partnered with Petrinovich Pugh & Co LLP (PP&Co) to complete and submit the DMO's 2019 – 2021 990 tax forms.
- Successfully partnered and opened a DMO bank account through Bridge Bank and obtained business credit cards for the team to facilitate business and travel expenses. CEO and the Board Treasurer are currently in the process of shifting the DMO's recurring expenses over to our Bridge Bank account with the goal of closing out the Wells Fargo account.
- CEO joined the sales team to participate in both the IMEX America Tradeshow in Las Vegas and Holiday Showcase in Chicago. These high-profile events were great opportunities to meet with corporate and association meeting planners, giving us crucial exposure and networking leverage.
- CEO successfully concluded the DMO's partnership with the consulting group Jones Lang LaSalle (JLL).



- CEO scheduled a Team Offsite for February 6–7, 2024 to begin the FY 2024/25 Budget Planning Process.
- CEO working to schedule on-going cadence of meetings with the new Assistant City Manager to foster relationship and DMO updates beginning in the third quarter 2024.
- Currently engaged in actively recruiting a replacement for the Administrative Services Manager position.

Convention Sales, Incentives and Services

The team continues to actively develop a strong sales foundation for sales operations and client prospecting, while continuing to get into the marketplace to gain vital exposure for the City and our DMOs partners. We accomplished this by participating in four national tradeshow, engaging with diverse meetings and event planner audiences that are relevant to Santa Clara. With this momentum, the team is committed to staying in-market, building key relationships, and increasing lead volume to fuel the sales pipeline for citywide conventions. The resulting leads will be shared among our Convention Center and SCTID Hotel partners.

- Completed onboarding and orientation process for both our Director of Sales, Luz Chatman, and Sales Manager, Sherry Bastani. This process included introductory sessions with the DMO, Convention Center, SCTID Hotels, and partners. These meetings were conducted to facilitate education and alignment between the parties involved.
- Manager, Data & Strategy, Marwa Abubakr partnered with Simpleview to conduct a comprehensive sales audit of the DMOs CRM in December. The results of the audit will provide valuable insight on areas of vulnerability to be addressed, ensuring optimized efficiency and improved sales and marketing performance.
- Director of Sales finalized the DMOs sales team deployment and lead management process plan, establishing a solid foundation for success. The plan delineates the strategic deployment of Sales Managers into specific market segments such as technology, banking, association, and more. The goal is to enable the team to engage with and assess crucial business influencers effectively, fostering awareness and generating business for the city and its partners.
- Continued collaboration with **Baronfeld Consulting Group** to assist in the DMO's prospecting initiatives while we identify our additional Sales Manager. To date, the partnership has produced impressive results.
 - Weekly calls conducted to assess progress and effectiveness of outreach strategy.
 - Focusing on requalification of previous accounts in the DMO's Simpleview CRM system.
 - Compiling a database of 600+ target accounts yet to prospected and qualified for potential business opportunities in Santa Clara.

- Support of Tradeshow attendee qualification and appointment confirmations.
- As of December 2023, they've successfully reached out to **3,678 clients** and identified **68 potential group opportunities**.
- Coordinated booth displays, and scheduled client appointments for four significant tradeshows. Additionally, Sales and Marketing worked closely to create a unified set of promotional materials and social media posts to generate pre-show buzz. This included designing the booth layout, developing eye-catching sales banners, market-specific sales sheets, client blogs, pre-show emails, and client giveaways to enhance our presence at the events.
 - **TEAMS** in Florida, October 2-5, 2023 focused on the Sports market.
 - **IMEX America** in Las Vegas, October 16-19, 2023 which is the largest Meetings and Events tradeshow in the United States.
 - **Holiday Showcase** in Chicago, November 28-December 1, 2023 targeting the National Association market.
 - **CalSAE Seasonal Spectacular** in Sacramento, December 12-13 targeting the State Association market.
- CEO in partnership with Catherine Lentz, Director, Levi's® Stadium Event Services conducted a strategic team meeting in November 2023. This collaboration aimed to identify opportunities for joint client events in both Santa Clara and at national tradeshows with the goal of enhancing exposure and lead generation for the City of Santa Clara.
- Conducted three high-profile site inspections with potential clients to secure P1 and P2 groups.
- CEO conducted initial site inspections with FIFA contacts on October 20, 2023 in preparation for the 2026 Games. Additional follow-up sites with FIFA Team Services took place on November 7-8, 2023.
- CEO working with the Bay Area Host Committee to finalize Superbowl 60 contracts with our SCTID Hotels.
- Director of Sales made strategic modifications to the DMO Tradeshow Calendar for the remainder of FY 2023/24.
- Director of Sales, provided a comprehensive overview of the DMO at the December 2023 SF Travel Sales Meeting, showcasing the destination as a new partner.
- Met with our Cvent partners to explore reporting possibilities for gaining deeper insights into our primary business segments, group lead statistics, and competitive landscape across the DMO, Convention Center, and the city overall. These insights will support making more informed decisions regarding resource and budget allocation. We're currently assessing available options and pricing.
- Actively seeking to hire additional Sales Manager as outlined in the adopted FY 2023/24 budget.

- CEO successfully secured hosting the Bay Area Travel Writers Group monthly meeting at the Convention Center on February 24, 2024, with the addition of a tour of Levi's® Stadium afterward. While these writers cover consumer trades rather than B2B (e.g., meetings and events), the articles and blogs stemming from their experiences in Santa Clara will have a positive impact on the city as a whole.
- CEO and Director of Sales have initiated the creation of a "Business Fund Scoring Matrix." This document will outline essential scoring criteria linked to Business Development Fund thresholds, guaranteeing a systematic approach to fund allocations for citywide groups.
- CEO and members of the Marketing team have registered to attend the Visit California Outlook Forum scheduled for March 2024 in Palm Springs. The content is specific to California's tourism strategy for FY 2024/25, presenting valuable opportunities for the DMO to engage and enhance exposure for the City and our partners.
- CEO and Director of Sales have registered to attend the Destination International CEO Summit happening in April 2024 in Boston. The summit offers beneficial education sessions to gain insight on trends in addition to valuable networking opportunities.

Marketing and Communications

The second quarter has been transformative for the DMO Marketing Team, propelling Santa Clara into the spotlight as a vibrant destination. We've initiated projects and crafted campaigns that capture the essence of the season while laying the groundwork for future marketing endeavors. With a diverse range of stakeholders, we've aimed to strategically support sales initiatives, increase hotel room nights, and celebrated the energetic tapestry of businesses and events that define Santa Clara's allure. As we celebrate the successes of this quarter, we're already gearing up for the exciting projects ahead.

The team is currently working on building a robust marketing ecosystem that includes various assets designed to empower our Sales Team well into the future. This initiative involves a comprehensive **Website Redesign**, a **Positioning Meeting** aimed at addressing the crucial question of "Why Santa Clara," **Photography** to bolster both marketing campaigns and direct sales endeavors, meticulous **SEO Management** for the upcoming website, and the creation of a **Santa Clara Visitors Guide**. These components collectively form the foundation that will serve our sales and marketing efforts for years to come.

In crafting our marketing strategy, we recognize the vital importance of presenting a cohesive brand experience to our customers and the public. While our projects span various mediums, they are all interconnected within a broader marketing ecosystem. To ensure seamless integration and maximum synergy, we've made the strategic decision to engage a single vendor to develop all five foundational marketing assets.



This approach minimizes communication overhead and streamlines project management, facilitating a smoother and more cohesive execution of our vision.

In collaboration with the City of Santa Clara, the DMO developed a Request for Proposal (RFP) and Scope of Work for our Omnichannel Marketing Ecosystem. This RFP was sent to six reputable Marketing Agencies on November 16, 2023, and by December 15, 2023, we received four proposals. A dedicated team of evaluators, including representatives from Levi's Stadium, Great America, and the DMO, were brought together to thoroughly assess all submissions and choose the partner agency who will execute all projects. We anticipate the selected partner agency will begin work no later than March 1, 2024. ([CLICK HERE](#) to review RFP documents, attachments, and addendums).

A wealth of engaging content has been curated across diverse platforms to speak to specific audiences. Our mission is to create content that not only attracts but also inspires viewers to save and share. To accomplish this, our Marketing Team is leveraging influencer partnerships and customized advertising campaigns on each platform, driving sustained growth.

- **Instagram.** The Discover Santa Clara® Instagram showcases the best experiences Santa Clara has to offer. With a focus on engaging locals and potential visitors, the content spans across various segments such as food, entertainment, arts, and hotels. The goal is to create quick, shareable videos for each category, with some posts reaching over 100k views, and the highest hitting 579k views. (See Appendix Item C2).

In the second quarter, we achieved 1,056,675 impressions with 46 Instagram videos and four static image posts. Out of these videos, six were influencer partnerships. Compared to Q1's 752,611 impressions, this marks a notable 40.4% increase, indicating sustained resonance with our content and attracting new followers. We expect this positive trend to persist in the next quarter, driving further growth and engagement.

- **LinkedIn.** The Discover Santa Clara® LinkedIn page is integral to supporting our DMO's B2B efforts and assisting our sales team during tradeshows. Our primary objective is to strategically craft content aimed at meeting and event planners and industry partners, highlighting key events, and providing insights into relevant economic travel trends in Santa Clara.

In the second quarter our LinkedIn posts garnered 44,660 impressions, with an impressive average click-through rate (CTR) of 9.5%. Comparatively, the global average LinkedIn CTR ranges from 0.44% to 0.65%, indicating that our content consistently outperforms the platform's average engagement metrics.



- **Blog.** We published seven original blog posts covering a range of topics, from highlighting local businesses to monthly event roundups, and content pertaining to hotel reopening's. These blogs serve a dual purpose: they target both event planners and the wider public while boosting our SEO efforts with keyword-rich content. Additionally, they act as versatile resources, being reposted on platforms like LinkedIn and included in email blasts. (See Appendix Item C6).
- **Facebook.** Facebook is a dynamic platform catering to both consumers and businesses alike. The marketing team leverages this platform by sharing a range of content, including blog posts, news articles, and videos highlighting Santa Clara experiences. In the second quarter, 16 impactful Facebook posts were created. Through targeted follower growth ad campaigns, we successfully expanded our audience from 383 to 1,830, marking a remarkable 377.8% increase.
- **Email Newsletter.** Our email marketing efforts were instrumental in reinforcing our partnership with the sales team, by assisting in retargeting prospects from trade shows like IMEX, Holiday Showcase, and Seasonal Spectacular. We also provided timely updates on market trends, including monthly event roundups and hotel openings. In Q2, a total of 46,000 emails were successfully delivered and achieved an open rate of 23.53%.
- **Paid Advertising.** The DMO kept up its use of Pay-Per-Click (PPC) advertising to bolster lead generation and platform expansion. Alongside our ongoing Google Ads campaigns, we diversified into other paid advertising avenues that don't rely on our website as the primary conversion tool. The outcomes this quarter have been exciting.
 - **Facebook Pages Likes Campaign.** Continued to expand our Facebook following through a targeted Facebook Page Likes Campaign. The campaign supported a growth surge from 383 at the end of Q1 to 1,893 by the close of Q2, representing an impressive 394%. This growth was achieved on a \$1,300 budget demonstrating the effectiveness of the campaign. (See Appendix Item A1).
 - **LinkedIn Conversation Ads.** This quarter, a primary focus was on leveraging paid advertising through LinkedIn. LinkedIn stands out for its unique ability to reach a B2B audience effectively. One of the tactics we employed was LinkedIn Conversation Ads, which involved sending direct messages from our Director of Sales, Luz Chatman on LinkedIn.



The campaign allocated a budget of \$2,000 from November 30 to December 20, 2023, specifically targeting Event Planners and Executive Admins in markets where our leads have historically originated, drawing from insights provided by Cvent data (refer to Appendix Item A2 for further details). This advertising campaign generated 24 leads from event planners and executive admins who expressed interest in receiving further details about hosting events in Santa Clara.

- **Event Sales Collateral.** As part of our Key Performance Indicators (KPIs), the DMO places a high priority on crafting Event Sales Collateral and supporting marketing projects for our partners OVG and Levy. The following were focus items for the second quarter.
 - **Sales Brochure and Folder.** We've put together a comprehensive 12-page multi-purpose sales brochure and folder filled with evergreen content highlighting key selling points of the Santa Clara Convention Center and the City. The piece provides a pocket where a customized proposal can be inserted giving our clients a complete packet of information. The final draft is in process with the targeted delivery to the sales team before the end of the third quarter. (Check out Appendix Item S1 for more details).
 - **Banner Ads.** Two additional tradeshow banner stands were designed displaying compelling images of Santa Clara. These banner stands are designed to be versatile for use at tradeshow and events. (See Appendix Item S2).

- **Tradeshow Support.** FY 2023/24, the DMO team has placed a strong emphasis on attending tradeshow. The Sales Team will be actively engaging with event buyers at major industry events, and the DMO Marketing Team has been working diligently to tailor their support for each show. This involves custom booth designs, pre-show digital marketing initiatives encompassing email campaigns, social media, and website strategies, as well as a post-show plan for automated contact follow-up.
 - **Tradeshow a la Carte Menu.** To streamline communication between Sales and Marketing and optimize tradeshow conversions, the DMO Marketing Team devised a Survey Form presenting an A La Carte Tradeshow Marketing Menu. [CLICK HERE](#) to view the survey.
 - **IMEX America & TEAMS Post Show Automated Emails.** To enhance efficiency in post-tradeshow follow-up, we implemented an automated post-show email sent to all customer attendees. The goal is to systematically engage every lead, allowing the Sales Team to focus on high priority leads and respond to RFPs. The post-show emails yielded six additional non-citywide RFPs from the TEAMS Conference, which were forwarded to our partners at the Santa Clara Convention Center (refer to Appendix T1).

- **Holiday Showcase and CalSAE’s Seasonal Spectacular.** We developed Custom Email Signature Banners and LinkedIn Banners to notify clients of our attendance at shows and guide them to our booth on the tradeshow floor (see Appendix T2) in addition to post-show emails. We’re currently awaiting the results for the automated email campaign.
- **OVG and Levy Partner Support.** As per the Memorandum of Understanding (MOU) between OVG, Levy Restaurants, and the DMO, the DMO has upheld its commitment to offer marketing support to promote and drive sales for the Santa Clara Convention Center.
 - **MOU Project Update Log.** To clarify the financial status of the MOU, the DMO Director of Marketing created a spreadsheet detailing FY 2022/23 and FY 2023/24 completed projects. The spreadsheet was shared with both OVG and Levy general managers and will be regularly updated (Appendix Item P1).
 - **Levy Teaching Kitchen Brochure.** Committed to community engagement and workforce development, Levy Restaurants is spearheading the Teaching Kitchen initiative aimed at fostering culinary education within the community. To support recruitment efforts, the DMO oversaw the production of a promotional brochure outlining the program's key features. This brochure serves as a resource for prospective students, recruitment partners, and community stakeholders (See Appendix Item P2).
 - **Levy Hydroponic Garden Escalator Wrap.** Levy Restaurants has acquired a Hydroponic Indoor Garden, aiming to cultivate herbs for integration into the event menus at Santa Clara Convention Center. The DMO project has overseen the design of an escalator wrap, serving as an informative backdrop for the garden. With approval granted, installation is slated for completion by January. (Refer to Appendix Item P3 for details).
 - **OVG Onsite Food & Beverage Signage.** To combat the persistence of guests bringing in outside F&B into the Convention Center OVG has made the decision to put up signs at all entry points, informing guests of our non-outside F&B policy. The DMO project oversaw the signage design, which has been approved, and we anticipate the installation to be finished by January. (Refer to Appendix Item P4 for more details.)
 - **FrostyFest.** OVG puts on the annual FrostyFest which was held this year on December 14, 2023. To support the promotion of this event, the DMO crafted a festive sizzle reel, invested in targeted Meta Ads tailored by zip code to spread the word, and documented the event live, sharing an engaging reel in collaboration with the Convention Center. ([CLICK HERE](#) to watch the Reel on Instagram.)

- **SCTID Hotel Support.** In Q2, there were numerous opportunities to support and collaborate with our SCTID Hotel Partners. Whether it was capturing new restaurant launches, creating enticing sizzle reels to highlight the unique offerings of each hotel, organizing engaging activations, partnerships with local influencers to drive followers to supporting the highly anticipated grand opening of the Avatar hotel – the opportunities highlighted the vibrancy, energy, and creativity of our hotel community. For further details on the featured hotels and related content, please refer to the provided links.
 - **Avatar Grand Opening.** Drafted press release, reel and blog to promote opening (See Appendix Item H1) ([CLICK HERE](#) to watch the our Reel on Instagram. [CLICK HERE](#) to read the Blog created and, on our website).
 - **Hilton Santa Clara.** Partnered with the Hilton and local influencer [@BayArea_Buzz](#) (137k followers) to create a like/follow/share campaign inclusive of a \$1,000 gift certificate giveaway promoting the opening of La Fontana Restaurant. ([CLICK HERE](#) to see the giveaway on Instagram). (See Appendix Item H2)
 - **Santa Clara Marriott.** Collaborated with Marriott’s Marketing Manager to host the influencer [@Discover_California](#) (119k followers) to create a weekend of Santa Clara specific content which was posted as collaborations with the Marriott and Discover Santa Clara. ([CLICK HERE](#) to watch the Reel on Instagram). Additionally, the DMO created content amplifying the Marriott’s Holiday Drink menu. ([CLICK HERE](#) to watch the Reel on Instagram.)
 - **AC Hotel Santa Clara.** The DMO created a hotel walk-through Reel for the AC Hotel, Santa Clara. ([CLICK HERE](#) to watch the Reel on Instagram)

- **Public Relations.**
 - **The Mercury News | Monthly Insights & Indicators Column Showcasing Santa Clara.** CEO Christine Lawson was chosen as the subject of the Mercury News’ monthly “Insights & Indicators” column showcasing Santa Clara. ([CLICK HERE](#) to read the article) (See Appendix Item P1).
 - **The Mercury News | Local fans sack 49ers broadcasts for featuring shots of San Francisco instead of Silicon Valley.** CEO Christine Lawson was requested to provide her insights on the matter of b-roll footage featured by prominent networks during broadcasts of 49ers games. ([CLICK HERE](#) to read the article.) (See Appendix Item P2).
 - **Smart Meetings Magazine | Smart Moves.** Sherry Bastani was highlighted in both print and digital editions, announcing her appointment as Sales Manager for the DMO. (See Appendix Item P3)
 - **Hosting Bay Area Travel Writers Meeting in February 2024.** The DMO CEO has confirmed Santa Clara as the location for the February 24, 2024 Bay Area Travel Writers Meeting. (See details on page #6 under “Convention Sales, Incentives & Services”).



KEY PERFORMANCE INDICATORS (KPIs) PROGRESS UPDATE

In November we celebrated the success of a P2 group hosted at the Santa Clara Convention Center which was secured through the efforts of OVG's Senior Director of Sales. This group contributed a commendable \$578,569 in Convention Center revenue and 2,622 room nights picked-up for the SCTID Hotels.

While the DMO is not pacing to meet our FY 2023/24 P1 and P2 booking goals, we have found promising P1 and P2 opportunities many of which have been shorter-term in nature. During the second quarter, we lost (7) potential P1 and P2 pieces of business. These leads represented a significant potential revenue of \$2.7 million in Convention Center building spend, along with an estimated 12,489 room nights. The reasons for these losses were varied, including clients opting for alternative cities and our competitors offering enticing financial packages. Our strategy continues to emphasize direct sales calls, active participation in tradeshow, and proactive business prospecting. We currently have 53 prospects at the close of the second quarter with the goal of maintaining a monthly pipeline of 12 or more active prospects, aiming for a total of 140 active prospects by the end of this fiscal year.

Currently, the DMO has a vacant position for an additional Sales Manager. Our top priority is to actively search for and hire a highly qualified candidate. This individual will play a crucial role in increasing our outreach efforts to targeted meeting planners and companies, with the aim of bringing citywide events, revenue, and a positive economic impact to the city of Santa Clara. Additionally, their assistance will be instrumental in achieving our performance goals for FY 2023/24, which involve securing nine (9) P1 and P2 group bookings.

Silicon Valley/Santa Clara DMO Inc.					
Performance Measures					
	2023/24 Target	YTD	October	November	December
1. Event Mix (Consumed)					
Percent of P1 Events	0.5%	0%	0%	0%	0%
Number of P1 Events	1	0	0	0	0
Percent of P2 Events	1.0%	0.9%	0%	5.0%	0%
Number of P2 Events	2	1	0	1	
2. Number of Definite Events Booked (booked in the year for future years)					
Number of P1 Events	2	0	0	0	0
Number of P2 Events	4	0	0	0	0
3. Convention Center Gross Revenue (P1& P2)	\$800,000	\$569,431	\$0	\$569,431	\$0
4. Number of Room Nights Booked (for future years)	4,506	0	0	0	0
5. Number of Room Nights Consumed	2,253	2,622	0	2,622	0
6. Number of Weeks Impacted (Consumed)	2	-	-	-	-
7. Customer Service Survey Results (overall satisfaction)	85%	-	-	-	-
8. Number of Prospects (active) (non-cumulative P1 & P2)	140	54	59	60	40
9. Economic Impact (Consumed P1 and P2 events)	\$2,745,582	\$1,058,296	\$0	\$1,058,296	\$0



SECOND QUARTER BUDGET SUMMARY

At the close of the second quarter of FY 2023/24, we are currently \$716,663.57 below budget year-to-date. This result is due to cost savings in salaries and wages resulting from the recent cadence of hiring and onboarding of our sales manager who started in late September impacting execution of our sales trip schedule, as well as upcoming marketing and tradeshow expenses that will be incurred in the third and fourth quarter. While we're under budget, the team has made considerable progress in developing sales materials and pre-marketing efforts for high-profile tradeshows. These efforts are geared towards boosting our exposure, engaging customers, and generating leads. We remain committed to these initiatives and will continue to assess our priorities, strategically reallocating unused funds to areas that have the greatest impact on attracting and retaining business in the city.

FY 2023/24 Operating Budget Summary

PROGRAM	FY 2023/24
CONVENTION SALES, INCENTIVES & SERVICES	\$1,188,331
MARKETING & COMMUNICATIONS	\$818,578
ADMINISTRATION	\$935,821
CONTINGENCY	\$66,000
CITY ADMINISTRATION FEE	\$44,000
TOTAL OPERATING BUDGET	\$3,052,730

Q2 Budget Variance

Report Date: 12/31/2023	Q2 Budget	Q2 Actual	Variance
TOTAL OPERATING EXPENSES	\$781,705.57	\$505,141.76	\$276,563.81
FUND SURPLUS(DEFICIT)		\$276,563.81	

YTD Budget Variance

Report Date: 12/31/2023	YTD Budget	YTD Actual	Variance
TOTAL OPERATING EXPENSES	\$1,588,037.14	\$871,373.57	\$716,663.57
FUND SURPLUS (DEFICIT)		\$716,663.57	

The detailed line-item budget is included as Attachment A.



DSC PROGRAM AND ACTIVITY HIGHLIGHTS

Convention Sales, Incentives and Services

At the close of the second quarter of FY 2023/24, significant strides were made with our Director of Sales, Sales Manager, and Manager of Data & Strategy fully integrated and contributing effectively to their designated roles. With just one more Sales Manager position left to fill. This marks a noteworthy milestone for the DMO, considering that at this time last year, we did not have this framework nor the current caliber of sales talent in place.

Given our current sales resources, we've initiated a cadence of consistent prospecting, engaging directly with potential clients, and participation in high-profile tradeshow and conferences, and are focused on identifying partnerships with top third-party meeting planning companies to gain access to influential meeting planners who can promote business for Santa Clara, the Convention Center, and our SCTID Hotel partners.

The team continues to utilize Knowland, our prospecting tool, to identify and reach out to potential meeting and event planners with future needs and has been leveraging a trial to ZoomInfo providing access to a wide and diverse range of clients for prospecting purposes. We also manage incoming business leads from various channels like Cvent, a leading platform used by planners to send RFPs to DMOs.

In October, the Sales Team attended the TEAMS Conference in Florida and IMEX America in Las Vegas in October. Additionally, we attended Holiday Showcase in Chicago in November and CalSAE Holiday Spectacular in December exposing Santa Clara to multiple meeting planners across diverse market segments. We also included the Senior Director of Sales from OVG who attended three of the mentioned tradeshow.

For the remainder of FY 2023/24, we have a robust schedule of targeted tradeshow to maximize exposure, engage with clients, generate leads, and secure bookings.

	FY 2023/24 BUDGET	Q2 BUDGET	ACTUAL Q2 EXPENDITURE	VARIANCE	EXPENDED
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$1,188,331	\$314,868.28	\$187,868.18	\$127,000.10	60%



Marketing and Communications

As previously mentioned, the second quarter has truly been a game-changer for our DMO Marketing Team, propelling Santa Clara into the limelight as a bustling and dynamic destination. We kicked off projects and rolled out campaigns that beautifully captured the spirit of the season while setting the stage for future marketing endeavors. Working alongside a diverse array of stakeholders, our aim has been laser-focused; to strategically support our sales efforts and continue to showcase the vibrant array of businesses and events that give Santa Clara its unique charm. Our sights are already set on continuing to amplify efforts and to the foundation building projects that lie ahead.

This quarter, we kicked off a formal Request for Proposal (RFP) process while establishing an industry-diverse evaluation committee tasked with assessing the vendor proposals we receive. Looking ahead to the third quarter, this committee will select a trusted partner to assist us in developing an Omnichannel Marketing System for the DMO. This comprehensive system will encompass a complete Website Redesign, along with a pivotal Positioning Meeting aimed at addressing the fundamental question, "Why Santa Clara?" Additionally, it will include top-notch photography to bolster our marketing and direct sales efforts. As we strive for digital excellence in this endeavor, we'll also be focusing on diligent SEO Management for our upcoming website. And let's not forget our commitment to creating a Santa Clara Visitors Guide, rounding out our efforts to enhance the visitor experience.

The team will also work to create new segment specific collateral to cater to the interests and unique needs of some key segments more effectively. This will include a Sporting Teams/Events Planner's Guide and a Business Traveler's Guide, to be used in the selling process and to be distributed at our SCTID Hotels. There will also be a focus on researching and crafting specialized Santa Clara itineraries and trails, designed especially for foodies, shopping enthusiasts, and more with the goal of highlighting the city's offerings and creating timeless content for our website.

	FY 2023/24 BUDGET	Q2 BUDGET	ACTUAL Q2 EXPENDITURE	VARIANCE	EXPENDED
TOTAL MARKETING & COMMUNICATIONS	\$818,578	\$217,192.78	\$113,428.54	\$103,764.24	52%

Administration and Operations

The administration and operations portion of the budget shall be used for administrative personnel costs, office expenses, lobbying, and other general administrative expenses such as insurance, legal, and accounting fees. Efforts to finalize the monthly and quarterly accounting processes and reporting with our new accounting firm continue.

During this quarter, the DMO both initiated and extended contracts based upon needs of the business and moving initiatives forward. Specific contracts include the following:

- Crafted amended and restated contract with our accounting firm, **Kirsch & Company**, to address updated rates for hourly associates. Awaiting legal review.
- Amended agreement with the **City of Santa Clara** for the administration of the SCTID to further clarify DMO’s reporting requirements. Awaiting City signature.
- Crafted an amended contract with **Baronfeld Consulting Group, LLC**, a business development company currently supporting the DMO through customer prospecting activities with the goal of extending through FY 2023/24. Awaiting signature.
- Working on contract renewal with **Simpleview** for the DMOs Customer Relationships Manager (CRM) database.
- Working on contract renewal with **CoStar** who provides the DMO with a monthly STR Report of the SCTID Hotel partner’s performance.

	FY 2023/24 BUDGET	Q2 BUDGET	ACTUAL Q2 EXPENDITURE	VARIANCE	EXPENDED
TOTAL ADMINISTRATION	\$935,821	\$222,144.50	\$189,897.08	\$32,247.42	85%

Contingency

The budget includes a contingency line item to account for uncollected assessments, if any. If there are contingency funds collected, they may be held in a reserve fund or utilized for other program, administration, or renewal costs at the discretion of the DMO Board of Directors. Policies relating to contributions to the reserve fund, the target amount of the reserve fund, and expenditure of monies from the reserve fund shall be set by the Board of Directors.

	FY 2023/24 BUDGET	Q2 BUDGET	ACTUAL Q2 EXPENDITURE	VARIANCE	EXPENDED
CONTINGENCY	\$66,000	16,500	\$0	\$16,500	0%



City Administration Fee

The City of Santa Clara shall be paid a fee equal to 2% of the amount of assessment collected to cover the costs of collection and administration which may include but are not limited to: staffing costs, legal services, and operational costs for rent, telephone, supplies, postage, and other general office expenses.

Although we have not yet received the SCTID income at the closing of the first quarter for FY 2023/24, it is worth noting that in FY 2022/23 this income came in significantly higher than anticipated and compared to budget, resulting in higher accrual of the City Administration Fee (CAF).

	FY 2023/24 BUDGET	Q2 BUDGET	ACTUAL Q2 EXPENDITURE	VARIANCE	EXPENDED
CITY ADMINISTRATION FEE	\$44,000	\$11,000.01	\$13,947.96	(\$2,947.95)	127%

THIRD QUARTER FOCUS

- Conduct Team Offsite to plan strategic priorities and begin building a FY 2024/25 budget to support vision and execution.
- Identify key third-party travel management/meeting planning companies for potential collaboration, aiming to tap into their client base, participate in industry-specific events, and boost lead generation (e.g., American Express, Conference Direct and Helms Briscoe).
- Acquire the Cvent BI Reporting Package to build a stronger foundation of data, enabling the DMO to make more informed and strategic business decisions.
- CEO and Marketing Team to attend Visit California’s Outlook Summit in Palm Springs, March 10-13, 2024.
- Director of Sales to join SF Travel and other DMOs to participate in the New York Society of Association Executives (NYSAE) Mission, February 27-29, 2024 in New York City. The highlights of the mission comprise a hosted lunch with travel managers from Goldman Sachs. Additionally, there will be a client appreciation luncheon held in New Jersey for 35 high-profile clients, including notable names like Prudential, HelmsBriscoe, Novartis, Maritz Global Events, and IEEE, among others.
- Sales Manager attending Meeting Planners International Conference “MPI ACE 2024” in San Francisco, March 5-7, 2024. Client cocktail event to be hosted in partnership with Levi’s® Stadium after the tradeshow.

- Develop comprehensive event packages tailored for citywide meetings to enhance competitiveness against other DMOs.
- Finalize selected vendor in February 2024 and kick-off the Omnichannel Marketing ecosystem for the DMO (See details on page #17 under “Marketing & Communications”).
- The Marketing team to create new segment specific collateral. This will include a Sporting Teams/Events Planner’s Guide and a Business Traveler’s Guide, to be distributed at our SCTID Hotel. These guides will highlight City amenities like restaurants, workout facilities, shopping, and attractions, tailored to the interests of these travelers.
- Marketing to research and craft specialized Santa Clara itineraries and trails, designed especially for foodies, shopping enthusiasts, and more with the goal of creating timeless content for our website.
- The Team is staying focused on Superbowl 60 and FIFA 2026 planning, emphasizing collaboration with the City, the Bay Area Host Committee, and our partners.
- Make updates to our Visit California Profile page, as well as all related Santa Clara attraction pages (such as Levi’s Stadium® and Great America). We are also developing blog posts and articles on topics that Visit California prefers to promote to further amplify Discover Santa Clara® content.
- Hire for the Administrative Services Manager replacement.
- Hire additional Sales Manager.
- Continue to execute the Simpleview CRM Audit results project plan and craft appropriate standard operating procedures for improving our database to enhance sales and marketing activities.
- CEO to schedule cadence of meetings with the new Assistant City Manager and City Manager to provide strategic DMO updates and foster relationship.
- Collaborate with Kirsch & Co. to create a draft of Financial Procedures to support approved Financial Policies for review and approval. Target date is the June 20th Board of Directors Meeting.
- Complete both the Director of Sales and Director of Marketing Sales Manager Incentive Plans for review and approval by the Board of Directors at the March 21st Board Meeting.
- Marketing continues to highlight local restaurants and businesses in addition to community events in Santa Clara.
- Continue to partner and identify social media influencers to bring more attention to Santa Clara.

APPENDIX

Key Performance Indicators Definitions

Number of Definite Events

A “definite” event is a future event confirmed with a signed executed SCCC contract and at least one TID lodging business.

Number of Weeks Impacted

Weeks throughout the year where a P1 event, citywide or a combination of events positively impacts the destination’s local economy.

SCCC Gross Revenue

Actual event spend includes rental, food and beverage services, audio-visual services, information technology services and other event related services.

Number of Room Nights Booked

The total number of rooms blocked at Santa Clara lodging businesses for P1 or P2 events, multiplied by the number of nights each room is reserved.

Number of Room Nights Consumed

Total rooms occupied at Santa Clara lodging businesses for a P1 or P2 event, multiplied by the number of nights each room is occupied.

Prospects

Account/Customer that is potentially interested in booking an event at the Convention Center.

Economic Impact

Total value of an event, including indirect spending, on the host destination’s local economy.

Customer Service Survey Results

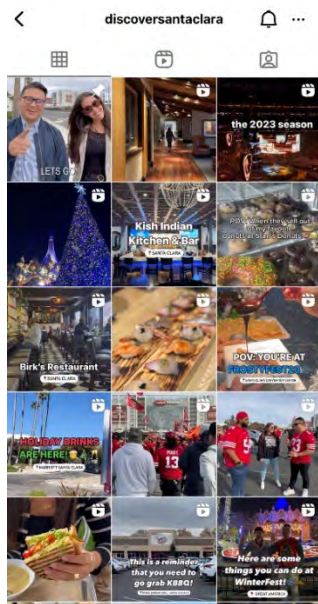
Satisfaction surveys shall be administered by a third-party administrator to Convention Center meeting planners, clients, and attendees.

Event Mix

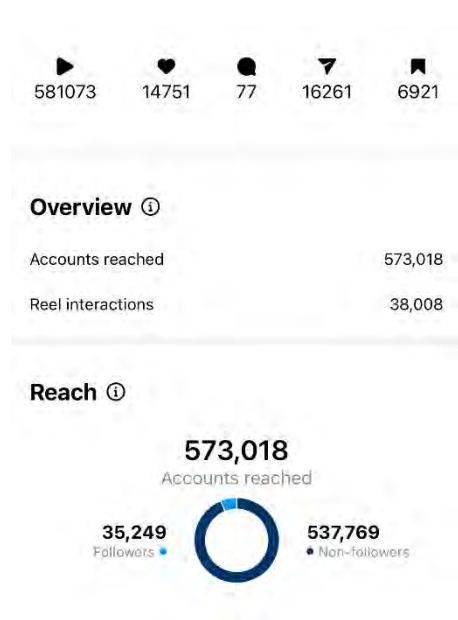
The target mix of convention/meeting types (P1, P2, P3, P4 and P5s) will deliver the best financial and economic results for the City.

MARKETING AND COMMUNICATIONS APPENDIX

Content Appendix Appendix Item C1



Appendix Item C2



Appendix Item C2

What's New in Santa Clara?

Stay up-to-date with the latest news, events, and stories in this vibrant city. Discover the best of Santa Clara right here.

New Year's Eve Dining Round-Up

2023 Dining on New Year's Eve is an unforgettable experience. Whether you're celebrating with family or friends, the city of Santa Clara has something for everyone. Discover the best dining spots for your New Year's Eve celebration.

[Discover more](#)

Volare Studios

Volare Studios is a leading provider of professional video production services. With a team of experienced filmmakers and state-of-the-art equipment, they create high-quality content for businesses and individuals alike.

[Read more](#)

December Events

Get ready for the holidays with a variety of events in Santa Clara. From festive light displays to community gatherings, there's something for everyone to enjoy.

[Discover more](#)

Savoring Santa Clara: Jaren Café Community, Coffee, and Creativity

Jaren Café is more than just a coffee shop; it's a community hub. Offering a variety of coffee options and a space for creative inspiration, it's the perfect spot to start your day.

[Read more](#)

Avatar Hotel Santa Clara Unveiled

The Avatar Hotel Santa Clara is a new landmark in the city. With its stunning architecture and world-class amenities, it's the perfect place to stay during your visit.

[Discover more](#)

Top 3 Things to Do Before Leaving for IMEX 2023

Before heading to IMEX 2023, make sure you've done these three things to ensure a smooth and successful trip. From packing tips to local recommendations, we've got you covered.

[Read more](#)

Paid Advertising Appendix

Appendix Item A1 – Facebook Followership

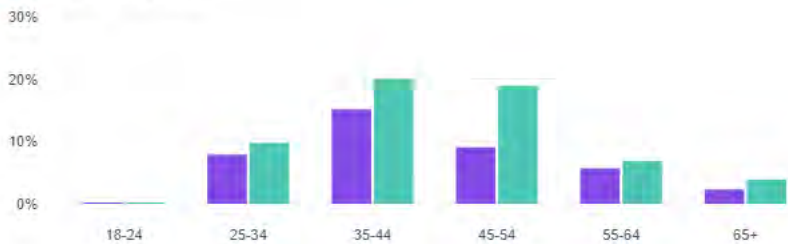
Audience

These values are based on total followers of your Page or profile.

Create a post

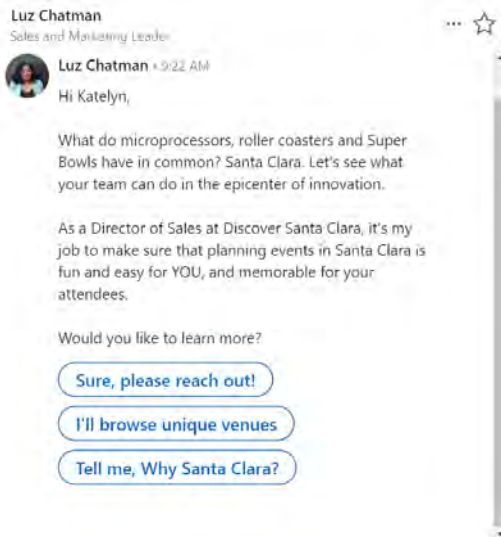
Age and Gender

Men 40.20%
Women 59.80%



Appendix Item A2 – LinkedIn Conversation Ads

First Direct Message:



If the client clicks on **“Sure, please reach out!”** they are directed to a lead form, which LinkedIn auto populates.

Discover Santa Clara®

Elevate Your Experience in Santa Clara

Discover how our DMO can provide the assistance needed to plan unforgettable events with ease!

We'll send this information to Discover Santa Clara®, subject to the company's [privacy policy](#)

Email address *

First name
Katelyn

Last name
Studebaker

Job title
Marketing Director

Company name
Discover Santa Clara®

Submit

If the client clicks on **“I’ll browse unique venues”** are directed to: [GO HERE](#)
Where the lead form is linked again in the direct message.

If the client clicks on **“Tell me, Why Santa Clara?”** they will be served this message:

Luz Chatman • 9:25 AM

Events in Santa Clara are FUN! In addition to the 302,000 square feet of diverse space at our Convention Center, attractions like Great America amusement park, Levi's® Stadium and the Triton Museum of Art means there is truly something for every group. Lets talk about unique breakout locations.

Would you me to reach out?

Yes, please reach out!

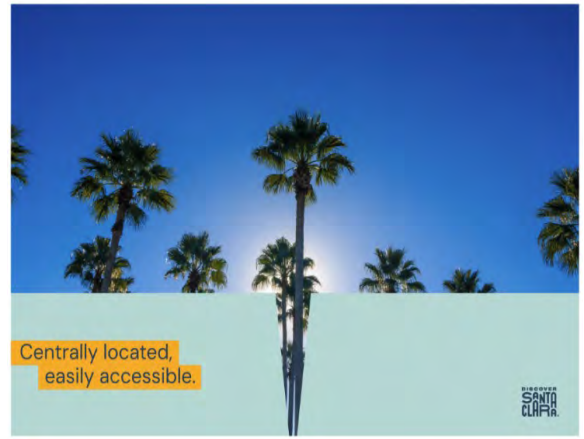
DMO Event Sales Support Appendix

Appendix Item S2 – Sales Brochure / Folder

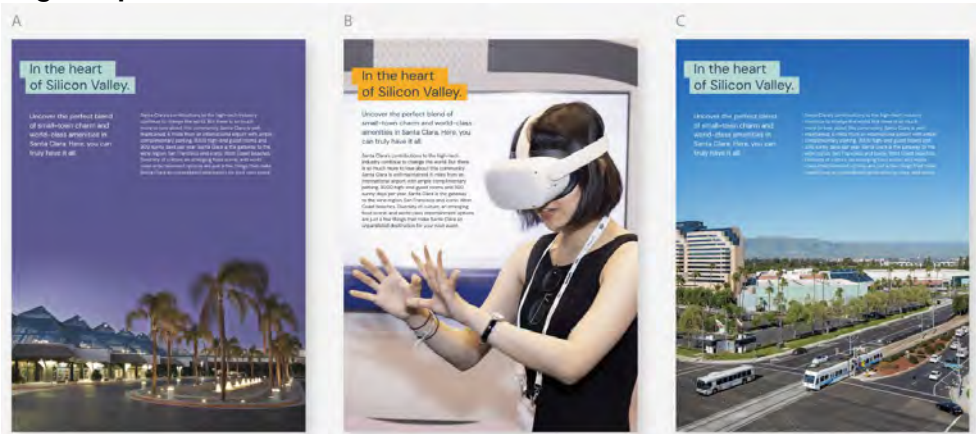
Cover



Inside Cover



Page 1 Options



Appendix Item S2 – Sales Brochure / Folder Page 2 Options.

A

Things to Do

CONVENTION CENTER
The Santa Clara Convention Center is the largest convention center in the West. It features 1,500,000 square feet of exhibit space, 100,000 square feet of meeting space, and 100,000 square feet of banquet space.

LEVI'S STADIUM
Levi's Stadium is the home of the San Francisco 49ers. It is a state-of-the-art stadium with a seating capacity of 68,500. It is located in Santa Clara and is the largest stadium in the West.

CALIFORNIA'S GREAT AMERICA
California's Great America is a theme park located in Santa Clara. It features 15 roller coasters, 10 water rides, and 100 other attractions. It is the largest theme park in the West.

Hotel Accommodations

Hotel	Address	Phone	Website
1. Hilton Garden Inn	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hilton.com
2. Hyatt Regency	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hyatt.com
3. Sheraton Santa Clara Hotel	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	sheraton.com
4. Hilton Garden Inn	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hilton.com
5. Hyatt Regency	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hyatt.com
6. Sheraton Santa Clara Hotel	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	sheraton.com
7. Hilton Garden Inn	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hilton.com
8. Hyatt Regency	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hyatt.com
9. Sheraton Santa Clara Hotel	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	sheraton.com
10. Hilton Garden Inn	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hilton.com
11. Hyatt Regency	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hyatt.com
12. Sheraton Santa Clara Hotel	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	sheraton.com

B

Things to Do

CONVENTION CENTER
The Santa Clara Convention Center is the largest convention center in the West. It features 1,500,000 square feet of exhibit space, 100,000 square feet of meeting space, and 100,000 square feet of banquet space.

LEVI'S STADIUM
Levi's Stadium is the home of the San Francisco 49ers. It is a state-of-the-art stadium with a seating capacity of 68,500. It is located in Santa Clara and is the largest stadium in the West.

CALIFORNIA'S GREAT AMERICA
California's Great America is a theme park located in Santa Clara. It features 15 roller coasters, 10 water rides, and 100 other attractions. It is the largest theme park in the West.

Hotel Accommodations

Hotel	Address	Phone	Website
1. Hilton Garden Inn	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hilton.com
2. Hyatt Regency	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hyatt.com
3. Sheraton Santa Clara Hotel	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	sheraton.com
4. Hilton Garden Inn	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hilton.com
5. Hyatt Regency	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hyatt.com
6. Sheraton Santa Clara Hotel	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	sheraton.com
7. Hilton Garden Inn	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hilton.com
8. Hyatt Regency	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hyatt.com
9. Sheraton Santa Clara Hotel	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	sheraton.com
10. Hilton Garden Inn	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hilton.com
11. Hyatt Regency	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	hyatt.com
12. Sheraton Santa Clara Hotel	10000 N. First Street, Santa Clara, CA 95050	408.298.1234	sheraton.com

Levy Restaurants

AT THE SANTA CLARA CONVENTION CENTER

Before Santa Clara was known for tech, it was known for wine and agriculture. That means your freshest foods and boldest flavor experiences are closer than ever. Our customizable, restaurant quality food and beverage options offer something for everyone.

We aim to support local farmers by acquiring locally grown produce. Through the production of using sustainable farm fresh ingredients, our Chefs start with the freshest ingredients. Crafting menus in vibrant and creative as our community. We believe the dining experience should be as unique as the city itself. Everything is tailored to the guests. Fresh & healthy meals in-house paired to a state-of-the-art coverage of local wine.

Unique Break Out Locations = Unforgettable Events

LEVI'S STADIUM:
Levi's Stadium, the home of the San Francisco 49ers, is our superstar neighbor. Our 68,500 seat stadium yields global recognition when it hosted Super Bowl 50 in 2016 and has been selected to host Super Bowl 60 and key matches for FIFA World Cup in 2026. With over 400,000 square feet of unparalleled event space, featuring premium amenities and fully sustainable experiences, Levi's Stadium provides the perfect backdrop for your next event. Whether you are planning corporate meetings, galas or conferences for 25,000+, Levi's Stadium can accommodate you, while providing an unforgettable experience for your guests.

LET'S TALK ABOUT...

- Custom tailored menus
- Out-of-the-box ideas
- Creative Table setups
- Ferri-bite cafes
- High Tech Connect Cakes

CALIFORNIA'S GREAT AMERICA

Did you know that Santa Clara has a world class amusement park? Great America is the top destination for thrill seekers and families alike. Great America features more than 80 rides, dining, roller coasters, 100+ talent fun in Planet Snoopy, and South Bay Shows, making it a fun-filled holiday destination and "Must-Do" Great America offers unique options for kid and pet-friendly events, group for family and corporate events. Based on research employees to get them excited to reach a new goal! Ask about our employee incentive & party program. Do your team members need to get in sync with each other? Consider a team goal! Try our unique teambuilding events. Challenge the team to perform an act of our 4th of July. For a quick thank-you, our office corporate programs for your employees have their families in a day of the park for kids.

THE TRITON MUSEUM OF ART

Exhibitions featuring contemporary and traditional works with an emphasis on artists of the Green Bay Area.

Where dreams manifest daily & visions come to life.

Discover Santa Clara® FY 2023/24 2nd Quarter Report Page 25 of 36

037

Santa Clara Convention Center



The 300,000 sq. ft. complex features 31 breakout rooms, three ballrooms, 330,000 sq. ft. column free exhibit hall, 607-seat theatre and more.

The center's Mission City Ballroom can be used in multiple configurations for a variety of meetings and events. The Convention Center is surrounded by more than 3,000 hotel rooms and is just steps from California's Great America theme park and Leaky® Stadium, site of Super Bowl 50 and baseball. Super Bowl 50 and key games in the FIFA World Cup. The Convention Center also has sophisticated media-to-house service services, including full service camera lobby, Restaurants, Audio Visual Services by Executive Media and Internet Services by Smart City Networks.

SECOND FLOOR



FIRST FLOOR



MISSION CITY BALLROOM

LEGEND: Ballroom, Event & Trade, Main Reception, Meeting Reception

EXHIBIT

- 300,000 sq. ft. column-free exhibit space with three levels above and below

MEETING

- 31,000 sq. ft. of meeting space across multiple levels
- 25,000 sq. ft. Mission City Ballroom
- 5,000 sq. ft. Grand Ballroom
- Four ballrooms available in multiple configurations
- 1,500 sq. ft. single sitting

TRUCK ACCESS

- 21 loading docks with three drive-in drive-out

CLEARANCE

- Free loading dock with drive-in drive-out

ELEVATORS

- Full passenger elevators in multiple elevators (1500 sq. ft. capacity)

UTILITIES

- Compressed air and water
- Available in designated zones every 30' ground level


SPECIAL FEATURES

- One stage for large-scale events
- Available for live event production
- No more no-shows - Mission City Ballroom's Mission City Ballroom
- Surrounded by over 3,000 guest rooms
- Primary entrance, with view of the Santa Clara Mountains, 300' visibility
- Within walking distance to California's Great America Leaky® Stadium

PARKING

- 1,500 space reserved for event attendees
- Additional space across the street
- 1,500 space garage

FIRST FLOOR




2 LEVEL PARKING GARAGE

MISSION CITY BALL ROOM

GREAT AMERICA BALLROOM

SECOND FLOOR



2 LEVEL PARKING GARAGE

MISSION CITY BALL ROOM

GREAT AMERICA BALLROOM

CAPACITY

Name	Seating	Chairs	Mezzanine	Classroom	Classroom
Concert Hall 20-22					
Ball A	2,700	1,000	1,000	100	100
Ball B	2,700	1,000	1,000	100	100
Ball C	2,700	1,000	1,000	100	100
Ball D	2,700	1,000	1,000	100	100
Ball E	2,700	1,000	1,000	100	100
Ball F	2,700	1,000	1,000	100	100
Ball G	2,700	1,000	1,000	100	100
Ball H	2,700	1,000	1,000	100	100
Ball I	2,700	1,000	1,000	100	100
Ball J	2,700	1,000	1,000	100	100
Ball K	2,700	1,000	1,000	100	100
Ball L	2,700	1,000	1,000	100	100
Ball M	2,700	1,000	1,000	100	100
Ball N	2,700	1,000	1,000	100	100
Ball O	2,700	1,000	1,000	100	100
Ball P	2,700	1,000	1,000	100	100
Ball Q	2,700	1,000	1,000	100	100
Ball R	2,700	1,000	1,000	100	100
Ball S	2,700	1,000	1,000	100	100
Ball T	2,700	1,000	1,000	100	100
Ball U	2,700	1,000	1,000	100	100
Ball V	2,700	1,000	1,000	100	100
Ball W	2,700	1,000	1,000	100	100
Ball X	2,700	1,000	1,000	100	100
Ball Y	2,700	1,000	1,000	100	100
Ball Z	2,700	1,000	1,000	100	100
Grand Ballroom					
Grand Ballroom	4,000	1,000	1,000	100	100
Grand Ballroom 25	4,000	1,000	1,000	100	100
Grand Ballroom 26	4,000	1,000	1,000	100	100
Grand Ballroom 27	4,000	1,000	1,000	100	100
Grand Ballroom 28	4,000	1,000	1,000	100	100
Grand Ballroom 29	4,000	1,000	1,000	100	100
Grand Ballroom 30	4,000	1,000	1,000	100	100
Grand Ballroom 31	4,000	1,000	1,000	100	100
Grand Ballroom 32	4,000	1,000	1,000	100	100
Grand Ballroom 33	4,000	1,000	1,000	100	100
Grand Ballroom 34	4,000	1,000	1,000	100	100
Grand Ballroom 35	4,000	1,000	1,000	100	100
Grand Ballroom 36	4,000	1,000	1,000	100	100
Grand Ballroom 37	4,000	1,000	1,000	100	100
Grand Ballroom 38	4,000	1,000	1,000	100	100
Grand Ballroom 39	4,000	1,000	1,000	100	100
Grand Ballroom 40	4,000	1,000	1,000	100	100
Grand Ballroom 41	4,000	1,000	1,000	100	100
Grand Ballroom 42	4,000	1,000	1,000	100	100
Grand Ballroom 43	4,000	1,000	1,000	100	100
Grand Ballroom 44	4,000	1,000	1,000	100	100
Grand Ballroom 45	4,000	1,000	1,000	100	100
Grand Ballroom 46	4,000	1,000	1,000	100	100
Grand Ballroom 47	4,000	1,000	1,000	100	100
Grand Ballroom 48	4,000	1,000	1,000	100	100
Grand Ballroom 49	4,000	1,000	1,000	100	100
Grand Ballroom 50	4,000	1,000	1,000	100	100
Grand Ballroom 51	4,000	1,000	1,000	100	100
Grand Ballroom 52	4,000	1,000	1,000	100	100
Grand Ballroom 53	4,000	1,000	1,000	100	100
Grand Ballroom 54	4,000	1,000	1,000	100	100
Grand Ballroom 55	4,000	1,000	1,000	100	100
Grand Ballroom 56	4,000	1,000	1,000	100	100
Grand Ballroom 57	4,000	1,000	1,000	100	100
Grand Ballroom 58	4,000	1,000	1,000	100	100
Grand Ballroom 59	4,000	1,000	1,000	100	100
Grand Ballroom 60	4,000	1,000	1,000	100	100
Grand Ballroom 61	4,000	1,000	1,000	100	100
Grand Ballroom 62	4,000	1,000	1,000	100	100
Grand Ballroom 63	4,000	1,000	1,000	100	100
Grand Ballroom 64	4,000	1,000	1,000	100	100
Grand Ballroom 65	4,000	1,000	1,000	100	100
Grand Ballroom 66	4,000	1,000	1,000	100	100
Grand Ballroom 67	4,000	1,000	1,000	100	100
Grand Ballroom 68	4,000	1,000	1,000	100	100
Grand Ballroom 69	4,000	1,000	1,000	100	100
Grand Ballroom 70	4,000	1,000	1,000	100	100
Grand Ballroom 71	4,000	1,000	1,000	100	100
Grand Ballroom 72	4,000	1,000	1,000	100	100
Grand Ballroom 73	4,000	1,000	1,000	100	100
Grand Ballroom 74	4,000	1,000	1,000	100	100
Grand Ballroom 75	4,000	1,000	1,000	100	100
Grand Ballroom 76	4,000	1,000	1,000	100	100
Grand Ballroom 77	4,000	1,000	1,000	100	100
Grand Ballroom 78	4,000	1,000	1,000	100	100
Grand Ballroom 79	4,000	1,000	1,000	100	100
Grand Ballroom 80	4,000	1,000	1,000	100	100
Grand Ballroom 81	4,000	1,000	1,000	100	100
Grand Ballroom 82	4,000	1,000	1,000	100	100
Grand Ballroom 83	4,000	1,000	1,000	100	100
Grand Ballroom 84	4,000	1,000	1,000	100	100
Grand Ballroom 85	4,000	1,000	1,000	100	100
Grand Ballroom 86	4,000	1,000	1,000	100	100
Grand Ballroom 87	4,000	1,000	1,000	100	100
Grand Ballroom 88	4,000	1,000	1,000	100	100
Grand Ballroom 89	4,000	1,000	1,000	100	100
Grand Ballroom 90	4,000	1,000	1,000	100	100
Grand Ballroom 91	4,000	1,000	1,000	100	100
Grand Ballroom 92	4,000	1,000	1,000	100	100
Grand Ballroom 93	4,000	1,000	1,000	100	100
Grand Ballroom 94	4,000	1,000	1,000	100	100
Grand Ballroom 95	4,000	1,000	1,000	100	100
Grand Ballroom 96	4,000	1,000	1,000	100	100
Grand Ballroom 97	4,000	1,000	1,000	100	100
Grand Ballroom 98	4,000	1,000	1,000	100	100
Grand Ballroom 99	4,000	1,000	1,000	100	100
Grand Ballroom 100	4,000	1,000	1,000	100	100

DMO Services



Once your event is scheduled in Santa Clara, our DMO can provide a variety of services designed to facilitate the planning and execution of an effective meeting. These services include consultation, collateral materials and hotel coordination for citywide conventions.

CONVENTION SALES

The Discover Santa Clara sales team is here to assist you and help maximize the time and effort on your part to obtaining information about our city. We are also here to assist you with the planning of your special events, conventions, trade shows, meetings and conferences. Our sales team will:

- Assess your event and your customer and how you are planning your event
- Send you RFP to our hotel partners
- Customize your proposals with rates and availability
- Provide you with site information and floor plans with you.

MEETING PROMOTION ATTENDANCE SERVICES

To provide attendance for your Santa Clara Convention, the DMO can facilitate your event on our website and email newsletters.

CONVENTION ASSISTANCE

Through a membership base of businesses throughout the community the DMO will serve as your liaison for finding things that have products or services to offer you and your delegates. We can also provide guidance for off-site activities that will showcase Santa Clara and enhance your meeting.

For More Information on these services please contact the DMO.



Related Santa Clara

Transforming the way we stay, shop and dine.

Related Santa Clara is a 240-acre redevelopment that represents one of the most ambitious and transformative projects in the area's history. This state-of-the-art development will include 700-level offices, a 30-acre public park, 200,000 square feet of food & beverage featuring a curated collection of restaurants and cafes, plus shopping, entertainment and more. Walking bridges will make it easy to get to the park from the Santa Clara Convention Center.

Getting here is easy.

Served by three major airports, Santa Clara is just an hour from Milpitas San Jose International Airport (SJC), where more than 450 flights arrive and depart each day, with major carriers providing nonstop domestic and international service. San Francisco International Airport and Oakland International Airport are both within an hour by car.

Appendix Item S2 – Banner Stands



Tradeshaw Support Appendix

Appendix Item T1 – Post Show Automated Emails



Whew! IMEX had us feeling like spent the whole day at the amusement park, but hey, we made it. Now that we've caught our breath, it's time for the next thrilling ride – the Discover Santa Clara adventure. Believe us, we know all about rides because we are next door neighbors with Great America!

Picture this: your dream event coming to life, complete with jaw-dropping venues, mouthwatering delicacies, and a team that's so enthusiastic, they practically run on pure caffeine (we swear it's a legit superpower). I can't wait to chat and dive into the details of your event vision. Let's make it more than just an event; let's create a memory that'll have everyone talking about it for years to come.

When you're ready, use the link in my signature to book some time on my [calendar](#) or reply to this email.



Luz Chatman
 Director of Sales
 DISCOVER SANTA CLARA
 PHONE: (408) 748-7093 CELL: (510) 415-3190
 EMAIL: lchatman@discover.santaclara.org
 MEET: www.cvent.com

Looking for someone else you met at the Discover Santa Clara booth?
 Click on their photo to send them an email!



SUBMIT RFP

Unique Locations = Unforgettable Events
 Full amusement park layouts are available, complete with rides, midway games and attractions. All events include either featured food venues or your choice of an all-you-can-eat buffet with California's Great America's world-class fare.

lchatman@discover.santaclara.org
 (408) 748-7093



Following up on our discussions at IMEX, I wanted to delve deeper into how we can ensure the success of your upcoming event in Santa Clara. Our secret weapon? The Santa Clara Convention Center, a premier venue ideally suited for both corporate gatherings and social functions.

Here are some highlights:

- Flexible Event Spaces:** We're the chameleons of event venues, the Santa Clara Convention Center offers a generous 302,000 square feet of flexible space. Whether you require rooms for intimate breakout sessions or a large-scale conference space, we have the perfect room for you. [CLICK HERE](#) to explore the various rooms.
- Catering Excellence:** Imagine a culinary orchestra that can play any tune you desire. That's us, partnered with Levy Restaurants. Our catering partners deliver excellence every time. Their diverse menu caters to various tastes and dietary preferences, offering a wide range of culinary delights. [CLICK HERE](#) to review some of the menu options.
- Expert Support:** Our dedicated team is here to guide you through every step of the event planning process. Picture us as your event's personal GPS – we'll make sure you take all the right turns and never end up in the event-planning Bermuda Triangle.

When you're ready, use the link in my signature to book some time on my [calendar](#) or reply to this email.



Luz Chatman
 Director of Sales
 DISCOVER SANTA CLARA
 PHONE: (408) 748-7093 CELL: (510) 415-3190
 EMAIL: lchatman@discover.santaclara.org
 MEET: www.cvent.com

Looking for someone else you met at the Discover Santa Clara booth?
 Click on their photo to send them an email!



SUBMIT RFP

Event Planners, Act Now!
 Located in the heart of the City's Entertainment District, the Santa Clara Convention Center is the centerpiece of a campus that includes Levi's Stadium, California's Great America, The Hyatt Santa Clara, the Hilton Santa Clara and the upcoming Resisto development.

lchatman@discover.santaclara.org
 (408) 748-7093



Santa Clara isn't just about venues; it's about possibilities.

- Clean & Safe |** Our approachable destination has world class amenities.
- Small Town Vibe |** Getting around is highly manageable, as parking, public transport and rideshare abounds.
- Easily Accessible |** Getting here could not be easier, with an international airport 10 minutes away.
- Location, Location, Location |** Santa Clara, in the heart of Silicon Valley, is the gateway to the Wine Region, SF and the Best Coast.
- California Dreamin' |** 300 sunny days per year makes Santa Clara a perfect respite, no matter the season.

When you're ready, use the link in my signature to book some time on my [calendar](#) or reply to this email.



Luz Chatman
 Director of Sales
 DISCOVER SANTA CLARA
 PHONE: (408) 748-7093 CELL: (510) 415-3190
 EMAIL: lchatman@discover.santaclara.org
 MEET: www.cvent.com

Looking for someone else you met at the Discover Santa Clara booth?
 Click on their photo to send them an email!



SUBMIT RFP

Event Planners, Act Now!
 With over 400,000 square feet of unparalleled event space, featuring premium amenities and fully customizable experiences, Levi's Stadium provides the perfect backdrop for your next event.

lchatman@discover.santaclara.org
 (408) 748-7093



It was fantastic connecting with you at TEAMS. I hope you've bounced back from the adrenaline rush of the conference chaos. Those gatherings had us all feeling like we were running a marathon, but hey, we crossed the finish line together.

I'll give you a chance to catch your breath but in the upcoming weeks, I'd love to connect with you on how we can make sure that your event gets a home field advantage in Santa Clara. (Rest assured, being across the street from Levi's Stadium we know all about a home team advantage.)

When you're ready, use the link in my signature to book some time on my [calendar](#) or reply to this email.

Looking forward to the opportunity to team up with you. Here's to making your next event a tremendous success!



Luz Chatman
 Director of Sales
 DISCOVER SANTA CLARA
 PHONE (408) 748-7093 CELL (510) 415-3190
 EMAIL lchatman@discover.santaclara.org
 MEET www.calm3.com



Luz Chatman here, I'm reaching out to continue our discussion. Hope you've settled in and got some well-deserved rest from the hustle and bustle of TEAMS.

I wanted to share some exciting information about Santa Clara. Not only is it a fantastic destination, but it's also set to host Super Bowl LX in 2026 and will be one of the stadiums for the 2026 FIFA World Cup. But wait, there's more! Santa Clara boasts an impressive 28 regional parks spanning over 52,000 acres, and guess what? Many of them have fantastic sports facilities. Who knew we were so sporty?

I'd love to share an article, the Discover Santa Clara team recently wrote, "Five Athletic Facilities in Santa Clara You Might Not Know About!" [CLICK HERE](#) to read the blog.

I'd love to connect with you on how we can make sure that your event gets a home field advantage in Santa Clara. (Rest assured, being across the street from Levi's Stadium we know all about a home team advantage.) Talk Soon!



Luz Chatman
 Director of Sales
 DISCOVER SANTA CLARA
 PHONE (408) 748-7093 CELL (510) 415-3190
 EMAIL lchatman@discover.santaclara.org
 MEET www.calm3.com



Exploring the next steps in our partnership from TEAMS '23. Our ace in the hole is the Santa Clara Convention Center, a top-tier facility that's perfect for both corporate events and social gatherings. It's like the quarterback of event venues, always ready to make the winning pass.

Here are some highlights:

- 1. Flexible Event Spaces:** The Santa Clara Convention Center offers 302,000 square feet of available space with a range of options to suit your needs, from intimate meetings to grand conferences. [CLICK HERE](#) to explore the various rooms.
- 2. Catering Excellence:** Our catering partner, Levy Restaurants, operates like a championship-winning team. We provide a diverse menu that caters to all tastes and dietary preferences, offering everything from touchdown-worthy appetizers to grand-slam entrees. [CLICK HERE](#) to review some of the menu options.
- 3. Expert Support:** Our team is like a seasoned head coach, guiding you through every step of the event planning process. We're here to ensure your event is a home run, or in this case, a touchdown! (Since Levi's Stadium is our next-door neighbor.)


Looking forward to connecting and helping you score a winning event.



Luz Chatman
 Director of Sales
 DISCOVER SANTA CLARA
 PHONE (408) 748-7093 CELL (510) 415-3190
 EMAIL lchatman@discover.santaclara.org
 MEET www.calm3.com



SUBMIT RFP
Event Planners, Act Now!
 The George F. Haines International Swim Center is the site of international swim meets, and a 'home' for world-class and Olympic swimmers, divers, and synchronized swimmers. It features a training pool, racing pool and diving well.
 (408) 748-7093
lchatman@discover.santaclara.org



SUBMIT RFP
Event Planners, Act Now!
 The Reed & Grant Sports Park is a 9.75-acre park with five lighted sports fields, four synthetic turf fields and one natural grass field that can be set up in multiple regulation size configurations.
 (408) 748-7093
lchatman@discover.santaclara.org



SUBMIT RFP
Event Planners, Act Now!
 Our 20,000 square ft gymnasium is a popular place for open recreation for badminton, basketball, and volleyball. Three hardwood maple courts are ideal for basketball, volleyball, and badminton.
 (408) 748-7093
lchatman@discover.santaclara.org

Appendix Item T2 – Custom Email Signature and LinkedIn Banners



Ariel Alvero
 SENIOR DIRECTOR OF SALES
 SANTA CLARA CONVENTION CENTER

DISCOVER SANTA CLARA
 PHONE (408) 748-7078
 EMAIL Ariel.Alvero@Oakviewgroup.com
 CONNECT [LinkedIn](#)
 VISIT santaclaraconventioncenter.com

DARE TO DISCOVER.



Sherry Bastani
 Sales Manager
 DISCOVER SANTA CLARA

DISCOVER SANTA CLARA
 PHONE (408) 748-7098
 CELL (408) 605-5070
 EMAIL sbastani@discoversantaclara.org
 VISIT www.discoversantaclara.org



OVG and Levy Partner Support Appendix

Appendix Item P1 – Marketing MOU Spreadsheet

FY 2023/2024 MARKETING PROJECTS COSTS + ALLOCATIONS									
PROJECT #	PROJECT DESCRIPTION	FILE	TOTAL	DMO ALLOCATIONS		OVG ALLOCATIONS		LEVY ALLOCATIONS	
#1	WTC Monthly Update Meetings	--	\$2,000.00	40%	\$800.00	30%	\$600.00	30%	\$600.00
#2	WTC Project Management Fees	--	\$2,000.00	40%	\$800.00	30%	\$600.00	30%	\$600.00
#3	Flash Memory Summit Photo Shoot DMO Project Management Fees \$159 per hour x 10 Hours	Final	\$1,590.00	33%	\$524.70	33%	\$524.70	33%	\$524.70
#4	Levy Holiday Flyers and Menus DMO Project Management Fees \$159 per hour x 3 Hours	Final	\$477.00	0%	\$0.00	0%	\$0.00	100%	\$477.00
#5	Updated SCCC Floor Plans & Capacity Charts DMO Project Management Fees \$159 per hour x 30 hours	Final	\$6,000.00	33%	\$1,980.00	33%	\$1,980.00	33%	\$1,980.00
#6	Brochure Updates	Final	\$1,000.00	50%	\$500.00	25%	\$250.00	25%	\$250.00
#7	DMO Project Management Fees \$159 per hour x 6 hours		\$954.00	50%	\$477.00	25%	\$238.50	25%	\$238.50
#8	Google Ad Management Fees - SCCC Event Focus	March - Oct 2023 Analytics	\$1,080.00	40%	\$432.00	30%	\$324.00	30%	\$324.00
#9	Google Ad Spend 07/01/23 - 08/31/23	--	\$6,423.79	40%	\$2,569.52	30%	\$1,927.14	30%	\$1,927.14
#10	Google Ad Spend 09/01/2023 - 09/29/2023	--	\$439.65	40%	\$175.86	30%	\$131.90	30%	\$131.90
#11	Google Ad Spend 10/01/2023 - 10/31/2023	--	\$1,451.85	40%	\$580.74	30%	\$435.56	30%	\$435.56
#12	Tradeshow Back Wall and Cabinet Design	Final	\$1,750.00	33%	\$577.50	33%	\$577.50	33%	\$577.50
#13	DMO Project Management Fees \$159 per hour x 6 hours		\$954.00	33%	\$314.82	33%	\$314.82	33%	\$314.82
#14	Branded Table Cloths	Final	\$625.00	100%	\$625.00	0%	\$0.00	0%	\$0.00
#15	Hotel One Sheet (DIGITAL AND PRINT)	Final	\$1,550.00	50%	\$775.00	25%	\$387.50	25%	\$387.50
#16	Coffee Cart Vinyl Wrap	Final	\$1,000.00	0%	\$0.00	0%	\$0.00	100%	\$1,000.00
#17	DMO Project Management Fees \$159 per hour x 3 hours		\$477.00	0%	\$0.00	0%	\$0.00	100%	\$477.00
#18	Sales Brochure / Folder	RI	\$3,850.00	40%	\$1,540.00	30%	\$1,155.00	30%	\$1,155.00
#19	DMO Project Management Fees \$159 per hour x 10 hours		\$1,590.00	40%	\$636.00	30%	\$477.00	30%	\$477.00
#20	TEAMS Conference 4x9 Handout	Final	\$700.00	33%	\$231.00	33%	\$231.00	33%	\$231.00
#21	DMO Project Management Fees \$159 per hour x 3 hours		\$477.00	33%	\$157.41	33%	\$157.41	33%	\$157.41
#22	Escalator Wrap	In progress	\$1,000.00	0%	\$0.00	0%	\$0.00	100%	\$1,000.00
#23	DMO Project Management Fees \$159 per hour x ? hours		TBD						
#24	Teaching Kitchen Brochure	RI	\$4,000.00	0%	\$0.00	0%	\$0.00	100%	\$4,000.00
#25	DMO Project Management Fees \$159 per hour x 4 hours		\$636.00	0%	\$0.00	0%	\$0.00	100%	\$636.00
#26	2023 Pitch Deck Updates	Final	\$1,590.00	33%	\$524.70	33%	\$524.70	33%	\$524.70
#27	DMO Project Management Fees \$159 per hour x 10 hours		\$1,749.00	0%	\$0.00	100%	\$1,749.00	0%	\$0.00
#28	FrostyFest Marketing DMO Project Management Fees \$159 per hour x 11 hours		\$1,749.00	0%	\$0.00	100%	\$1,749.00	0%	\$0.00
#28	No Outside F&B Signage	In progress	\$1,450.00	0%	\$0.00	100%	\$1,450.00	0%	\$0.00
	DMO Project Management Fees \$159 per hour x ? Hours		TBD						
PROJECT + ALLOCATION TOTALS			\$51,584.29		\$15,795.35		\$15,609.82		\$20,000.82

Appendix Item P2 – Levy Teaching Kitchen

The Teaching Kitchen

Discover the Chef within at the Santa Clara Convention Center

Inside the Teaching Kitchen

The Teaching Kitchen at the Santa Clara Convention Center is a FREE program, designed to provide Culinary Education to adults with a desire to pursue a career path in the Hospitality Industry. This 8-week program takes place twice per year (Classes begin in January and July) and is limited to 20 students, applied for per session. Applicants to the Teaching Kitchen will go through a formal interview process.

CRITERIA

- Must be at least 18 years of age
- Must be a resident of Santa Clara County (Priority may be provided to Santa Clara City residents)

REQUIREMENTS

- Must fill out application
- Must interview with Santa Clara Convention Center staff
- Must go through a living process
- Must be committed to the program that spans a week for six weeks
- Must have transportation to and from the program
- Must consent to a 8 month follow up interview

Core Purpose

1. ALIGNMENT
We start by setting our vision and mission for our work together. Who are we prepared to do what we do? How does that mission align with the students goals and aspirations?

2. GOALS
Providing tools to students such as soft skills, culinary basics, service fundamentals, customer coaching, and career preparation. By the end of the course students will have the tools to be ready to kick start their career path in Hospitality.

3. INTRODUCTION
During the course students will be introduced to a variety of Hospitality career paths. Various Hospitality professionals from different sectors of the industry will visit the class and provide information on their part of the business and why they love what they do.

4. CAREER PLACEMENT
The objective of the course is to ensure students are able to find a position within Companies that will assist in their career growth in something they are passionate about.

Learn from the Best

Good doesn't quite cut it at Levy. From award winning restaurants to 100,000-seat stadiums, we bring our best to the table. Every time.

Levy Restaurants is the national food service provider for over 500 entertainment venues worldwide, including many local venues like the Santa Clara Convention Center, Levi's® Stadium, Wells Fargo Center, the Chase Center, UC Berkeley, UCSF Stadium and more.

Meet Your Executive Chef:

ATSON PALLING

Atson Palling (better known as ATON) is a Certified Executive Chef that has spent his career pushing boundaries that would mold him into the best chef that he can be. A single and founder of a catering taught him two things that he has carried with him throughout his career: the true meaning of a hard day's work and if you want to win - you need better than to cook.

22+ YEAR CULINARY CAREER

- 25 YEARS IN RESORTS, HOTELS AND RESORTS
- MULTI-AWARD WINNING MANAGER & LEADER

Curriculum | What to Expect at the Teaching Kitchen

WEEK 1: INTRODUCTION TO CULINARY FUNDAMENTALS
Lefs get started with an introduction of abbreviations, then learn the building blocks that work in the kitchen is built upon, Food Service Safety and Hygiene, Basic Understanding of Kitchen Equipment and Techniques, Safe Knife Handling and Basic Knife Cuts. Week 1 will conclude with a lesson on Resume Building.

WEEK 2: COOKING TECHNIQUES AND BASIC RECIPES
An introduction to Cold Food Preparation and Presentation including salads, vegetables, hot & cold sandwiches, cold hors d'oeuvres and dressings. Followed by an introduction to Caring Essentials including dressings, glazes, soups, hotbing table setups, buffet setups and table service.

Curriculum Continued

WEEK 3: INTRODUCTION TO HOT FOOD PREPARATION & PRESENTATION
Learn the proper preparation of soups, stews and soups, starches and vegetables, proteins and breakfast culinary items. Also into the art of communication and sanitation with focus on professional etiquette, grooming and hygiene and organization.

WEEK 4: BAKING BASICS INTRODUCTION & BREAD READINESS AND CULINARY EXPERIENCE
We have something sweet in store for you! Let's dive into the proper preparation of cookies, dough, pastries, breads, biscuits, cake baking, icing and fillings, cold dessert menu, plus garnishes and decorating techniques. We will finish the session with a mixture of front of house responsibilities, then enjoy having been Hospitality industry operators in sales, sports & entertainment and corporate dining.

Let's get chopping.

READY TO LEARN NEW SKILLS AND MAKE SOME THINGS GREAT?

Discover your today!

Apply for the program at: <https://www.santacleara.com/teachingkitchen>

CALL US TODAY! [408.735.7000](tel:4087357000)

EMAIL US TODAY! teachingkitchen@santacleara.com

Appendix Item P3 – Escalator Wrap

↓
Farming Redefined

Zero nutrient loss

Zero food miles traveled

90% LESS

water than conventional farming



Appendix Item P4 – On Site F&B Signage



TID Hotel Support Appendix

Appendix Item H1 – Avatar Hotel Opening

FOR IMMEDIATE RELEASE
November 28, 2023
Santa Clara, CA

Katelyn Dzubakar
Discover Santa Clara® | 408-761-8866
kate@discover.santacleara.gov

Tapstry Collection by Hilton and Bluestone Hospitality
Announces the Opening of Avatar Hotel in Santa Clara, California
A new Santa Clara hotel featuring an on-site restaurant and Starbucks location

Santa Clara, CA – Bluestone Hospitality Group, a developer and operator of hotels and restaurants across the United States, in partnership with Hilton Properties and Skyline Pacific Properties, is pleased to announce the debut of the Avatar Hotel Santa Clara. Avatar Hotel Santa Clara completed an extensive remodel and has been rebranded as the Tapstry Collection by Hilton brand. Avatar Hotel Santa Clara is conveniently located within walking distance to Ellie V. Lindberg and California's Great America Theme Park.

Avatar Hotel's interior design is carefully curated with a Palm Springs-inspired Art Deco style. The hotel is bursting with color and playfully embracing. The strategically designed spaces allow guests to enjoy the pool view from the restaurant and lobby. The bar and lounge area allows guests to unwind with a drink upon arrival. The focus is on excellent food & beverage offerings, impeccable service and a welcoming environment where the past and present converge in a whirlwind of vibrant fun.

Parkstone Wood Kitchen • Tap is Avatar Hotel's full-service restaurant and bar, led by Chef Jordan Long. With a focus on fresh diverse offerings, guests can enjoy an array of salads and wood-grilled specialties. An on-site Starbucks offers a nostalgic customer experience. With mobile ordering, separate doors for entry and exit and an easy parking experience, this Starbucks offers a different experience than other nearby locations.

Art surrounds at Avatar with multiple original works bringing life to each space. The exterior of the hotel boasts a breathtaking four-story mural by Bay Area artist Benjamin Henderson. The lobby features a large-scale collage by Bay Area artist, Eric Vetterle. Works of the collage have been recreated for each guest room. Guests stopping at the Starbucks patio can enjoy an original mural by Palm Springs artist Angie Chae.

Owned by Tapstry Collection by Hilton and developed and operated by Bluestone Hospitality, Avatar Hotel represents a departure from the more traditional hotels in Santa Clara. "We are excited to open the Avatar Hotel Santa Clara by Hilton in the heart of Silicon Valley," said Alan Daniels, chief executive officer, Bluestone Hospitality Group. "The hotel was built apart from other hotels in the area by offering an imaginative atmosphere with some hospitality for leisure and business travelers alike, while also being within walking distance to L'Orto Stadium and California's Great America."

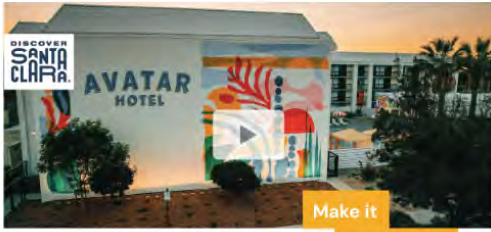
Avatar Hotel is proud to contribute to the Santa Clara community by creating over 300 jobs in the hotel and fostering an environment that encourages employee development. Avatar Hotel's multiple Bay Area hotels to create the original works that adorn the hotel. In addition to bringing guest rooms to the community, the restaurant and Starbucks are open to the public providing high-quality food and beverage experiences for Santa Clara.

Avatar Hotel had its soft opening yesterday, with a grand opening event planned for the first quarter.

About Tapstry Collection by Hilton Tapstry Collection by Hilton is a portfolio of over 100 original hotels that offer guests unique style and vibrant personality, encouraging them to connect to their destination and enjoy authentic, off-the-beaten-path experiences. With each property that a unique story to share and comes to life through offering strong and unique food & beverage every Tapstry Collection property is added by the meaning that comes with the Hilton name. In addition to the benefits of the beach-renowned Hilton Honors program, Tapstry Collection by Hilton by booking at <https://bookings.hilton.com> or through the industry-leading Hilton Honors app. Hilton Honors members who book directly through preferred Hilton channels have access to instant benefits. Learn more about Tapstry Collection by Hilton at www.hilton.com/tapstry and follow the brand on Facebook, Instagram and Twitter.

About Discover Santa Clara
Discover Santa Clara® is a non-profit 501(c)(3) organization funded by the Santa Clara Tourism Improvement District and serves as the official destination marketing organization for Santa Clara, California. Discover Santa Clara is charged with the marketing, promotion, and selling of Santa Clara and the Santa Clara Convention Center as the destination of choice to national, regional, and local organizations and as a premium destination for conventions, meetings, trade shows, seminars, and group leisure events. For more information visit DiscoverSantaClara.org or follow social media at Facebook: <https://www.facebook.com/DiscoverSantaClara> Instagram: [DiscoverSantaClara](https://www.instagram.com/DiscoverSantaClara)

Visit the website: <https://DiscoverSantaClara.org> Download High Res Photos: <https://www.discover.santacleara.gov>
Avatar Hotel is located at 4200 Green America Plaza, Santa Clara, CA 95054
To request an interview or more information, please contact Katelyn Dzubakar at Discover Santa Clara at 408-761-8866 or email kate@discover.santacleara.gov




Make it
memorable.

If you have been driving down Great America Parkway recently, there is a good chance you've seen a bold and colorful mural that stands out amidst the office buildings in the surrounding area. Perhaps you've found yourself wondering about the building behind this eye-catching display. Well, wonder no more – it's the newly developed Avatar Hotel Santa Clara, Tapestry Collection by Hilton, and more importantly, it is now open for business.

As soon as you walk through the doors of the Avatar Hotel, you are greeted by a carefully designed interior with a Palm Springs-inspired mid-century vibe. The hotel bursts with color and playfully enchants. Art abounds at Avatar, with multiple original works bringing life to each space...

[READ BLOG POST](#)



SUBMIT RFP


Unique Locations = Unforgettable Events

With 1400 square feet of outdoor event space, Avatar Hotel's colorful pool and lounge area provides you with the perfect backdrop.

[\(408\) 748-7093](tel:(408)748-7093)

lchatman@discoversantaclara.org

Appendix Item H2 – La Fontana Giveaway



\$1000 GIVEAWAY! We've partnered with @Discov...

lifelearning · Original audio
December 4 · Duration 0:30

29498 764 1401 150 359

Overview

Accounts reached	26,782
Reel interactions	2,673

Reach

26,782 Accounts reached

19,040 Followers | 7,742 Non-followers

Public Relations Appendix

Appendix Item P1 – San Jose Mercury Monthly Insights & Indicators Column Showcasing Santa Clara

INSIGHTS & INDICATORS

Showcasing Santa Clara

Marketing CEO explains how the city is positioning itself to be a tourist destination



Lawson says her team at Discover Santa Clara is committed to direct sales and marketing strategies designed to raise awareness about the diversity and attractions of the city.

Appendix Item P2 – Local fans sack 49ers broadcasts for featuring shots of San Francisco instead of Silicon Valley

The Mercury News

San Francisco 49ers | Local fans sack 49ers broadcasts for featuring...

Local fans sack 49ers broadcasts for featuring shots of San Francisco instead of Silicon Valley

The 49ers moved from San Francisco to Santa Clara in 2014

Discover Santa Clara CEO Christine Lawson said that the tourism group has already discussed putting together video packages for the networks that help showcase the city.

“I think that it’s understandable,” she said of the San Francisco aerial footage. “They’re the San Francisco 49ers. There’s a lot of beautiful things to show in San Francisco, but they are playing here in Santa Clara, and we really do have a rich and vibrant city and there’s a lot of passion for the 49ers that extend beyond the city that they’re tied to.”

Appendix Item P3 – Smart Meetings Magazine Announcement of Sherry Bastani joining the DMO as Sales Manager



SMART MOVES CAREER WISE

Power Player

SCOTT BECK
Beck fills the role of president and CEO of San Francisco Travel Association following Joe DiGiuseppe's retirement. He will oversee one of the U.S.'s largest membership-based tourism promotion organizations and a current annual budget of over \$35 million, as well as a sales and marketing team that drives \$8 billion in U.S. tourism spending.

SHERRY BASTANI
Discover Santa Clara appoints Bastani to the role of Convention Sales Manager. She will promote Santa Clara as a meetings and conventions destination and focus on forming strategic relationships with clients and securing citywide events for the Convention Center, partner hotels and venues. Most recently Senior Sales Manager at Krimpton Alton in San Francisco, Bastani holds 10 years of management experience.

DANA McDONALD
McDonald steps into the role of senior director of new business development at Impact XM, global full-service event and experiential marketing agency. She brings over 14 years of experience in sales and project management that she will draw from to help the new business department cultivate and develop new client relationships and meaningful experiential programs for its business partners.

ALICIA M. QUINN
Quinn joins the New Jersey Division of Travel and Tourism (NJTT) as deputy advertising and media efforts and oversees rebranding initiatives driving economic development in numerous destinations. She will continue to promote the tourism to New Jersey that, last year, generated \$73.3 billion to the economy, with \$45.5 billion in visitor spending.

JEFF HAWLEY
As the new vice president of marketing at West Spokane, Hawley will lead a dynamic team of marketing professionals. Born and raised in Spokane, he brings familiarity with the destination to this role. He has worked in numerous marketing roles, most recently at Amazon, where he helped small businesses gain recognition locally and nationally through the organization.

RHONDA WHITFIELD
Whitfield will serve as area director of sales and marketing for Islamorada Resort Collection. She brings over 27 years of experience in sales and marketing roles for luxury resorts and corporate hotels, most recently working as director of sales and marketing at Baker's Cay Resort in Key Largo. She is skilled in numerous achievements and successful business and marketing strategy.

JOHN CARTER
As director of sales for central coast properties at KSL Resorts, Carter will take charge of sales efforts for the brand's Shores Cliff Hotel, Paso Robles Inn, Neopena Resort on Pismo Beach and more. He has held a number of roles as a hospitality sales and marketing consultant and holds an advanced certification in hospitality from Cornell University's Nolan School of Hotel Administration.

BRIANNA MCCARTHY
McCarthy joins Tourism Fiji as the new trade partnerships manager for North America. She will serve as the point of contact for all travel distribution partners and will develop and implement marketing strategies for the U.S. and Canada. Along with key trade relationships, she brings over a decade of experience in trade education, agent familiarization trips, trade shows and digital marketing.

34
NOVEMBER/DECEMBER 2023 • SMARTMEETINGS.COM

See more Smart Moves on SmartMeetings.com



ATTACHMENT A - DMO FY 2023/24 SECOND QUARTER FINANCIALS

Silicon Valley/Santa Clara DMO, Inc.

Dec-23

Report Ending Date: 12/31/2023 FY 2023/24 FUNDING ALLOCATION	Dec-23				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$236,493.19	\$176,339.32	\$60,153.87	75%		\$1,588,037.14	\$871,373.57	\$716,663.57	55%	29%	\$3,052,730.00
PERSONNEL											
Salary											
Salary	\$95,019.83	\$111,602.51	(\$16,582.68)	117%	1	\$547,002.98	\$459,883.86	\$87,119.12	84%	41%	\$1,117,622.00
Payroll Taxes											
Payroll Taxes	\$15,265.58	\$7,040.66	\$8,224.92	46%		\$91,593.48	\$31,977.35	\$59,616.13	35%	17%	\$183,187.00
Employee Benefits											
Health	\$8,874.10	\$6,110.60	\$2,763.50	69%		\$53,244.60	\$28,228.31	\$25,016.29	53%	27%	\$106,489.00
401K Fee											
401K Fee	\$5,916.10	\$2,089.95	\$3,826.15	35%		\$35,496.60	\$7,904.07	\$27,592.53	22%	11%	\$70,993.00
Employee Benefits	\$14,790.20	\$8,200.55	\$6,589.65	55%		\$88,741.20	\$36,132.38	\$52,608.82	41%	20%	\$177,482.00
Employee Incentives											
Employee Incentives	\$16,763.01	\$0.00	\$16,763.01	0%		\$100,578.06	\$0.00	\$100,578.06	0%	0%	\$201,156.00
Other											
Other	\$1,070.00	\$780.00	\$290.00	73%		\$6,420.00	\$4,360.00	\$2,060.00	68%	34%	\$12,840.00
TOTAL PERSONNEL EXPENSE	\$142,908.62	\$127,623.72	\$15,284.90	89%		\$834,335.72	\$532,353.59	\$301,982.13	64%	31%	\$1,692,287.00

Report Ending Date: 12/31/2023	Dec-23				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
FY 2023/24 FUNDING ALLOCATION	\$236,493.19	\$176,339.32	\$60,153.87	75%		\$1,588,037.14	\$871,373.57	\$716,663.57	55%	29%	\$3,052,730.00
PURCHASED GOODS & SERVICES											
Contract Services											
Fiscal Services	\$5,425.00	\$1,096.68	\$4,328.32	20%		\$32,550.00	\$44,056.12	(\$11,506.12)	135%	68%	\$65,108.00
Legal Services	\$2,917.00	\$1,260.00	\$1,657.00	43%		\$17,502.00	\$8,030.00	\$9,472.00	46%	23%	\$35,000.00
Payroll Services	\$467.00	\$835.17	(\$368.17)	179%	1	\$2,802.00	\$2,126.75	\$675.25	76%	38%	\$5,600.00
Audit	\$0.00	\$0.00	\$0.00	0%		\$15,000.00	\$0.00	\$15,000.00	0%	0%	\$15,000.00
Smart City IT Services	\$465.00	\$278.00	\$187.00	60%		\$2,790.00	\$1,760.76	\$1,029.24	63%	32%	\$5,574.00
Professional Services	\$8,333.33	\$11,640.72	(\$3,307.39)	140%	2	\$49,999.98	\$59,920.21	(\$9,920.23)	120%	60%	\$100,000.00
Human Resources	\$1,666.67	\$0.00	\$1,666.67	0%		\$10,000.02	\$2,725.00	\$7,275.02	27%	14%	\$20,000.00
Internal Team Strategy Meetings	\$0.00	\$0.00	\$0.00	0%		\$6,000.00	\$0.00	\$6,000.00	0%	0%	\$12,000.00
Temp Staffing Services	\$0.00	\$4,800.00	(\$4,800.00)	4800%	3	\$31,494.00	\$33,300.00	(\$1,806.00)	106%	106%	\$31,494.00
Marketing	\$16,333.66	\$3,842.31	\$12,491.35	24%		\$162,997.96	\$36,761.86	\$126,236.10	23%	14%	\$261,000.00
Website Evolution & Hosting	\$1,515.00	\$910.45	\$604.55	60%		\$69,590.00	\$5,462.70	\$64,127.30	8%	7%	\$78,683.00
Contract Services	\$37,122.66	\$24,663.33	\$12,459.33	66%		\$400,725.96	\$194,143.40	\$206,582.56	48%	31%	\$629,459.00
Operating Expenses											
Banking Fees	\$20.83	\$0.00	\$20.83	0%		\$124.98	\$155.00	(\$30.02)	124%	62%	\$250.00
Software Licenses	\$677.00	\$376.21	\$300.79	56%		\$4,062.00	\$2,608.92	\$1,453.08	64%	32%	\$8,124.00
Postage	\$208.33	\$0.00	\$208.33	0%		\$1,249.98	\$9.74	\$1,240.24	1%	0%	\$2,500.00
IT-Computer Supplies	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$2,507.57	(\$2,507.57)	2508%	2508%	\$0.00
Licenses	\$8.33	\$0.00	\$8.33	0%		\$50.00	\$96.50	(\$46.50)	193%	97%	\$100.00
Office Supplies	\$666.67	\$38.35	\$628.32	6%		\$4,000.02	\$3,968.81	\$31.21	99%	50%	\$8,000.00
DMO Office Rent	\$675.00	\$0.00	\$675.00	0%		\$4,050.00	\$0.00	\$4,050.00	0%	0%	\$8,100.00
Recruitment	\$41.67	\$0.00	\$41.67	0%		\$250.00	\$343.00	(\$93.00)	137%	69%	\$500.00
Operating Expenses	\$2,297.83	\$414.56	\$1,883.27	18%		\$13,786.98	\$9,689.54	\$4,097.44	70%	35%	\$27,574.00
Insurance											
Workers Compensation	\$422.00	\$151.00	\$271.00	36%		\$2,320.00	\$906.00	\$1,414.00	39%	19%	\$4,852.00
Business Owners Liability & Property	\$158.00	\$144.75	\$13.25	92%		\$948.00	\$868.50	\$79.50	92%	46%	\$1,897.00
Professional Liability	\$274.00	\$0.00	\$274.00	0%		\$1,639.00	\$0.00	\$1,639.00	0%	0%	\$3,283.00
Management Liability	\$245.00	\$282.92	(\$37.92)	115%		\$1,470.00	\$1,697.52	(\$227.52)	115%	58%	\$2,946.00
Insurance	\$1,099.00	\$578.67	\$520.33	53%		\$6,377.00	\$3,472.02	\$2,904.98	54%	27%	\$12,978.00
Memberships											
Destinations International	\$3,350.00	\$4,876.00	(\$1,526.00)	146%	4	\$3,350.00	\$4,876.00	(\$1,526.00)	0%	146%	\$3,350.00
PCMA	\$169.75	\$0.00	\$169.75	0%		\$1,018.50	\$0.00	\$1,018.50	0%	0%	\$2,037.00
MPI ACE/WEC	\$0.00	\$0.00	\$0.00	0%		\$2,025.00	\$120.00	\$1,905.00	6%	6%	\$2,025.00
CALSAE	\$0.00	\$0.00	\$0.00	0%		\$331.00	\$0.00	\$331.00	0%	0%	\$751.00
California Travel Association	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,900.00
Sales & Marketing Executives International	\$0.00	\$0.00	\$0.00	0%		\$345.00	\$0.00	\$345.00	0%	0%	\$345.00
San Francisco Travel Association	\$5,250.00	\$5,000.00	\$250.00	95%		\$5,250.00	\$5,000.00	\$250.00	0%	95%	\$5,250.00
NATPE Membership	\$0.00	\$0.00	\$0.00	0%		\$200.00	\$0.00	\$200.00	0%	0%	\$200.00
Memberships	\$8,769.75	\$9,876.00	(\$1,106.25)	113%		\$12,519.50	\$9,996.00	\$2,523.50	80%	63%	\$15,858.00
Subscription Services											
Act On	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$5,783.34	(\$5,783.34)	0%	120%	\$4,800.00
Knowland	\$0.00	\$0.00	\$0.00	0%		\$6,924.00	\$3,462.00	\$3,462.00	50%	25%	\$13,848.00
CoStar Realty Information	\$1,250.00	\$0.00	\$1,250.00	0%		\$7,500.00	\$1,510.00	\$5,990.00	20%	10%	\$15,000.00
Annual Subscription	\$1,150.00	\$791.67	\$358.33	69%		\$6,900.00	\$2,375.01	\$4,524.99	34%	17%	\$13,800.00
Additional Support Hours	\$833.33	\$0.00	\$833.33	0%		\$4,999.98	\$791.67	\$4,208.31	16%	8%	\$10,000.00
CVENT	\$0.00	\$1,154.00	(\$1,154.00)	1154%		\$11,418.00	\$12,222.30	(\$804.30)	107%	62%	\$19,836.00
Destination International EIC Subscription	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$7,707.00
Trade Journal/Newspapers	\$208.33	\$373.00	(\$164.67)	179%	5	\$1,249.98	\$409.99	\$839.99	33%	16%	\$2,500.00
Subscription Services	\$3,441.66	\$2,318.67	\$1,122.99	67%		\$38,991.96	\$26,554.31	\$12,437.65	68%	30%	\$87,491.00

Report Ending Date: 12/31/2023	Dec-23				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
FY 2023/24 FUNDING ALLOCATION	\$236,493.19	\$176,339.32	\$60,153.87	75%		\$1,588,037.14	\$871,373.57	\$716,663.57	55%	29%	\$3,052,730.00
PURCHASED GOODS & SERVICES CONT.											
Conferences and Trade Shows											
IMEX North America	\$0.00	\$0.00	\$0.00	0%		\$15,000.00	\$16,343.18	(\$1,343.18)	109%	109%	\$15,000.00
Marketing Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$1,273.35	(\$1,273.35)	1273%	64%	\$2,000.00
Destination International Annual Con	\$0.00	\$0.00	\$0.00	0%		\$1,100.00	\$0.00	\$1,100.00	0%	0%	\$1,100.00
CalTravel Summit	\$0.00	\$0.00	\$0.00	0%		\$1,100.00	\$1,099.00	\$1.00	100%	100%	\$1,100.00
TEAMS Conference & Expo	\$0.00	\$0.00	\$0.00	0%		\$5,000.00	\$14,118.26	(\$9,118.26)	282%	282%	\$5,000.00
CONNECT West	\$0.00	\$0.00	\$0.00	0%		\$4,500.00	\$6,197.90	(\$1,697.90)	0%	138%	\$4,500.00
CalSAE Seasonal Spectacular	\$600.00	\$3,973.99	(\$3,373.99)	662%	6	\$600.00	\$3,973.99	(\$3,373.99)	0%	662%	\$600.00
PCMA Convening Leaders	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,000.00
Visit Outlook Forum	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,300.00
Simpleview Annual Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,200.00
Destinations International - CEO Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,400.00
Visit California Go West Sales Mission	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,000.00
Helms Briscoe Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,500.00
MPI WEC	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,000.00
Conferences and Trade Shows	\$600.00	\$3,973.99	(\$3,373.99)	662%		\$27,300.00	\$43,005.68	(\$15,705.68)	158%	90%	\$47,700.00
Business Development	\$12,500.00	\$0.00	\$12,500.00	0%		\$75,000.00	\$0.00	\$75,000.00	0%	0%	\$150,000.00
Advertising & Promotion	\$5,833.00	\$3,384.19	\$2,448.81	58%		\$34,998.00	\$10,202.55	\$24,795.45	29%	15%	\$70,000.00
Travel & Entertainment											
Destination International Annual Conv	\$0.00	\$0.00	\$0.00	0%		\$2,254.00	\$1,835.95	\$418.05	81%	81%	\$2,254.00
CalTravel Summit	\$0.00	\$0.00	\$0.00	0%		\$1,410.00	\$300.00	\$1,110.00	21%	21%	\$1,410.00
MPI ACE/WEC	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$19.51	(\$19.51)	20%	1%	\$2,435.00
TEAMS Conference + Expo	\$0.00	\$0.00	\$0.00	0%		\$5,620.00	\$2,897.80	\$2,722.20	52%	52%	\$5,620.00
Connect West	\$0.00	\$1,768.78	(\$1,768.78)	1769%		\$444.00	\$3,880.38	(\$3,436.38)	0%	874%	\$444.00
PCMA Convening Leaders	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,142.00
CalSEA Seasonal Spectacular	\$1,055.00	\$556.70	\$498.30	53%		\$1,055.00	\$556.70	\$498.30	0%	53%	\$1,055.00
IMEX North America	\$0.00	\$0.00	\$0.00	0%		\$4,749.00	\$5,250.07	(\$501.07)	111%	111%	\$4,749.00
Visit California Outlook Forum	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,520.00
Simpleview Annual Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$4,660.00
Destination International - CEO Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,331.00
Visit California Go West Sales Mission	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,380.00
Helms Briscoe	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,960.00
Social Media Marketing World Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,365.00
Quarterly Sales Trips	\$1,868.00	\$0.00	\$1,868.00	0%		\$11,208.00	\$0.00	\$11,208.00	0%	0%	\$22,418.00
Client Entertainment	\$2,000.00	\$0.00	\$2,000.00	0%		\$12,000.00	\$0.00	\$12,000.00	0%	0%	\$24,000.00
Mileage Reimbursement	\$278.33	\$0.00	\$278.33	0%		\$1,669.98	\$0.00	\$1,669.98	0%	0%	\$3,340.00
Travel & Entertainment	\$5,201.33	\$2,325.48	\$2,875.85	45%		\$40,409.98	\$14,740.41	\$25,669.57	36%	17%	\$89,083.00
Support Services											
Client Events	\$1,666.67	\$0.00	\$1,666.67	0%		\$10,000.02	\$268.42	\$9,731.60	3%	1%	\$20,000.00
Client Activations	\$1,500.00	\$0.00	\$1,500.00	0%		\$3,000.00	\$0.00	\$3,000.00	0%	0%	\$6,000.00
Personalized Greetings	\$200.00	\$0.00	\$200.00	0%		\$1,200.00	\$0.00	\$1,200.00	0%	0%	\$2,400.00
Site Visits	\$1,250.00	\$0.00	\$1,250.00	0%		\$7,500.00	\$2,257.81	\$5,242.19	30%	15%	\$15,000.00
Familiarization Trips	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$30,000.00
Promotional Items	\$0.00	\$0.00	\$0.00	0%		\$10,000.00	\$7,920.52	\$2,079.48	79%	40%	\$20,000.00
Tradeshow Booth Storage	\$0.00	\$0.00	\$0.00	0%		\$1,200.00	\$0.00	\$1,200.00	0%	0%	\$2,400.00
Tradeshow Shipping, Set-Up	\$2,936.00	\$1,180.71	\$1,755.29	40%		\$15,692.00	\$2,821.36	\$12,870.64	0%	12%	\$24,500.00
Support Services	\$7,552.67	\$1,180.71	\$6,371.96	16%		\$48,592.02	\$13,268.11	\$35,323.91	27%	11%	\$120,300.00
TOTAL PURCHASED GOODS & SERVICES EX	\$84,417.90	\$48,715.60	\$35,702.30	58%		\$698,701.40	\$325,072.02	\$373,629.38	47%	26%	\$1,250,443.00
CONTINGENCY	\$5,500.00	\$0.00	\$5,500.00	0%		\$33,000.00	\$0.00	\$33,000.00	0%	0%	\$66,000.00
CITY ADMINISTRATIVE FEE	\$3,666.67	\$0.00	\$3,666.67	0%		\$22,000.02	\$13,947.96	\$8,052.06	63%	32%	\$44,000.00
TOTAL OPERATING EXPENSES	\$236,493.19	\$176,339.32	\$60,153.87	75%		\$1,588,037.14	\$871,373.57	\$716,663.57	55%	29%	\$3,052,730.00
SURPLUS/(DEFICIT)		\$60,153.87					\$871,373.57				
							\$716,663.57				

Silicon Valley/Santa Clara DMO, Inc.
FY 2023/24 YEAR-TO-DATE (YTD) SUMMARY BY ORG
July 2023 - December 2023

	FY 2023/24 Budget	YTD Budget	YTD Actual	YTD Variance	YTD	Annual
FY 2023/24 FUNDING ALLOCATION	\$3,052,730	\$1,588,037	\$871,374	\$716,664	55%	29%
Personnel						
Salary	\$1,117,622	\$547,003	\$459,884	\$87,119	49%	41%
Payroll Taxes	\$183,187	\$91,593	\$31,977	\$59,616	35%	17%
Employee Benefits	\$177,482	\$88,741	\$36,132	\$52,609	41%	20%
Health	\$106,489	\$53,245	\$28,228	\$25,016	53%	27%
401K Fee	\$70,993	\$35,497	\$7,904	\$27,593	22%	11%
Employee Incentives	\$201,156	\$100,578	\$0	\$100,578	0%	0%
Other	\$12,840	\$6,420	\$4,360	\$2,060	68%	34%
TOTAL PERSONNEL EXPENSE	\$1,692,287	\$834,336	\$532,354	\$301,982	64%	31%
Purchased Goods and Services Expense						
Contract Services	\$629,459	\$400,726	\$194,143	\$206,583	48%	31%
Operating Supplies	\$27,574	\$13,787	\$9,690	\$4,097	70%	35%
Insurance	\$12,978	\$6,377	\$3,472	\$2,905	54%	27%
Memberships	\$15,858	\$12,520	\$9,996	\$2,524	80%	63%
Subscription Services	\$87,491	\$38,992	\$26,554	\$12,438	68%	30%
Conferences and Trade Shows	\$47,700	\$27,300	\$43,006	(\$15,706)	158%	90%
Business Development	\$150,000	\$75,000	\$0	\$75,000	0%	0%
Travel & Entertainment	\$89,083	\$40,410	\$14,740	\$25,670	36%	17%
Advertising & Promotion	\$70,000	\$34,998	\$10,203	\$24,795	29%	15%
Support Services	\$120,300	\$48,592	\$13,268	\$35,324	27%	11%
TOTAL PURCHASED GOODS & SERVICES EXPENSE	\$1,250,443	\$698,701	\$325,072	\$373,629	47%	26%
CONTINGENCY	\$66,000	\$33,000	\$0	\$33,000	0%	0%
CITY ADMINISTRATIVE FEE	\$44,000	\$22,000	\$13,948	\$8,052	63%	32%
TOTAL OPERATING EXPENSES	\$3,052,730	\$1,588,037	\$871,374	\$716,664	55%	29%

Silicon Valley/Santa Clara DMO, Inc.
FY 2023/24 YEAR-TO-DATE (YTD) SUMMARY BY PROGRAM DECEMBER 2023

Budget Item	FY 23/24	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
CONVENTION SALES, INCENTIVES & SERVICES						
Personnel	\$ 735,056.00	\$ 359,778.06	\$ 186,850.62	\$ 172,927.44	52%	25%
Salary	\$ 480,500.00	\$ 232,500.00	\$ 161,546.47	\$ 70,953.53	69%	34%
Incentives	\$ 101,375.00	\$ 50,687.52	\$ -	\$ 50,687.52	0%	0%
Benefits	\$ 68,540.00	\$ 34,270.08	\$ 11,445.78	\$ 22,824.30	33%	17%
Health	\$ 41,124.00	\$ 20,562.00	\$ 9,270.81	\$ 11,291.19	45%	23%
401K Fee	\$ 27,416.00	\$ 13,708.08	\$ 2,174.97	\$ 11,533.11	16%	8%
Payroll Taxes	\$ 79,721.00	\$ 39,860.46	\$ 13,418.37	\$ 26,442.09	34%	17%
Other-Cell Phone Stipend	\$ 1,920.00	\$ 960.00	\$ 440.00	\$ 520.00	46%	23%
Other-relocation	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 1,500.00	0%	0%
Convention Sales, Incentives & Services Expenses	\$ 453,275.00	\$ 218,813.50	\$ 105,258.50	\$ 113,555.00	48%	23%
Contract Services	\$ -	\$ -	\$ 13,440.00	\$ (13,440.00)	0%	0%
Temp Staffing Services	\$ -	\$ -	\$ 13,440.00	\$ (13,440.00)	0%	0%
Operating Supplies		\$ -		\$ -	0%	0%
Memberships	\$ 12,508.00	\$ 9,169.50	\$ 5,120.00	\$ 4,049.50	56%	41%
Professional Convention Management Association (PCMA)	\$ 2,037.00	\$ 1,018.50	\$ -	\$ 1,018.50	0%	0%
Meeting Professional International (MPI)	\$ 2,025.00	\$ 2,025.00	\$ 120.00	\$ 1,905.00	6%	6%
California Society of Association Executives (Cal SAE)	\$ 751.00	\$ 331.00	\$ -	\$ 331.00	0%	0%
California Travel Association	\$ 1,900.00	\$ -	\$ -	\$ -	0%	0%
Sales & Market Executive International	\$ 345.00	\$ 345.00	\$ -	\$ 345.00	0%	0%
San Francisco Travel Association	\$ 5,250.00	\$ 5,250.00	\$ 5,000.00	\$ 250.00	95%	95%
NATPE Membership	\$ 200.00	\$ 200.00	\$ -	\$ 200.00	0%	0%
Subscription Services	\$ 33,684.00	\$ 18,342.00	\$ 15,684.30	\$ 2,657.70	86%	47%
CVENT	\$ 19,836.00	\$ 11,418.00	\$ 12,222.30	\$ (804.30)	107%	62%
Knowland	\$ 13,848.00	\$ 6,924.00	\$ 3,462.00	\$ 3,462.00	50%	25%
Business Development	\$ 150,000.00	\$ 75,000.00	\$ -	\$ 75,000.00	0%	0%

Budget Item	FY 23/24	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Conferences and Tradeshows	\$ 47,700.00	\$ 27,300.00	\$ 43,005.68	\$ (15,705.68)	158%	90%
IMEX North America	\$ 15,000.00	\$ 15,000.00	\$ 16,343.18	\$ (1,343.18)	109%	109%
Marketing Conference	\$ 2,000.00	\$ -	\$ 1,273.35	\$ (1,273.35)	0%	64%
Destination International Annual Con	\$ 1,100.00	\$ 1,100.00	\$ -	\$ 1,100.00	0%	0%
CalTravel Summit	\$ 1,100.00	\$ 1,100.00	\$ 1,099.00	\$ 1.00	100%	100%
TEAMS Conference & Expo	\$ 5,000.00	\$ 5,000.00	\$ 14,118.26	\$ (9,118.26)	282%	282%
CONNECT West	\$ 4,500.00	\$ 4,500.00	\$ 6,197.90	\$ (1,697.90)	138%	138%
CalSAE Seasonal Spectacular	\$ 600.00	\$ 600.00	\$ 3,973.99	\$ (3,373.99)	662%	662%
PCMA Convening Leaders	\$ 2,000.00	\$ -	\$ -	\$ -	0%	0%
Visit Outlook Forum	\$ 1,300.00	\$ -	\$ -	\$ -	0%	0%
Simpleview Annual Summit	\$ 3,200.00	\$ -	\$ -	\$ -	0%	0%
Destinations International - CEO Summit	\$ 1,400.00	\$ -	\$ -	\$ -	0%	0%
Visit California Go West Sales Mission	\$ 3,000.00	\$ -	\$ -	\$ -	0%	0%
Helms Briscoe Conference	\$ 5,500.00	\$ -	\$ -	\$ -	0%	0%
MPI WEC	\$ 2,000.00	\$ -	\$ -	\$ -	0%	0%
Travel & Entertainment	\$ 89,083.00	\$ 40,409.98	\$ 14,740.41	\$ 25,669.57	36%	17%
Destination International Annual Conv	\$ 2,254.00	\$ 2,254.00	\$ 1,835.95	\$ 418.05	81%	81%
CalTravel Summit	\$ 1,410.00	\$ 1,410.00	\$ 300.00	\$ 1,110.00	21%	21%
MPI ACE/WEC	\$ 2,435.00	\$ -	\$ 19.51	\$ (19.51)	0%	1%
TEAMS Conference + Expo	\$ 5,620.00	\$ 5,620.00	\$ 2,897.80	\$ 2,722.20	52%	52%
Connect West	\$ 444.00	\$ 444.00	\$ 3,880.38	\$ (3,436.38)	874%	874%
PCMA Convening Leaders	\$ 2,142.00	\$ -	\$ -	\$ -	0%	0%
CalSEA Seasonal Spectacular	\$ 1,055.00	\$ 1,055.00	\$ 556.70	\$ 498.30	53%	53%
IMEX North America	\$ 4,749.00	\$ 4,749.00	\$ 5,250.07	\$ (501.07)	111%	111%
Visit California Outlook Forum	\$ 3,520.00	\$ -	\$ -	\$ -	0%	0%
Simpleview Annual Summit	\$ 4,660.00	\$ -	\$ -	\$ -	0%	0%
Destination International - CEO Summit	\$ 2,331.00	\$ -	\$ -	\$ -	0%	0%
Visit California Go West Sales Mission	\$ 2,380.00	\$ -	\$ -	\$ -	0%	0%
Helms Briscoe	\$ 3,960.00	\$ -	\$ -	\$ -	0%	0%
Social Media Marketing World Conference	\$ 2,365.00	\$ -	\$ -	\$ -	0%	0%
Quarterly Sales Trips	\$ 22,418.00	\$ 11,208.00	\$ -	\$ 11,208.00	0%	0%
Client Entertainment	\$ 24,000.00	\$ 12,000.00	\$ -	\$ 12,000.00	0%	0%
Mileage Reimbursement	\$ 3,340.00	\$ 1,669.98	\$ -	\$ 1,669.98	0%	0%

Budget Item	FY 23/24	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Support Services	\$ 120,300.00	\$ 48,592.02	\$ 13,268.11	\$ 35,323.91	27%	11%
Client Events	\$ 20,000.00	\$ 10,000.02	\$ 268.42	\$ 9,731.60	3%	1%
Client Activations	\$ 6,000.00	\$ 3,000.00	\$ -	\$ 3,000.00	0%	0%
Personalized Greetings	\$ 2,400.00	\$ 1,200.00	\$ -	\$ 1,200.00	0%	0%
Site Visits	\$ 15,000.00	\$ 7,500.00	\$ 2,257.81	\$ 5,242.19	30%	15%
Familiarization Trips	\$ 30,000.00	\$ -	\$ -	\$ -	0%	0%
Promotional Items	\$ 20,000.00	\$ 10,000.00	\$ 7,920.52	\$ 2,079.48	79%	40%
Tradeshow Booth Storage	\$ 2,400.00	\$ 1,200.00	\$ -	\$ 1,200.00	0%	0%
Tradeshow Shipping, Set-Up	\$ 24,500.00	\$ 15,692.00	\$ 2,821.36	\$ 12,870.64	18%	12%
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$ 1,188,331.00	\$ 578,591.56	\$ 292,109.12	\$ 286,482.44	50%	25%
MARKETING & COMMUNICATIONS						
Personnel	\$ 408,895.00	\$ 203,097.60	\$ 141,298.25	\$ 61,799.35	70%	35%
Salary	\$ 269,794.00	\$ 133,546.98	\$ 122,636.73	\$ 10,910.25	92%	45%
Incentives	\$ 39,074.00	\$ 19,537.02	\$ -	\$ 19,537.02	0%	0%
Benefits	\$ 56,545.00	\$ 28,272.60	\$ 8,361.67	\$ 19,910.93	30%	15%
Health	\$ 33,927.00	\$ 16,963.56	\$ 5,969.45	\$ 10,994.11	35%	18%
401K Fee	\$ 22,618.00	\$ 11,309.04	\$ 2,392.22	\$ 8,916.82	21%	11%
Payroll Taxes	\$ 42,522.00	\$ 21,261.00	\$ 9,859.85	\$ 11,401.15	46%	23%
Other-Cell Phone Stipend	\$ 960.00	\$ 480.00	\$ 440.00	\$ 40.00	92%	46%
Other-relocation	\$ -	\$ -	\$ -	\$ -	0%	0%
Marketing Expenses	\$ 409,683.00	\$ 267,585.96	\$ 54,934.68	\$ 212,651.28	21%	13%
Contract Services	\$ 339,683.00	\$ 232,587.96	\$ 42,224.56	\$ 190,363.40	18%	12%
Marketing Services	\$ 261,000.00	\$ 162,997.96	\$ 36,761.86	\$ 126,236.10	23%	14%
Website	\$ 78,683.00	\$ 69,590.00	\$ 5,462.70	\$ 64,127.30	8%	7%
Advertising & Promotions	\$ 70,000.00	\$ 34,998.00	\$ 10,202.55	\$ 24,795.45	29%	15%
Software Licenses	\$ -	\$ -	\$ -	\$ 274,450.63	42%	0%
Computer Supplies	\$ -	\$ -	\$ 2,507.57	\$ (2,507.57)	0%	0%
TOTAL MARKETING & COMMUNICATIONS	\$ 818,578.00	\$ 470,683.56	\$ 196,232.93	\$ 274,450.63	42%	24%

Budget Item	FY 23/24	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
ADMINISTRATION						
Personnel	\$ 548,336.00	\$ 271,460.06	\$ 204,204.72	\$ 67,255.34	75%	37%
Salary	\$ 367,328.00	\$ 180,956.00	\$ 175,700.66	\$ 5,255.34	97%	48%
Incentives	\$ 60,707.00	\$ 30,353.52	\$ -	\$ 30,353.52	0%	0%
Benefits	\$ 52,397.00	\$ 26,198.52	\$ 16,324.93	\$ 9,873.59	62%	31%
Health	\$ 31,438.00	\$ 15,719.04	\$ 12,988.05	\$ 2,730.99	83%	41%
401K Fee	\$ 20,959.00	\$ 10,479.48	\$ 3,336.88	\$ 7,142.60	32%	16%
Payroll Taxes	\$ 60,944.00	\$ 30,472.02	\$ 8,699.13	\$ 21,772.89	29%	14%
Other-Cell Phone Stipend	\$ 960.00	\$ 480.00	\$ 480.00	\$ -	100%	50%
Other-Car Allowance	\$ 6,000.00	\$ 3,000.00	\$ 3,000.00	\$ -	100%	50%
Other - Relocation	\$ -	\$ -	\$ -	\$ -	0%	0%
Administrative Expenses	\$ 387,485.00	\$ 212,301.94	\$ 164,878.84	\$ 47,423.10	78%	43%
Contract Services	\$ 289,776.00	\$ 168,138.00	\$ 138,478.84	\$ 29,659.16	82%	48%
Fiscal Services	\$ 65,108.00	\$ 32,550.00	\$ 44,056.12	\$ (11,506.12)	135%	68%
Legal Services	\$ 35,000.00	\$ 17,502.00	\$ 8,030.00	\$ 9,472.00	46%	23%
Human Resources	\$ 20,000.00	\$ 10,000.02	\$ 2,725.00	\$ 7,275.02	27%	14%
Smart IT Services	\$ 5,574.00	\$ 2,790.00	\$ 1,760.76	\$ 1,029.24	63%	32%
Payroll Services	\$ 5,600.00	\$ 2,802.00	\$ 2,126.75	\$ 675.25	76%	38%
Audit	\$ 15,000.00	\$ 15,000.00	\$ -	\$ 15,000.00	0%	0%
Temp Staffing Services	\$ 31,494.00	\$ 31,494.00	\$ 19,860.00	\$ 11,634.00	63%	63%
Internal Team Strategy Meeting	\$ 12,000.00	\$ 6,000.00	\$ -	\$ 6,000.00	0%	0%
Professional Services	\$ 100,000.00	\$ 49,999.98	\$ 59,920.21	\$ (9,920.23)	120%	60%
Operating Expenses	\$ 27,574.00	\$ 13,786.98	\$ 7,181.97	\$ 6,605.01	52%	26%
Bank Fees	\$ 250.00	\$ 124.98	\$ 155.00	\$ (30.02)	124%	62%
Software Licenses	\$ 8,124.00	\$ 4,062.00	\$ 2,608.92	\$ 1,453.08	64%	32%
Postage	\$ 2,500.00	\$ 1,249.98	\$ 9.74	\$ 1,240.24	1%	0%
Licenses	\$ 100.00	\$ 50.00	\$ 96.50	\$ (46.50)	193%	97%
Office Supplies	\$ 8,000.00	\$ 4,000.02	\$ 3,968.81	\$ 31.21	99%	50%
DMO Office Rent	\$ 8,100.00	\$ 4,050.00	\$ -	\$ 4,050.00	0%	0%
Recruitment	\$ 500.00	\$ 250.00	\$ 343.00	\$ (93.00)	137%	69%

Budget Item	FY 23/24	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Insurance	\$ 12,978.00	\$ 6,377.00	\$ 3,472.02	\$ 2,904.98	54%	27%
Workers Comp	\$ 4,852.00	\$ 2,320.00	\$ 906.00	\$ 1,414.00	39%	19%
Business Owners Liability & Property	\$ 1,897.00	\$ 948.00	\$ 868.50	\$ 79.50	92%	46%
Professional Liability	\$ 3,283.00	\$ 1,639.00	\$ -	\$ 1,639.00	0%	0%
Management Liability	\$ 2,946.00	\$ 1,470.00	\$ 1,697.52	\$ (227.52)	115%	58%
Memberships	\$ 3,350.00	\$ 3,350.00	\$ 4,876.00	\$ (1,526.00)	146%	146%
Destinations International	\$ 3,350.00	\$ 3,350.00	\$ 4,876.00	\$ (1,526.00)	146%	146%
Subscription Services	\$ 53,807.00	\$ 20,649.96	\$ 10,870.01	\$ 9,779.95	53%	20%
Act On	\$ 4,800.00	\$ -	\$ 5,783.34	\$ (5,783.34)	0%	120%
CoStar Realty Information	\$ 15,000.00	\$ 7,500.00	\$ 1,510.00	\$ 5,990.00	20%	10%
Annual Subscription	\$ 13,800.00	\$ 6,900.00	\$ 2,375.01	\$ 4,524.99	34%	17%
Additional Support Hours	\$ 10,000.00	\$ 4,999.98	\$ 791.67	\$ 4,208.31	16%	8%
Destination International EIC Subscription	\$ 7,707.00	\$ -	\$ -	\$ -	0%	0%
Trade Journal/Newspapers	\$ 2,500.00	\$ 1,249.98	\$ 409.99	\$ 839.99	33%	16%
TOTAL ADMINISTRATION	\$ 935,821.00	\$ 483,762.00	\$ 369,083.56	\$ 114,678.44	76%	39%
Contingency	\$ 66,000.00	\$ 33,000.00	\$ -	\$ 33,000.00	0%	0%
City Administration Fee	\$ 44,000.00	\$ 22,000.02	\$ 13,947.96	\$ 8,052.06	63%	32%
TOTAL OPERATING BUDGET	\$ 3,052,730.00	\$ 1,588,037.14	\$ 871,373.57	\$ 716,663.57	55%	29%

Silicon Valley/Santa Clara DMO Inc.

Budget vs. Actuals

FY 2023/2024

July 2023 - December 2023

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
FY 2023/24 FUNDING ALLOCATION	\$3,052,730	\$1,588,037	\$871,374	\$716,664	55%	29%
Personnel						
<u>Salary</u>						
Salary	\$1,117,622	\$547,003	\$459,884	\$87,119	84%	41%
<u>Payroll Taxes</u>						
Payroll Taxes	\$183,187	\$91,593	\$31,977	\$59,616	35%	17%
<u>Employee Benefits</u>						
Health						
Health	\$106,489	\$53,245	\$28,228	\$25,016	53%	27%
401K Fee						
401K Fee	\$70,993	\$35,497	\$7,904	\$27,593	22%	11%
Employee Benefits	\$177,482	\$88,741	\$36,132	\$52,609	41%	20%
<u>Employee Incentives</u>						
Employee Incentives	\$201,156	\$100,578	\$0	\$100,578	0%	0%
<u>Other</u>						
Other	\$12,840	\$6,420	\$4,360	\$2,060	68%	34%
TOTAL PERSONNEL EXPENSE	\$1,692,287	\$834,336	\$532,354	\$301,982	64%	31%

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
PURCHASED GOODS & SERVICES						
<u>Contract Services</u>						
Fiscal Services	\$65,108	\$32,550	\$44,056	(\$11,506)	135%	68%
Legal Services	\$35,000	\$17,502	\$8,030	\$9,472	46%	23%
Payroll Services	\$5,600	\$2,802	\$2,127	\$675	76%	38%
Audit	\$15,000	\$15,000	\$0	\$15,000	0%	0%
Smart City IT Services	\$5,574	\$2,790	\$1,761	\$1,029	63%	32%
Professional Services	\$100,000	\$50,000	\$59,920	(\$9,920)	120%	60%
Human Resources	\$20,000	\$10,000	\$2,725	\$7,275	27%	14%
Internal Team Strategy Meetings	\$12,000	\$6,000	\$0	\$6,000	0%	0%
Temp Staffing Services	\$31,494	\$31,494	\$33,300	(\$1,806)	106%	106%
Marketing	\$261,000	\$162,998	\$36,762	\$126,236	23%	14%
Website Evolution & Hosting	\$78,683	\$69,590	\$5,463	\$64,127	8%	7%
Contract Services	\$629,459	\$400,726	\$194,143	\$206,583	48%	31%
<u>Operating Expenses</u>						
Banking Fees	\$250	\$125	\$155	(\$30)	124%	62%
Software Licenses	\$8,124	\$4,062	\$2,609	\$1,453	64%	32%
Postage	\$2,500	\$1,250	\$10	\$1,240	1%	0%
IT-Computer Supplies	\$0	\$0	\$2,508	(\$2,508)	0%	0%
Licenses	\$100	\$50	\$97	(\$47)	193%	97%
Office Supplies	\$8,000	\$4,000	\$3,969	\$31	99%	50%
DMO Office Rent	\$8,100	\$4,050	\$0	\$4,050	0%	0%
Recruitment	\$500	\$250	\$343	(\$93)	137%	69%
Operating Expenses	\$27,574	\$13,787	\$9,690	\$4,097	70%	35%
<u>Insurance</u>						
Workers Compensation	\$4,852	\$2,320	\$906	\$1,414	39%	19%
Business Owners Liability & Property	\$1,897	\$948	\$869	\$80	92%	46%
Professional Liability	\$3,283	\$1,639	\$0	\$1,639	0%	0%
Management Liability	\$2,946	\$1,470	\$1,698	(\$228)	115%	58%
Insurance	\$12,978	\$6,377	\$3,472	\$2,905	54%	27%
<u>Memberships</u>						
Destinations International	\$3,350	\$3,350	\$4,876	(\$1,526)	146%	146%
PCMA	\$2,037	\$1,019	\$0	\$1,019	0%	0%
MPI ACE/WEC	\$2,025	\$2,025	\$120	\$1,905	6%	6%
CALSAE	\$751	\$331	\$0	\$331	0%	0%
California Travel Association	\$1,900	\$0	\$0	\$0	0%	0%
Sales & Marketing Executives International	\$345	\$345	\$0	\$345	0%	0%
San Francisco Travel Association	\$5,250	\$5,250	\$5,000	\$250	95%	95%
NATPE Membership	\$200	\$200	\$0	\$200	0%	0%
Memberships	\$15,858	\$12,520	\$9,996	\$2,524	80%	63%

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
Subscription Services						
Act On	\$4,800	\$0	\$5,783	(\$5,783)	0%	120%
Knowland	\$13,848	\$6,924	\$3,462	\$3,462	50%	25%
CoStar Realty Information	\$15,000	\$7,500	\$1,510	\$5,990	20%	10%
Annual Subscription	\$13,800	\$6,900	\$2,375	\$4,525	34%	17%
Additional Support Hours	\$10,000	\$5,000	\$792	\$4,208	16%	8%
CVENT	\$19,836	\$11,418	\$12,222	(\$804)	107%	62%
Destination International EIC Subscription	\$7,707	\$0	\$0	\$0	0%	0%
Trade Journal/Newspapers	\$2,500	\$1,250	\$410	\$840	33%	16%
Subscription Services	\$87,491	\$38,992	\$26,554	\$12,438	68%	30%
Conferences and Trade Shows						
IMEX North America	\$15,000	\$15,000	\$16,343	(\$1,343)	109%	109%
Marketing Conference	\$2,000	\$0	\$1,273	(\$1,273)	0%	64%
Destination International Annual Con	\$1,100	\$1,100	\$0	\$1,100	0%	0%
CalTravel Summit	\$1,100	\$1,100	\$1,099	\$1	100%	100%
TEAMS Conference & Expo	\$5,000	\$5,000	\$14,118	(\$9,118)	282%	282%
CONNECT West	\$4,500	\$4,500	\$6,198	(\$1,698)	138%	138%
CalSAE Seasonal Spectacular	\$600	\$600	\$3,974	(\$3,374)	662%	662%
PCMA Convening Leaders	\$2,000	\$0	\$0	\$0	0%	0%
Visit Outlook Forum	\$1,300	\$0	\$0	\$0	0%	0%
Simpleview Annual Summit	\$3,200	\$0	\$0	\$0	0%	0%
Destinations International - CEO Summit	\$1,400	\$0	\$0	\$0	0%	0%
Visit California Go West Sales Mission	\$3,000	\$0	\$0	\$0	0%	0%
Helms Briscoe Conference	\$5,500	\$0	\$0	\$0	0%	0%
MPI WEC	\$2,000	\$0	\$0	\$0	0%	0%
Conferences and Trade Shows	\$47,700	\$27,300	\$43,006	(\$15,706)	158%	90%
Business Development	\$150,000	\$75,000	\$0	\$75,000	0%	0%
Advertising & Promotion	\$70,000	\$34,998	\$10,203	\$24,795	29%	15%

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
Travel & Entertainment						
Destination International Annual Conv	\$2,254	\$2,254	\$1,836	\$418	81%	81%
CalTravel Summit	\$1,410	\$1,410	\$300	\$1,110	21%	21%
MPI ACE/WEC	\$2,435	\$0	\$20	(\$20)	0%	1%
TEAMS Conference + Expo	\$5,620	\$5,620	\$2,898	\$2,722	52%	52%
Connect West	\$444	\$444	\$3,880	(\$3,436)	874%	874%
PCMA Convening Leaders	\$2,142	\$0	\$0	\$0	0%	0%
CalSEA Seasonal Spectacular	\$1,055	\$1,055	\$557	\$498	53%	53%
IMEX North America	\$4,749	\$4,749	\$5,250	(\$501)	111%	111%
Visit California Outlook Forum	\$3,520	\$0	\$0	\$0	0%	0%
Simpleview Annual Summit	\$4,660	\$0	\$0	\$0	0%	0%
Destination International - CEO Summit	\$2,331	\$0	\$0	\$0	0%	0%
Visit California Go West Sales Mission	\$2,380	\$0	\$0	\$0	0%	0%
Helms Briscoe	\$3,960	\$0	\$0	\$0	0%	0%
Social Media Marketing World Conference	\$2,365	\$0	\$0	\$0	0%	0%
Quarterly Sales Trips	\$22,418	\$11,208	\$0	\$11,208	0%	0%
Client Entertainment	\$24,000	\$12,000	\$0	\$12,000	0%	0%
Mileage Reimbursement	\$3,340	\$1,670	\$0	\$1,670	0%	0%
Travel & Entertainment	\$89,083	\$40,410	\$14,740	\$25,670	36%	17%
Support Services						
Client Events	\$20,000	\$10,000	\$268	\$9,732	3%	1%
Client Activations	\$6,000	\$3,000	\$0	\$3,000	0%	0%
Personalized Greetings	\$2,400	\$1,200	\$0	\$1,200	0%	0%
Site Visits	\$15,000	\$7,500	\$2,258	\$5,242	30%	15%
Familiarization Trips	\$30,000	\$0	\$0	\$0	0%	0%
Promotional Items	\$20,000	\$10,000	\$7,921	\$2,079	79%	40%
Tradeshow Booth Storage	\$2,400	\$1,200	\$0	\$1,200	0%	0%
Tradeshow Shipping, Set-Up	\$24,500	\$15,692	\$2,821	\$12,871	18%	12%
Support Services	\$120,300	\$48,592	\$13,268	\$35,324	27%	11%
TOTAL PURCHASED GOODS & SERVICES EXPENSE	\$1,250,443	\$698,701	\$325,072	\$373,629	47%	26%
CONTINGENCY	\$66,000	\$33,000	\$0	\$33,000	0%	0%
CITY ADMINISTRATIVE FEE	\$44,000	\$22,000	\$13,948	\$8,052	63%	32%
TOTAL OPERATING EXPENSES	\$3,052,730	\$1,588,037	\$871,374	\$716,664	55%	29%
SURPLUS(DEFICIT)			\$716,664			

Silicon Valley/Santa Clara DMO, Inc.
Balance Sheet
As of December 31, 2023

	Total
ASSETS	
Current Assets	
Bank Accounts	
1005 City - TID Account	2,644,872.38
1010 Checking-Operating-Wells	110,650.08
1015 Checking Bridge Bank	99,961.65
1070 Current Year Reserves	678,001.00
Total Bank Accounts	\$ 3,533,485.11
Accounts Receivable	
13100 TID Receivable	36,000.00
13101 Refunds	0.00
13110 Contributions Receivable	0.00
Total Accounts Receivable	\$ 36,000.00
Other Current Assets	
14100 Prepaid Expenses	6,939.00
14110 Prepaid Insurance	3,471.98
14120 Prepaid Annualized Software	228.75
14130 Prepaid Memberships	0.00
14150 Sales Tax on Purchases	0.00
14200 Employee Benefits	7,535.14
Total Other Current Assets	\$ 18,174.87
Total Current Assets	\$ 3,587,659.98
TOTAL ASSETS	\$ 3,587,659.98
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
30000 Accounts Payable (A/P)	70,490.30
Total Accounts Payable	\$ 70,490.30
Other Current Liabilities	
30100 Accrued Expenses	0.00
30110 Accrued Payroll Liability	0.00
Total 30100 Accrued Expenses	\$ 0.00
30200 Deferred Revenue	0.00
Total Other Current Liabilities	\$ 0.00
Total Current Liabilities	\$ 70,490.30
Total Liabilities	\$ 70,490.30
Equity	
30300 Change in Net Assets	3,611,197.50
Net Income	-94,027.82
Total Equity	\$ 3,517,169.68
TOTAL LIABILITIES AND EQUITY	\$ 3,587,659.98

Notes to Variances:

1. 3 Pay periods in one month
2. City Staffing agreement and JLL invoice
3. Temp staffing services for sales program
4. Destination international CY24 membership
5. SV Business Journal and ACBJ.com
6. CALSAE conference is overspent.

**DISCOVER
SANTA
CLARA®**

FY 2023/24

Quarterly Report

3rd Quarter Ended March 31, 2024



Updated: 05.02.2024

TABLE OF CONTENTS

Executive Summary	3
Key Accomplishments	4
Key Performance Indicators (KPIs) Progress Update	13
Third Quarter Budget Summary.....	14
DSC Program and Activity Highlights.....	15
Sales and Marketing	15
Administration and Operations.....	17
Contingency/Reserve.....	17
Fourth Quarter Focus.....	18
Appendix.....	21
Attachment A - DMO FY 2023/24 Third Quarter Financials.....	29

Executive Summary

The third quarter has been a whirlwind of accomplishments for the DMO. We're thrilled to welcome a new Administrative Services Manager, reinforcing our commitment to solidifying our organizational framework. Although we're still on the lookout for the right fit for the open Sales Manager position, we're actively seeking out top-tier talent to complement our team—a crucial move as we continue to execute on ambitious initiatives outlined in our FY 2023/24 budget and beyond. With a strong team in place, we're charging ahead with gusto, dedicated to promoting our destination and supporting our partners.

During the third quarter, our Sales and Marketing team achieved significant progress. The team focused on prospecting, managing group leads, conducting site inspections for future citywide groups, and actively participating in four national conferences, tradeshows, and industry events, with more planned for the fourth quarter. These efforts enabled the team to engage with a diverse audience of meeting and event planners, reinforcing our commitment to maintaining a strong market presence, nurturing key relationships, and increasing lead volume to drive sales for citywide conventions. Additionally, we're finalizing a contract for a P2 group in 2025, falling over a weekend, a crucial need period for the city. Our sales manager dedicated over four months of relentless effort to secure this business, ensuring it landed in Santa Clara instead of a competitor city within the Bay Area.

The Marketing Team achieved a significant milestone by awarding Madden Media the contract after a rigorous RFP process for our Omnichannel Marketing Ecosystem project. This involves consolidating marketing assets under one company for a seamless brand experience. Madden Media stood out among four proposals, securing the agreement after follow-up questions and a presentation. The project encompasses a Positioning Meeting, strategic Photography, Videography, SEO Management, a Visitors Guide, and a full Website Redesign. We've kicked off the project's initial phase following a successful call. Additionally, the marketing team continues to partner with high-profile local influencers and generate content to bolster both sales efforts and to support local businesses. These collaborative endeavors between Sales and Marketing are pivotal for our future success.

In summary, the third quarter of FY 2023/24 has been exceptionally productive for our organization. Each department has made significant progress in processes and customer engagement through direct sales and marketing initiatives. The team has demonstrated a steadfast dedication to achieving results. As we anticipate the rest of the fiscal year, there's a palpable sense of excitement and confidence that the foundation we've laid will lead to success for the DMO, our partners, and the city.

*This report is unaudited and, therefore, subject to change.

KEY ACCOMPLISHMENTS

Administration and Operations

- In mid-March, Jasmin Aviña joined the team as the new Administrative Services Manager.
- The CEO and Director of Marketing provided an overview of the DMO during the March 26, 2024, meeting of the Silicon Valley Central Chamber of Commerce Board.
- Successfully concluded and rolled out Incentive Plans for the Director of Sales and Director of Marketing under the guidance of the approved Sales Manager Incentive Plan framework.
- Formulated and delivered precise incentive plan objectives for the Director of Sales, Director of Marketing, and Sales Manager under the CEO's direction.
- Presented the final version of the DMO's Financial Policies to the Board of Directors, obtaining their approval in the January 18, 2024, Board meeting.
- CEO and Board Treasurer, Carr opened a DMO bank account through Bridge Bank and obtained business credit cards for the team to facilitate travel expenses.
- CEO and the Board Treasurer shifted the DMO's recurring expenses over to the Bridge Bank account and working to close out the Wells Fargo account by the end of April 2024.
- Completed and distributed the DSC Q2 Report to the Board of Directors, the SCTID hotel partners and the City.
- CEO conducted a Team Offsite on February 6-7, 2024, to discuss reallocation of excess FY 2023/24 budget in addition to initiating the FY 2024/25 Budget Planning Process.
- Initiated and conducted a call with the City Manager and new Assistant City Manager to update them on DMO initiatives and discuss 2026 sporting event approach.
- Multiple discussions were held with the new Assistant City Manager, the General Manager of the Convention Center, and Levy to explore the DMO's future approach for booking P3 groups, as well as to devise strategies for events such as Superbowl 60 and FIFA in 2026.
- Completed the process of finalizing new, amended, and renewed contracts for the DMO in the third quarter.

Convention Sales, Incentives and Services

The team remains committed to strengthening our sales operations and client prospecting efforts, all while striving to enhance the visibility of Santa Clara and our partners in the marketplace. We've been actively participating in sales missions, conferences, and various networking events to connect with diverse audiences of meetings and event planners relevant to our city.

In our pursuit, we've forged valuable partnerships and have strategically allocated surplus funds from the current FY 2023/24 budget to secure access to partner databases, events, and networking opportunities. Our aim is to capitalize on our existing momentum in the market, fostering key relationships and boosting the volume of leads to support citywide conventions. These leads will be distributed among our Convention Center and SCTID Hotel partners, ensuring collective growth and success.

- DMO Sales Manager has a verbal agreement for the first P2 group to be booked by the DMO. The contract will be distributed before the end of March with the goal of finalizing it in early April. The Group is scheduled for 2025 arrival.
- Conducted three notable site visits with prospective clients to secure contracts for P1 and P2 groups.
- Continuing to actively interview to hire additional Sales Manager as outlined in the adopted FY 2023/24 budget.
- The team established **new preferred partnerships** with the following industry partners enabling access to client databases, events, and marketing opportunities aimed at generating increased leads and enhancing city exposure.
 - ConferenceDirect,
 - HelmsBriscoe,
 - Professional Convention Management Association (PCMA).
- DMO entered into an agreement with **ZoomInfo**, a contact database housing profiles of over 100 million companies alongside their respective employees. This service will be used for sales prospecting to fortify lead generation and potential group business. Through the ZoomInfo tool, we will gain access to verified email addresses and direct phone numbers of targeted account contacts. This tool enables us to search for specific contacts and enabling the team to:
 - Segment by job title & function,
 - Filter by company type & industry,
 - Narrow in on specific locations.
- Continued collaboration with **Baronfeld Consulting Group** to assist in the DMO's prospecting initiatives and Simpleview CRM database strategies. To date, the partnership has produced impressive results.
 - Weekly calls conducted to assess progress and effectiveness of outreach strategy.
 - Requalification of previous accounts in the DMO's Simpleview CRM system.
 - Continuing to compile a database of 600+ target accounts yet to prospected and qualified for potential business opportunities in Santa Clara.
 - Support of Tradeshow attendee qualification and appointment confirmations.
 - As of March 31, they've successfully reached out to over **5,309 clients** and identified **70 potential group opportunities**.

- Organized and participated in various conferences and tradeshows, enabling the team to connect and network with clients while also gaining valuable insights from industry educational events.
 - Director of Sales participated in **NY Meet in partnership with SF Travel** in New York, February 26–29, 2024. The week was focused on sales calls and hosting client events targeted at prominent corporate accounts.
 - Director of Sales and Sales Manager attended **MPINCC ACE Conference** in San Francisco, March 5–7, 2024. Focus was on educational sessions and participating in networking opportunities within the meeting planning community.
 - CEO and Marketing Team attended **Visit California’s Outlook Summit** in Palm Springs, March 10–13, 2024. Provided overview of Visit California’s strategic direction and tourism trends in addition to networking and educational opportunities.
- The Director of Sales and Sales Manager collaborated with a sister DMO, Visit Salt Lake City to coordinate a client breakfast at the Hyatt Regency in Santa Clara, as part of the Conference for Women on February 29, 2024. We hosted ten prominent corporate meeting planners at the event, fostering valuable partnerships and showcasing the city.
- The CEO and Marketing Team attended **Visit Oakland’s Restaurant Week Industry Night Event** on March 4, 2024, kicking off Oakland’s Restaurant Week. The event provided networking opportunities.
- CEO, Marketing team and General Manager of the Convention Center executed a fantastic event for the **Bay Area Travel Writers Group** hosted at the Convention Center on February 24, 2024, complete with a tour of Levi’s® Stadium and support from Levy and Great America.
- Purchased and participated in training for the **Cvent BI Report Stack** providing deeper insights into our primary business segments, group lead statistics, and competitive landscape across the DMO, Convention Center, and the city overall. These insights will support making more informed decisions regarding resource and budget allocation.
- Developed a **“Business Development Fund Scoring Matrix”** to evaluate and prioritize groups based on their qualifications and determine the appropriate funding allocation.
- Manager, Data & Strategy continued execution of CRM Audit Project Plan. Additionally, creating a new **“Event Mix Pace Report”** and crafting a draft of a **“Pipeline Report.”**
- CEO continuing to work with the **Bay Area Host Committee** to finalize Superbowl 60 contracts and FIFA guestroom pricing with our SCTID Hotels.

Marketing and Communications

The third quarter has marked a significant achievement for the DMO Marketing Team. There remains a strong focus on creating engaging content across all platforms, nurturing interaction, and portraying the dynamic narrative of Santa Clara. Furthermore, notable progress was made with the commencement of the Omnichannel Marketing Ecosystem Project Request for Proposal (RFP) and the process of selecting a marketing firm, Madden Media. As we celebrate the achievements of this quarter, we are prepared and enthusiastic to take on the Omnichannel Marketing Ecosystem and other projects that lie ahead.

This quarter yielded remarkable output, as detailed below.

- **Omnichannel Marketing Ecosystem Project.** After an extensive procurement process, we are excited to announce that a contract has been finalized, and executed with Madden Media and project work has commenced. Additionally, we sought the endorsement of the DMO's Board of Directors, who ratified the contract on March 21, 2024, solidifying Madden Media as our trusted partner in advancing our marketing initiatives. We are confident that this partnership will propel the DMO to new heights.

Madden Media, a full-service destination marketing agency with over 40 years of experience in the tourism industry and collaborates annually with 200+ travel and tourism organizations nationwide. They maintain close ties with Visit California and hold positions on influential boards like CalTravel and the Destination Marketing Association of the West (refer to Appendix Item O1 and O2). The DMO stands to gain significantly from Madden's extensive industry relationships. Specializing in creating destination websites and visitor guides, Madden's work is designed to engage and inspire users to plan their trips, serving as effective tools for exploration even after travelers arrive at their destination.

On March 19, 2024, we officially launched this project, marking the beginning of an exciting collaboration with Madden Media. As part of our efforts to ensure alignment and a deep understanding of our destination and objectives, we are thrilled to host key members from the Madden Media team for a Santa Clara immersion trip during the third week of April. This immersive experience will provide invaluable insights into our community and offerings. Additionally, a pivotal brand Positioning Meeting with key stakeholders is scheduled during this visit, aimed at refining our strategic direction. In preparation for the Positioning Meeting, Madden Media is currently conducting extensive stakeholder research, leveraging methods such as emailed surveys and one-on-one phone calls. This proactive approach underscores our commitment to a collaborative and informed partnership, setting the stage for impactful outcomes.

Madden Media is also laying the groundwork for a comprehensive understanding of our brand and audience. They are utilizing Google and Adobe Analytics to delve deep into website visitor data and uncover insights. They are also analyzing CoStar data to round out their understanding of the market. Concurrently, they are reviewing our brand guide, branded collateral, and pitch decks, developing a strong understanding of our brand identity and messaging. Madden Media will also assess our current bank of photography, identifying areas of greatest need where additional photos are required to enrich our collection. Madden is committed to authentically representing Santa Clara as a premier destination.

An essential aspect of our website redesign revolves around content population, a critical concern for ensuring an engaging and informative online experience. The **Events Page** stands out as the most frequented on DMO websites, serving as a primary resource for visitors seeking comprehensive event information across multiple Santa Clara venues. Also vital are the **Listings Pages**, which play a pivotal role in inspiring visitors and highlighting the vibrant array of restaurants, attractions, and hotels in our city. To address this need, the DMO team has initiated contract negotiations with **VibeMap**, a service adept at aggregating business listings and event data from across the web (see Appendix Items O4 and O5). VibeMap's seamless integration with our existing Simpleview CRM system will facilitate the creation of detailed listings for each business and event. Leveraging this integration, our web developer, Madden Media, will automate the process of updating business and events listings on our website, ensuring they remain current, accurate, and compelling. This strategic utilization of VibeMap will streamline content population efforts, enhancing the overall visitor experience on our website.

- **Content Update.** The Marketing Team has continued to diligently craft a dynamic online presence across multiple fronts, spanning social media platforms, blogs, and email marketing channels. With a keen focus on engaging our diverse audience, we've curated compelling content tailored to each platform's unique characteristics. Through strategic storytelling and targeted outreach, we've fostered meaningful connections and amplified our brand's reach in the digital landscape.
 - **Instagram.** Discover Santa Clara's® Instagram is used to display the latest and greatest activations in Santa Clara. Our Instagram aims to captivate both Silicon Valley locals and prospective visitors to come visit Santa Clara to support our local attractions and businesses. The content, which is primarily in video format, covers a range of topics including food, entertainment, arts, and hotels. The goal is to create quick, shareable content for each category. In the third quarter all posts received thousands of views, with the most viewed reaching 143,000 views. (see Appendix Item C2).

We also achieved 788,073 impressions with 34 Instagram videos and six static image posts. Instagram continues to be a strong platform for the DMO as we entered the third quarter with 6,709 followers and ended with 13,791 followers which represents a 105% increase (see Appendix Item P1).

- **LinkedIn.** The Discover Santa Clara® LinkedIn page is a crucial asset for our business-to-business (B2B) initiatives, supporting our sales team at trade shows and showcasing the DMO team at industry events. Our primary focus is crafting tailored content for meeting and event planners, along with industry partners. We spotlight key events and provide insights into Santa Clara's travel trends, offering valuable information for our audience.

In the third quarter, we noted an increase in followers from 453 to 740 representing a 63% growth, (detailed in Appendix Item P1). Our LinkedIn posts garnered 14,689 organic impressions, with an impressive average organic engagement rate of 9.3%. Comparatively, the average LinkedIn engagement rate is 1.1% in the travel, hospitality and leisure category (according to source [Hootsuite](#) data), indicating that our content consistently outperforms average content in our specific industry category.

- **Blog.** We published seven original blog posts covering a range of topics, from highlighting local businesses to monthly event roundups, travel guides, and itineraries. These blogs serve multiple functions within our digital marketing strategy; they target both event planners and the wider public while boosting our website's SEO with content optimized for search engines. Additionally, they act as content feeders for other channels, being reposted on platforms like LinkedIn, Facebook and included in email blasts (see Appendix Item C3).
- **Facebook.** The Discover Santa Clara® Facebook page is a unique marketing channel that reaches consumers and business audiences alike. The marketing team utilizes this platform to share a variety of content, such as blog posts, news articles, and videos highlighting various Santa Clara experiences and activations. In the third quarter, 11 impactful Facebook posts were created. The Marketing team continued with targeted follower growth ad campaigns resulting in expanding our audience from 1,830 to 3,029, marking a 65.5% increase (see Appendix Item P1).
- **Email Newsletter.** Our third quarter content was geared toward the day tripper and leisure traveler, shining the spotlight on the fun activations in Santa Clara. In total, 33,940 emails were successfully delivered and achieved an open rate of 11.5%. The DMO delivered emails regarding monthly city event roundups, supporting the upcoming California Society of Association Executives (CalSAE) Elevate Show in April, and the announcement of the FIFA World Cup matches won for the city.

In addition, we grew our email subscribers by 3,200 by collecting email data from the Convention Center’s internet provider, Smart City Networks. This brings our total email newsletter subscribers to 11,800 (see Appendix Item P1).

- **Paid Advertising.** Although the DMO remains dedicated to employing proven advertising options as detailed below, we are also committed to experimenting with new approaches to engage fresh audiences and enhance ROI. Our efforts have already yielded significant results, setting the groundwork for success in the fourth quarter.
 - **LinkedIn Engagement Ads.** A \$5,000 investment was allocated towards conducting a beta-test of LinkedIn ads aimed at promoting our pre-existing “Santa Clara Business Travel Guide”. The outcome was strong, with the DMO garnering 978,304 impressions and 7,183 clicks between January 22 and February 28, 2024 (see Appendix Item P1 from LinkedIn Ads Data). Notably, the top three job titles of individuals who visited our website as a direct result of this advertisement were Executive Assistant, Administrative Assistance Specialist, and Events Specialist, (outlined in Appendix Item P2 from LinkedIn Ads Data), which aligns with our target demographic. Remarkably, this advertisement alone led to a two-fold increase in web views from the second to third quarter (refer Appendix Item P1).
 - **Convention Industry Advertising.** The CEO and Marketing Director met with prominent industry organizations to assess advertising opportunities aimed at strengthening partnerships and enhancing visibility for Santa Clara. Productive discussions took place with PCMA, MPI, Helms Briscoe, ConferenceDirect (CD), Cvent, and CalSAE. As a result, the following advertising agreements were successfully secured.
 - **CalSAE.** A year-long advertising campaign in the CalSAE weekly newsletter has been strategically planned. This campaign targets association conventions, highlighting the suitability of the Santa Clara Convention Center for their space needs. The campaign, which commenced with inclusion in the March 24, 2024, newsletter, will continue through March 2025. Each ad within this campaign features a concise seven-word headline, accompanied by a photo or logo, followed by 70 words of descriptive text, and concludes with a compelling Call to Action (CTA) along with a link.
 - **ConferenceDirect (CD).** We committed to a three-month advertising buy on CD's Cvent planner portal and their LinkedIn profile. CD is a full-service meetings and events management company, employing hundreds of associates who organize numerous meetings and events each year. Our banner advertisement will be displayed on CD's Cvent planner portal, a platform accessed multiple times daily by associates when submitting their Requests for Proposals (RFPs). Additionally, we purchased a sponsored post on LinkedIn. CD boasts a significant following of 23,000 on LinkedIn, and the DMO marketing team intends to utilize this sponsored post to expand our LinkedIn followership among qualified meeting planners.

- **LinkedIn Conversation Ads.** We've been consistently utilizing LinkedIn Conversation Ads to target Event Planners and Executive Admins in key markets, leveraging insights from Cvent data (see Appendix Item A2 for details). This campaign has resulted in 55 leads interested in learning more about hosting events in Santa Clara. In the third quarter, we initiated a sequence of automated email follow-up messages to stay connected with this audience. Those expressing interest will receive three emails spaced five days apart. Each email provides information about Santa Clara and prompts recipients to schedule an introductory call with our Director of Sales. This approach benefits us in two ways: it allows our sales team to focus on prospecting for new business while maintaining engagement with leads through a series of emails and adding them to our general email list for ongoing communication.
- **SCTID Hotel Partner Support.** We remain committed to assisting our SCTID Hotel partners through various marketing means. Primarily, our support has focused on social media endeavors, however we've also extended consultative assistance, such as conducting market research for a hotel's brand repositioning project. Furthermore, we've collaborated with our SCTID Hotel partners to plan and schedule marketing initiatives and projects set to launch during the fourth quarter.
 - **Hilton Santa Clara.** The Hilton team arranged a social media giveaway and enlisted Bay Area artist Travis King to perform at one of their "TailG8" events in January 2024. The DMO marketing team provided consulting services to the Hilton Director of Sales on conducting the giveaway. Moreover, we leveraged our DMO Instagram platform to enhance Hilton's social media presence for this giveaway campaign, resulting in 41,224 impressions.
 - **AC Hotel Santa Clara.** We partnered with the AC Hotel to coordinate a like/follow/share campaign along with a giveaway. The prize package featured a signed Deebo Samuel mini helmet and a 2-night stay in a suite. The result was an impressive 38.9% increase in the AC Hotel's followers, growing from 989 to 1374. Moreover, the giveaway attracted 44,000 video viewers, broadening the reach of the AC Hotel brand to a fresh audience. (Refer to Appendix H1).
 - **Marriott Santa Clara.** We partnered with Marriott's branding agency, Caprock, to offer input on Marriott Santa Clara's positioning project and shared market data decks. Furthermore, the DMO and Marriott's Marketing Managers teamed up to produce an Instagram Reel highlighting Topgolf as an activity for hotel guests in the area, garnering 5,058 views.

- **Public Relations.**

- **Hosted Bay Area Travel Writer's (BATW's) Monthly Meeting.** The CEO collaborated with the DMO's PR contact to secure hosting the BATW's monthly meeting at the Santa Clara Convention Center, attracting 16 influential business-to-consumer (B2C) travel writers to the city. Through a concerted community effort led by the DMO, multiple stakeholders, venues, and attractions showcased the best of Santa Clara. Highlights included a catered breakfast by Levy Restaurants, a CEO presentation on Santa Clara's benefits, a tour of Levi's® Stadium, and complimentary tickets for future visits extended to the travel writers and their guests.
- **Silicon Valley Business Journal (SVBJ) "Mentoring Monday" Event.** The Director of Marketing was invited to participate in the SVBJ's "Mentoring Monday" event, which resulted in both print and digital PR for the DMO.
- **Silicon Valley Business Journal (SVBJ) "The Future of Santa Clara" Event.** The "Future of Santa Clara" event is scheduled for May 2, 2024, at the Santa Clara Marriott. The DMO's Director of Marketing was invited to contribute to the planning process by offering insights on pertinent topics and suggesting potential panelists. The event will feature discussions on Sports, Tourism, and Development. The DMO CEO has been extended an invitation to participate as a panelist, alongside Mayor Lisa Gillmor and Zaileen Janmohamed, CEO of the Bay Area Host Committee.

KEY PERFORMANCE INDICATORS (KPIs) PROGRESS UPDATE

We were thrilled to celebrate the success of a P2 group gathering at the Santa Clara Convention Center, booked by OVG’s Senior Director of Sales in November 2023. Additionally, we are in the process of contracting for another P2 group event scheduled for 2025, thanks to the dedicated efforts of our DMO Sales Manager. We expect to finalize the agreement and secure the booking by early April.

While the DMO is not pacing to meet our FY 2023/24 P1 and P2 booking goals, we have found promising P1 and P2 opportunities many of which have been shorter-term in nature (less than 18-months out). Throughout the third quarter, we’ve seen some encouraging site inspections and are engaged in negotiations for an extra P2 group and a P1 piece of business. Our approach remains focused on direct sales calls, active involvement in tradeshow, and proactive business prospecting. As of the end of the third quarter, we have 41 prospects aiming to sustain a monthly pipeline of 12 or more active prospects. Our target is to reach a total of 140 active prospects by the end of the fiscal year. While meeting this goal might pose a challenge due to the vacant sales manager position, we’re committed to giving it our all.

Currently, the DMO has a vacant position for an additional Sales Manager. Our top priority is to continue to actively search for and hire a highly qualified candidate. This individual will play a crucial role in increasing our outreach efforts to targeted meeting planners and companies, with the aim of bringing citywide events, revenue, and a positive economic impact to the city of Santa Clara. Additionally, once settled in the role, their assistance will be instrumental in achieving our performance goals for FY 2024/25, which involve securing nine P1 and P2 group bookings in the year-for-the-year.

Silicon Valley/Santa Clara DMO Inc.					
Performance Measures					
	2023/24 Target	YTD	January	February	March
1. Event Mix (Consumed)					
Percent of P1 Events	0.5%	0%	0%	0%	0%
Number of P1 Events	1	0	0	0	0
Percent of P2 Events	1.0%	0.6%	0%	0%	0%
Number of P2 Events	2	1	0	0	0
2. Number of Definite Events Booked (booked in the year for future years)					
Number of P1 Events	2	0	0	0	0
Number of P2 Events	4	0	0	0	0
3. Convention Center Gross Revenue (P1 & P2)	\$800,000	\$569,431	\$0	\$0	\$0
4. Number of Room Nights Booked (for future years)	4,506	0	0	0	0
5. Number of Room Nights Consumed	2,253	2,622	0	0	0
6. Number of Weeks Impacted (Consumed)	2	-	-	-	-
7. Customer Service Survey Results (overall satisfaction)	85%	-	-	-	-
8. Number of Prospects (active) (non-cumulative P1 & P2)	140	41	20	16	13
9. Economic Impact (Consumed P1 and P2 events)	\$2,745,582	\$1,058,296	\$0	\$0	\$0

THIRD QUARTER BUDGET SUMMARY

At the close of the third quarter of FY 2023/24, we are currently **\$960,440.14** below budget year-to-date. This outcome primarily stems from savings in salaries and wages, a result of the staggered hiring process for our marketing manager and sales manager who joined the team in July and September of 2023, respectively. Their delayed onboarding impacted our sales trip schedule and tradeshow expenses that will be incurred in the fourth quarter. Additionally, the Administrative Services Manger role remained vacant for the majority of the third quarter. Despite being under budget, strategic decisions were made involving reallocating unused funds towards establishing prominent partnerships.

Simultaneously, efforts continued towards the development of sales materials and pre-marketing activities for tradeshow. These endeavors aim to enhance our visibility, engage customers, and generate high-quality leads ultimately aiming to convert them into citywide groups for both our partners and the city.

FY 2023/24 Operating Budget Summary

PROGRAM	FY 2023/24
CONVENTION SALES, INCENTIVES & SERVICES	\$1,188,331
MARKETING & COMMUNICATIONS	\$818,578
ADMINISTRATION	\$935,821
CONTINGENCY	\$66,000
CITY ADMINISTRATION FEE	\$44,000
TOTAL OPERATING BUDGET	\$3,052,730

Q3 Budget Variance

Report Date: 3/31/2024	Q3 Budget	Q3 Actual	Variance
TOTAL OPERATING EXPENSES	\$742,162.57	\$497,388.73	\$244,773.84
FUND SURPLUS(DEFICIT)		\$244,773.84	

YTD Budget Variance

Report Date: 3/31/2024	YTD Budget	YTD Actual	Variance
TOTAL OPERATING EXPENSES	\$2,330,199.71	\$1,369,759.57	\$960,440.14
FUND SURPLUS (DEFICIT)		\$960,440.14	

The detailed line-item budget is included as Attachment A.

DSC PROGRAM AND ACTIVITY HIGHLIGHTS

Convention Sales, Incentives and Services

At the close of the third quarter of FY 2023/24, we were able to make strong gains in sales. Despite still being in the process of hiring for the vacant Sales Manager position, we now have a more robust sales team in position, enabling us to successfully implement many of the planned initiatives for the quarter.

Our ongoing partnership with Baronfeld Consulting remains integral to maintaining consistent prospecting efforts. This entails requalifying previous accounts in the DMO's Simpleview CRM system and compiling a comprehensive database of more than 600 potential target accounts awaiting assessment for potential business opportunities in Santa Clara. Additionally, Baronfeld Consulting offers valuable assistance in attendee qualification and appointment scheduling during tradeshows. These initiatives are key in ensuring our access to influential meeting planners, with the ability to drive business to Santa Clara, SCTID Hotels, the Convention Center, and our partners.

The team established new partnerships with ConferenceDirect, HelmsBriscoe, and PCMA this quarter, aimed at expanding our reach by tapping into the preferred customer bases of these organizations and participating in their partner tradeshows and conferences. Additionally, we signed on for membership with ZoomInfo, a powerful prospecting tool, granting us access to their extensive contact database containing profiles of over 100 million companies along with their employees. These strategic alliances are expected to enhance Santa Clara's visibility, generate more leads, and increase bookings.

In the third quarter, our Sales Team participated in numerous conferences, tradeshows, and industry events to strengthen our connections and collaborations. This included the NY Meet event in partnership with San Francisco Travel, the MPINCC ACE Conference, and the Visit California Outlook Summit. Moreover, we partnered with Visit Salt Lake City to organize a client breakfast at the Hyatt Regency, Santa Clara during the Conference for Women, where we welcomed ten prominent meeting planners. Additionally, we arranged and hosted the Bay Area Travel Writers Group monthly board meeting as a means of showcasing the Convention Center, Levy Catering, Great America, Levi's® Stadium and the city.

This multifaceted approach married with newly forged sales partnerships underscores our commitment to nurturing vital customer connections, driving lead growth, and building the brand presence of both the city and our partners.

	FY 2023/24 BUDGET	Q3 BUDGET	ACTUAL Q3 EXPENDITURE	VARIANCE	EXPENDED
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$1,188,331	\$308,437.28	\$194,549.89	\$113,887.39	63%

Marketing and Communications

As previously mentioned, following a thorough procurement process, we're thrilled to announce the finalization of a contract with Madden Media. They will serve as our partner in advancing the development and implementation of various components of our comprehensive Omnichannel Marketing Ecosystem Project, which we believe will propel the DMO to new levels of success.

Madden Media is currently in the process of establishing a thorough grasp of our brand and target audience. Currently, they are studying our brand guide, branded materials, and pitch decks, to cultivate a deep understanding of our brand identity and messaging. They are also evaluating our existing bank of photography, pinpointing areas where additional photos are needed to enhance our collection. Madden Media is dedicated to authentically highlighting Santa Clara as a premier destination.

Looking ahead to the fourth quarter, our marketing team will persist in bolstering current social media initiatives and supporting sales efforts, while simultaneously commencing the initial phase of the Omnichannel Marketing Ecosystem Project. This first phase will be marked by a crucial Positioning Meeting centered around the essential inquiry, "Why Santa Clara?" The results of this session will lay the groundwork and direction for various pivotal components of the project, encompassing photography, videography, the development of a Santa Clara Visitors Guide, and the redesign of our website. These endeavors collectively contribute to the ongoing enhancement of the visitor experience.

Although only 71% of the Marketing & Communications program budget has been expended at the close of the third quarter, we expect to exhaust the entire FY 2023/24 budget by the end of the fourth quarter due to the initiation of the Omnichannel Marketing Ecosystem Project and its associated expenditures.

	FY 2023/24 BUDGET	Q3 BUDGET	ACTUAL Q3 EXPENDITURE	VARIANCE	EXPENDED
TOTAL MARKETING & COMMUNICATIONS	\$818,578	\$173,944.78	\$122,661.49	\$51,283.29	71%

Administration and Operations

The administration and operations portion of the budget shall be used for administrative personnel costs, office expenses, lobbying, and other general administrative expenses such as insurance, legal, and accounting fees. Efforts to finalize the monthly and quarterly accounting processes and reporting with our new accounting firm continue.

In mid-March, we were thrilled to welcome Jasmin Aviña aboard as our new Administrative Services Manager, adding her expertise to our team. Additionally, we were actively engaged in initiating, amending, and extending contracts. Among these agreements are the following:

- We executed a partnership agreement with Madden Media for the DMOs Omnichannel Marketing Ecosystem Project.
- Executed an agreement with ConferenceDirect, a premier meeting and event planning company.
- Executed an agreement with HelmsBriscoe, recognized for their expertise in site selection and event placement.
- Renewed our Simpleview contract for the DMOs Customer Relationships Manager (CRM) database.

	FY 2023/24 BUDGET	Q3 BUDGET	ACTUAL Q3 EXPENDITURE	VARIANCE	EXPENDED
TOTAL ADMINISTRATION	\$935,821	\$232,280.50	\$165,503.90	\$66,776.60	71%

Contingency

The budget includes a contingency line item to account for uncollected assessments, if any. If there are contingency funds collected, they may be held in a reserve fund or utilized for other program, administration, or renewal costs at the discretion of the DMO Board of Directors. Policies relating to contributions to the reserve fund, the target amount of the reserve fund, and expenditure of monies from the reserve fund shall be set by the Board of Directors.

	FY 2023/24 BUDGET	Q3 BUDGET	ACTUAL Q3 EXPENDITURE	VARIANCE	EXPENDED
CONTINGENCY	\$66,000	\$16,500	\$0	\$0	0%

City Administration Fee

The City of Santa Clara shall be paid a fee equal to 2% of the amount of assessment collected to cover the costs of collection and administration which may include but are not limited to: staffing costs, legal services, and operational costs for rent, telephone, supplies, postage, and other general office expenses.

While we have not yet received the SCTID income for the third quarter, it's important to highlight that in FY 2022/23 and year-to-date for the current FY 2023/24, this income has exceeded budget projections significantly. Consequently, this has led to a higher accrual of the City Administration Fee (CAF).

	FY 2023/24 BUDGET	Q3 BUDGET	ACTUAL Q3 EXPENDITURE	VARIANCE	EXPENDED
CITY ADMINISTRATION FEE	\$44,000	\$11,000	\$14,673.45	(\$3,673.44)	133%

FOURTH QUARTER FOCUS

- Sales Team to participate in the following conferences and tradeshows.
 - CEO attending **Destination International CEO Summit** April 2-5, 2024, in Boston, MA. Industry networking and educational sessions.
 - Sales Manager to attend **Connect Spring Marketplace** Tradeshow April 2-4, 2024, in Anaheim, CA. targeting the Association Market.
 - Marketing Team attending the **eTourism Summit** April 2-4, 2024, in Las Vegas, NV. Networking and educational sessions.
 - Director of Sales attending the **ConferenceDirect Annual Partner Conference** April 7-11, 2024 in Arlington, TX for educational and customer networking.
 - Manager, Data & Strategy and Marketing Manager attending **Simpleview Summit** April 7-11, 2024, in Milwaukee, WI. Focus is on Simpleview product updates, demos, CRM, Digital Marketing trends, educational sessions, and networking opportunities with the Simpleview team and industry peers.
 - Sales Manager to attend **CalSAE Elevate** Tradeshow April 28 - May 1, 2024, in Anaheim, CA. targeting the Association Market.
- Utilize emerging collaborations with key third-party travel management and meeting planning partners to leverage access to their extensive client databases, engage in targeted industry events, and enhance lead generation efforts. This includes potential partnerships with organizations such as ConferenceDirect, HelmsBriscoe, and PCMA.

- The Manager of Data & Strategy will own the management of the new Cvent BI Reporting Tool, starting with a needs survey for the DMO, OVG, Levy, and SCTID Hotel partners. This initiative aims to both enhance current reporting stacks and develop new reporting solutions that will establish a robust data foundation, facilitating more informed and strategic business decisions moving forward.
- Deliver FY 2023/24 Q1 – Q3 performance reviews for all team members by April 5, 2024.
- Having officially kicked-off the Omnichannel Marketing Ecosystem Project with Madden Media, complete Phase I by June 30, 2024. Phase I to include.
 - Positioning Meeting,
 - Photography and Videography
- Develop specialized Santa Clara itineraries and trails catering to foodies, shopping enthusiasts, and other interests, aiming to produce enduring content for our website.
- Marketing to continue to emphasize local restaurants, businesses, and community events in Santa Clara through ongoing marketing efforts.
- Continued collaboration with social media influencers to increase visibility and promote Santa Clara.
- DMO to host a social media influencer event on April 26, 2024.
- Finalize and execute all Superbowl 60 contracts for SCTID Hotel partners.
- Continue to execute the Simpleview CRM Audit results project plan and craft appropriate standard operating procedures for improving our database to enhance sales and marketing activities.
- Collaborate with the SCTID Hotel and Levi's® Stadium Event Services Team to strategize the approach for the IMEX 2024 Tradeshow Booth, incorporating elements inspired by Superbowl 60 and FIFA themes, in addition to coordinating a potential client tailgate event.
- DMO team to develop thoughts on strategic approach to activations for Superbowl 60 and FIFA to review with the city and partners.
- Collaborate with the General Manager of the Convention Center to craft a DMO Evolution Plan tailored to enhance future P3 group sales strategies and approach. Establish a SCTID Director of Sales working committee and socialize the draft of the P3 group plan with the SCTID Hotels and the Board of Directors for feedback prior to implementation.
- Conduct Client Journey Mapping Exercise to outline strategies to wow potential clients and drive more business.
- Continuing to work leads in the funnel and push for in-person site visits for potential groups.
- Onboard new Administrative Services Manager, Jasmin Aviña.
- Continue conducting interviews to fill the additional Sales Manager position as outlined in the FY 2023/24 budget.

- Create a DMO Group Campaign aimed at engaging and incentivizing qualified groups, with a targeted launch date set for July 2024.
- Draft, finalize, and secure approval from the Board of Directors for the FY 2024/25 Operating Budget.
- Initiate the drafting process for the FY 2023/24 Annual Report.
- Facilitate ongoing meetings between the CEO and the new Assistant City Manager to deliver strategic updates on DMO initiatives and cultivate a productive relationship.
- Coordinate with Kirsch & Co. to establish a timeline for developing a draft of Financial Procedures aligned with approved Financial Policies. Target completion date is set for the November 21, 2024, Board of Directors Meeting.

APPENDIX

Key Performance Indicators Definitions

Number of Definite Events

A “definite” event is a future event confirmed with a signed executed SCCC contract and at least one TID lodging business.

Number of Weeks Impacted

Weeks throughout the year where a P1 event, citywide or a combination of events positively impacts the destination’s local economy.

SCCC Gross Revenue

Actual event spend includes rental, food and beverage services, audio-visual services, information technology services and other event related services.

Number of Room Nights Booked

The total number of rooms blocked at Santa Clara lodging businesses for P1 or P2 events, multiplied by the number of nights each room is reserved.

Number of Room Nights Consumed

Total rooms occupied at Santa Clara lodging businesses for a P1 or P2 event, multiplied by the number of nights each room is occupied.

Prospects

Account/Customer that is potentially interested in booking an event at the Convention Center.

Economic Impact

Total value of an event, including indirect spending, on the host destination’s local economy.

Customer Service Survey Results

Satisfaction surveys shall be administered by a third-party administrator to Convention Center meeting planners, clients, and attendees.

Event Mix

The target mix of convention/meeting types (P1, P2, P3, P4 and P5s) will deliver the best financial and economic results for the City.

MARKETING AND COMMUNICATIONS APPENDIX

OmniChannel Marketing Ecosystem Project Appendix Appendix Item O1

WE ARE DESTINATION MARKETING EXPERTS

We are the ideal destination marketing partner to support your team because we understand the intricate DMO landscape, including key challenges and opportunities presented by Discover Santa Clara’s website and guides. Partnering with over 200 travel and tourism organizations nationally each year has given us extensive experience managing partner and stakeholder relationships to maintain the integrity of your fiduciary responsibilities.



Appendix Item O2

WE KNOW CALIFORNIA

As a new DMO, Discover Santa Clara would greatly benefit from working with an agency that has a deep understanding of your state and industry relationships that can be leveraged for marketing opportunities. Madden Media is well versed in California’s tourism industry and would be able to open doors for Discover Santa Clara as its marketing program is implemented.

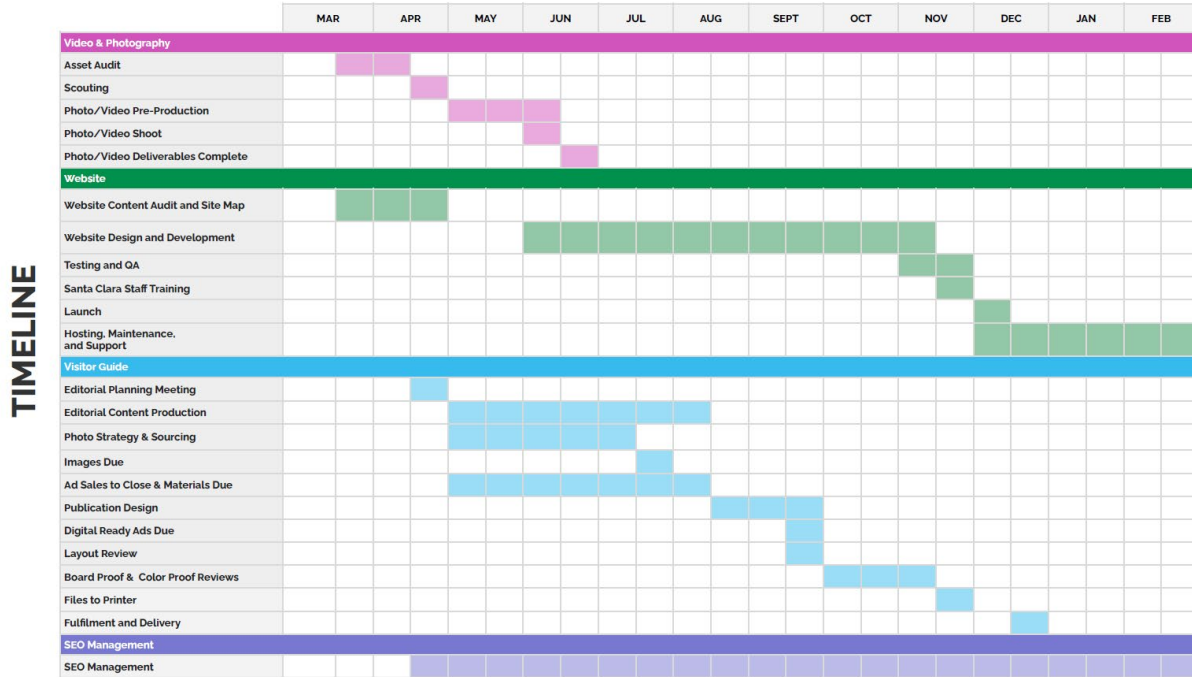
Our team has an active relationship and significant experience working with Visit California, which we can use to elevate Discover Santa Clara and showcase your brand on a national and global stage. Our experience working with Visit California on their cooperative efforts and Rural Grant Programming, marketing, and sales collaboratives, as well as our presence on a number of their committees, gives Madden the knowledge to best position Discover Santa Clara for future opportunities. This includes cooperative marketing, cooperative sales programming, brand activations at high-level Visit California trade shows, and utilizing access to data.

In addition to our work with Visit California and its partners, we are a member of the CalTravel board of directors and the DMA West board of directors. These partnerships place our finger on the pulse of the local, state, regional, domestic, and international travel industry trends. Combined with our destination marketing experience, our team is ideally positioned to help guide your team during its initial launch.

DEEP TOURISM PARTNERSHIPS



Appendix Item O3



Appendix Item O4

What is Vibemap?

The first end to end platform solution to promote local places and events to visitors and residents based on local vibes.

Vibemap uses Geospatial AI and rich integrations with partner's websites and data to:

- Manage and visualize city data
- Promote destinations and events
- Attract visitors and residents



Appendix Item O5



Complete Data & Interactive Maps

Vibemap will manage and maintain your business listings and events data and embed our interactive maps on your website.

Vibemap



Business Listings
Vibemap completes, manages and maintains your CRM, business listing, and POI data.

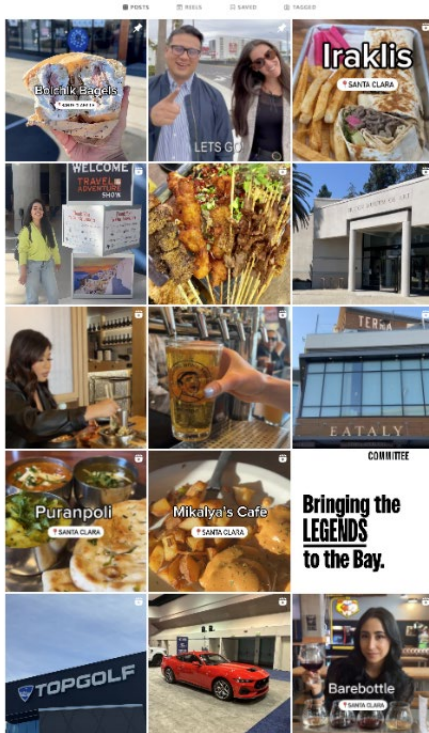


Events Feed
Vibemap adds and maintains an events feed of free and ticketed local events on your website.



Embedded Vibemap
Vibemap brings your website to life with interactive maps, search widgets, and business listings.

Content Appendix Appendix Item C1



Appendix Item C2

Bill Withers x Mary Jane Girls blend
January 16 · Duration 0:20

144618 2482 34 2583 2083

Overview

Accounts reached	105,671
Reel interactions	7,182
Profile activity	179

Reach

105,671 Accounts reached

4,719 Followers 100,952 Non-followers

Appendix Item C3

April Events
As the baseball season kicks off and the first of Open House and golf events, come with us to discover the exciting events of April.

DISCOVER MORE

Santa Clara Getaway: A Family's Two-Day Itinerary
Santa Clara, with its vibrant mix of thrilling adventures, history, culture, and serene natural beauty, stands out as an ideal destination for your next family getaway. From exploring the innovative tech scene to indulging in world-class dining and alluring experiences, Santa Clara promises an unforgettable getaway. Read on to adventure and relaxation, where you'll find a wealth of activities to suit all tastes. Discover our top suggestions for a delightful two-day stay for families eager to discover all that the city has to offer.

DISCOVER MORE

March Events
The only place to see the best of this month's Santa Clara events, all in one place. March is the best time to visit Santa Clara, with its mild weather, beautiful scenery, and a variety of events to enjoy. Discover our top suggestions for a delightful two-day stay for families eager to discover all that the city has to offer.

DISCOVER MORE

Santa Clara Business Travel Guide in 2024
As the year has been heading to Santa Clara for business or leisure, you've likely noticed on the ground that the city has a lot to offer. From its vibrant mix of thrilling adventures, history, culture, and serene natural beauty, Santa Clara stands out as an ideal destination for your next family getaway. From exploring the innovative tech scene to indulging in world-class dining and alluring experiences, Santa Clara promises an unforgettable getaway. Read on to adventure and relaxation, where you'll find a wealth of activities to suit all tastes. Discover our top suggestions for a delightful two-day stay for families eager to discover all that the city has to offer.

DISCOVER MORE

Valentine's Day in Santa Clara
As the season of love approaches, don't let the prospect of planning the perfect Valentine's Day get in your way. Whether you're a couples retreat or a date night, we've got you covered. From romantic dinners to indulgent chocolates, here's a guide to celebrating Valentine's Day in Santa Clara.

DISCOVER MORE

February Events
The only place to see the best of this month's Santa Clara events, all in one place. February is the best time to visit Santa Clara, with its mild weather, beautiful scenery, and a variety of events to enjoy. Discover our top suggestions for a delightful two-day stay for families eager to discover all that the city has to offer.

DISCOVER MORE

January Events
The only place to see the best of this month's Santa Clara events, all in one place. January is the best time to visit Santa Clara, with its mild weather, beautiful scenery, and a variety of events to enjoy. Discover our top suggestions for a delightful two-day stay for families eager to discover all that the city has to offer.

DISCOVER MORE

Paid Advertising Appendix Appendix Item P1

Discover Santa Clara Tracker

	2nd Quarter	3rd Quarter	QoQ Variance
Monthly Website Sessions	8,671	19,176	121.15%
RFPs Started DSC Website	370	943	154.86%
RFPs Completed DSC Website	6	51	750.00%
Click to Call DSC Website	13	11	-15.38%
Total Email Subscribers	9746	11,800	21.08%
E-Newsletters Frequency	14	6	-57.14%
Blog Post Frequency	9	7	-22.22%
Total Instagram Followers	6526	13,700	109.93%
Total Facebook Followers	1830	2,884	57.60%
Total Facebook Page Likes	1831	3,032	65.59%
LinkedIn Followers	441	739	67.57%

Appendix Item P2

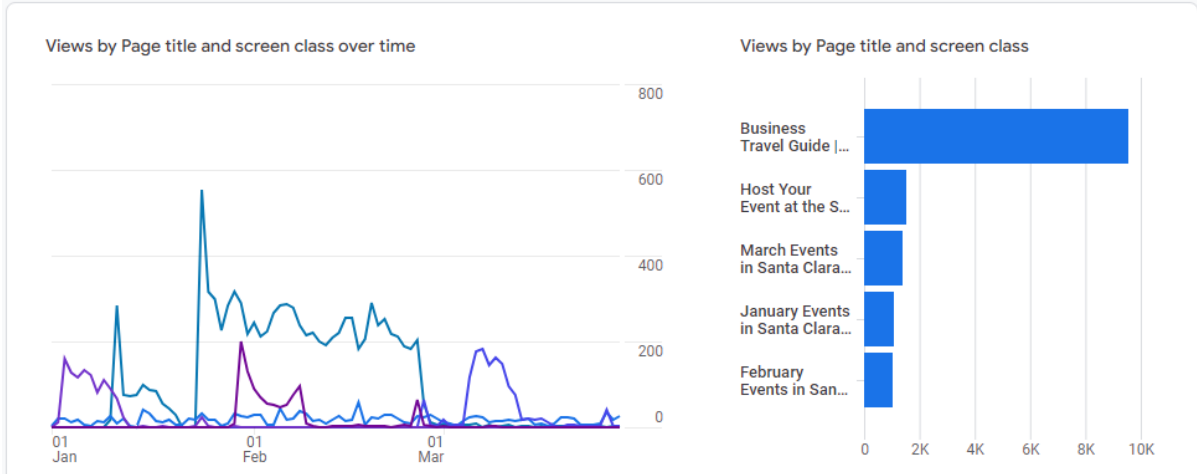


Top audiences View more

Industry Job title Company Location

Name	Impressions	Clicks	CTR	Key Results
Executive Assistant	139,447 (14.25%)	997 (13.86%)	0.71%	997 Engagements
Administrative Assistance Specialist	53,261 (5.44%)	800 (11.14%)	1.5%	800 Engagements
Event Specialist	53,023 (5.42%)	326 (4.54%)	0.61%	326 Engagements

Appendix Item P3



Public Relations Appendix Appendix Item PR1



Appendix Item PR2



Appendix Item PR3



Thursday, May 2, 2024 | 8:30am –11:00am
 Panel: Sports and Tourism



Lisa Gillmor
 Mayor of Santa Clara



Zailean Janmohamed
 CEO
 Bay Area Host Committee



Christine Lawson
 CEO
 Discover Santa Clara



ATTACHMENT A - DMO FY 2023/24 THIRD QUARTER FINANCIALS



Budget vs Actual Report

Silicon Valley/Santa Clara DMO, Inc.
For the period July 2023 to March 2024

Prepared by
Krisch & Company

Prepared on
April 24, 2024

Silicon Valley/Santa Clara DMO, Inc.

Mar-24

Report Ending Date: 03/31/2024 FY 2023/24 FUNDING ALLOCATION	Mar-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$235,422.19	\$161,349.95	\$74,072.24	69%		\$2,330,199.71	\$1,369,759.57	\$960,440.14	59%	45%	\$3,052,730.00
PERSONNEL											
Salary											
Salary	\$95,019.83	\$68,667.73	\$26,352.10	72%		\$832,062.47	\$679,681.92	\$152,380.55	82%	61%	\$1,117,622.00
Payroll Taxes											
Payroll Taxes	\$15,265.58	\$5,692.91	\$10,195.12	37%		\$137,390.22	\$52,619.97	\$84,770.25	38%	29%	\$183,187.00
Employee Benefits											
Health	\$8,874.10	\$4,620.77	\$4,253.33	52%		\$79,866.90	\$43,248.87	\$36,618.03	54%	41%	\$106,489.00
401K Fee											
401K Fee	\$5,916.10	\$2,464.94	\$3,451.16	42%		\$53,244.90	\$16,573.86	\$36,671.04	31%	23%	\$70,993.00
Employee Benefits	\$14,790.20	\$7,085.71	\$7,704.49	48%		\$133,111.80	\$59,822.73	\$73,289.07	45%	34%	\$177,482.00
Employee Incentives											
Employee Incentives	\$16,763.01	\$0.00	\$16,763.01	0%		\$150,867.09	\$0.00	\$150,867.09	0%	0%	\$201,156.00
Other											
Other	\$1,070.00	\$780.00	\$290.00	73%		\$9,630.00	\$6,540.00	\$3,090.00	68%	51%	\$12,840.00
TOTAL PERSONNEL EXPENSE	\$142,908.62	\$82,226.35	\$60,682.27	58%		\$1,263,061.58	\$798,664.62	\$464,396.96	63%	47%	\$1,692,287.00

Report Ending Date: 03/31/2024 FY 2023/24 FUNDING ALLOCATION	Mar-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
PURCHASED GOODS & SERVICES	\$235,422.19	\$161,349.95	\$74,072.24	69%		\$2,330,199.71	\$1,369,759.57	\$960,440.14	59%	45%	\$3,052,730.00
Contract Services											
Fiscal Services	\$5,425.00	\$4,198.18	\$1,226.82	77%		\$48,825.00	\$60,730.46	(\$11,905.46)	124%	93%	\$65,108.00
Legal Services	\$2,916.00	\$3,900.00	(\$984.00)	134%		\$26,252.00	\$22,120.00	\$4,132.00	84%	63%	\$35,000.00
Payroll Services	\$466.00	\$974.72	(\$508.72)	209%		\$4,202.00	\$4,131.17	\$70.83	98%	74%	\$5,600.00
Audit	\$0.00	\$0.00	\$0.00	0%		\$15,000.00	\$0.00	\$15,000.00	0%	0%	\$15,000.00
Smart City IT Services	\$464.00	\$278.00	\$186.00	60%		\$4,182.00	\$2,594.76	\$1,587.24	62%	47%	\$5,574.00
Professional Services	\$8,333.33	\$8,958.50	(\$625.17)	108%		\$74,999.97	\$84,914.42	(\$9,914.45)	113%	85%	\$100,000.00
Human Resources	\$1,666.67	\$0.00	\$1,666.67	0%		\$15,000.03	\$3,431.25	\$11,568.78	23%	17%	\$20,000.00
Internal Team Strategy Meetings	\$0.00	\$0.00	\$0.00	0%		\$9,000.00	\$980.62	\$8,019.38	11%	8%	\$12,000.00
Temp Staffing Services	\$0.00	\$9,600.00	(\$9,600.00)	9600%		\$31,494.00	\$50,100.00	(\$18,606.00)	159%	159%	\$31,494.00
Marketing	\$16,333.66	\$9,322.91	\$7,010.75	57%		\$211,998.94	\$70,006.02	\$141,992.92	33%	27%	\$261,000.00
Website Evolution & Hosting	\$1,515.00	\$910.45	\$604.55	60%		\$74,135.00	\$9,244.05	\$64,890.95	12%	12%	\$78,683.00
Contract Services	\$37,119.66	\$38,142.76	(\$1,023.10)	103%		\$515,088.94	\$308,252.75	\$206,836.19	60%	49%	\$629,459.00
Operating Expenses											
Banking Fees	\$20.83	\$0.00	\$20.83	0%		\$187.47	\$246.99	(\$59.52)	132%	99%	\$250.00
Software Licenses	\$677.00	\$409.07	\$267.93	60%		\$6,093.00	\$3,430.47	\$2,662.53	56%	42%	\$8,124.00
Postage	\$208.33	\$0.00	\$208.33	0%		\$1,874.97	\$9.74	\$1,865.23	1%	0%	\$2,500.00
IT-Computer Supplies	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$2,507.57	(\$2,507.57)	2508%	2508%	\$0.00
Licenses	\$8.33	\$0.00	\$8.33	0%		\$75.00	\$96.50	(\$21.50)	129%	97%	\$100.00
Office Supplies	\$666.67	\$199.00	\$467.67	30%		\$6,000.03	\$4,564.80	\$1,435.23	76%	57%	\$8,000.00
DMO Office Rent	\$675.00	\$675.00	\$0.00	100%		\$6,075.00	\$6,075.00	\$0.00	100%	75%	\$8,100.00
Recruitment	\$41.67	\$0.00	\$41.67	0%		\$375.00	\$343.00	\$32.00	91%	69%	\$500.00
Operating Expenses	\$2,297.83	\$1,283.07	\$1,014.76	56%		\$20,680.47	\$17,274.07	\$3,406.40	84%	63%	\$27,574.00
Insurance											
Workers Compensation	\$422.00	\$151.00	\$271.00	36%		\$3,586.00	\$1,359.00	\$2,227.00	38%	28%	\$4,852.00
Business Owners Liability & Property	\$158.00	\$144.75	\$13.25	92%		\$1,422.00	\$1,302.75	\$119.25	92%	69%	\$1,897.00
Professional Cyber Liability	\$274.00	\$0.00	\$274.00	0%		\$2,461.00	\$0.00	\$2,461.00	0%	0%	\$3,283.00
Management Liability	\$246.00	\$282.92	(\$36.92)	115%		\$2,208.00	\$2,546.28	(\$338.28)	115%	86%	\$2,946.00
Insurance	\$1,100.00	\$578.67	\$521.33	53%		\$9,677.00	\$5,208.03	\$4,468.97	54%	40%	\$12,978.00
Memberships											
Destinations International	\$0.00	\$0.00	\$0.00	0%		\$3,350.00	\$4,876.00	(\$1,526.00)	0%	146%	\$3,350.00
PCMA	\$169.75	\$1,250.01	(\$1,080.26)	736%		\$1,527.75	\$1,250.01	\$277.74	0%	61%	\$2,037.00
MPI ACE/WEC	\$0.00	\$0.00	\$0.00	0%		\$2,025.00	\$120.00	\$1,905.00	6%	6%	\$2,025.00
CALSAE	\$0.00	\$0.00	\$0.00	0%		\$331.00	\$1,000.00	(\$669.00)	302%	133%	\$751.00
California Travel Association	\$0.00	\$0.00	\$0.00	0%		\$1,900.00	\$2,070.00	(\$170.00)	0%	109%	\$1,900.00
Sales & Marketing Executives International	\$0.00	\$0.00	\$0.00	0%		\$345.00	\$0.00	\$345.00	0%	0%	\$345.00
San Francisco Travel Association	\$0.00	\$0.00	\$0.00	0%		\$5,250.00	\$5,000.00	\$250.00	0%	95%	\$5,250.00
NATPE Membership	\$0.00	\$0.00	\$0.00	0%		\$200.00	\$0.00	\$200.00	0%	0%	\$200.00
Association Forum	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$390.00	(\$390.00)	390%	390%	\$0.00
Memberships	\$169.75	\$1,250.01	(\$1,080.26)	736%		\$14,928.75	\$14,706.01	\$222.74	99%	93%	\$15,858.00
Subscription Services											
Act On	\$0.00	\$0.00	\$0.00	0%		\$4,800.00	\$5,783.34	(\$983.34)	120%	120%	\$4,800.00
Knowland	\$0.00	\$0.00	\$0.00	0%		\$10,386.00	\$3,462.00	\$6,924.00	33%	25%	\$13,848.00
CoStar Realty Information	\$1,250.00	\$0.00	\$1,250.00	0%		\$11,250.00	\$1,510.00	\$9,740.00	13%	10%	\$15,000.00
Annual Subscription	\$1,150.00	\$1,255.34	(\$105.34)	109%		\$10,350.00	\$6,217.24	\$4,132.76	60%	45%	\$13,800.00
Additional Support Hours	\$833.33	\$0.00	\$833.33	0%		\$7,499.97	\$1,316.67	\$6,183.30	18%	13%	\$10,000.00
CVENT	\$0.00	\$0.00	\$0.00	0%		\$15,627.00	\$31,805.42	(\$16,178.42)	204%	160%	\$19,836.00
Destination International EIC Subscription	\$0.00	\$0.00	\$0.00	0%		\$7,707.00	\$7,285.00	\$422.00	95%	95%	\$7,707.00
Trade Journal/Newspapers	\$208.33	\$0.00	\$208.33	0%		\$1,874.97	\$409.99	\$1,464.98	22%	16%	\$2,500.00
Conference Direct	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$0.00
HelmsBriscoe	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$10,500.00	(\$10,500.00)	10500%	10500%	\$0.00
Zoominfo	\$0.00	\$2,748.75	(\$2,748.75)	2749%		\$0.00	\$2,748.75	(\$2,748.75)	0%	0%	\$0.00
Subscription Services	\$3,441.66	\$4,004.09	(\$562.43)	116%		\$69,494.94	\$71,038.41	(\$1,543.47)	102%	81%	\$87,491.00

Report Ending Date: 03/31/2024	Mar-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
FY 2023/24 FUNDING ALLOCATION	\$235,422.19	\$161,349.95	\$74,072.24	69%		\$2,330,199.71	\$1,369,759.57	\$960,440.14	59%	45%	\$3,052,730.00
PURCHASED GOODS & SERVICES CONT.											
Conferences and Trade Shows											
IMEX North America	\$0.00	\$3,598.55	(\$3,598.55)	3599%		\$15,000.00	\$19,949.38	(\$4,949.38)	133%	133%	\$15,000.00
Marketing Conference	\$2,000.00	\$3,590.00	(\$1,590.00)	180%		\$2,000.00	\$4,863.35	(\$2,863.35)	1273%	243%	\$2,000.00
Destination International Annual Con	\$0.00	\$0.00	\$0.00	0%		\$1,100.00	\$0.00	\$1,100.00	0%	0%	\$1,100.00
CalTravel Summit	\$0.00	\$0.00	\$0.00	0%		\$1,100.00	\$1,099.00	\$1.00	100%	100%	\$1,100.00
TEAMS Conference & Expo	\$0.00	\$0.00	\$0.00	0%		\$5,000.00	\$14,118.26	(\$9,118.26)	282%	282%	\$5,000.00
CONNECT West	\$0.00	\$0.00	\$0.00	0%		\$4,500.00	\$6,197.90	(\$1,697.90)	0%	138%	\$4,500.00
CalSAE Seasonal Spectacular	\$0.00	\$456.47	(\$456.47)	456%		\$600.00	\$5,505.46	(\$4,905.46)	0%	918%	\$600.00
PCMA Convening Leaders	\$0.00	\$0.00	\$0.00	0%		\$2,000.00	\$0.00	\$2,000.00	0%	0%	\$2,000.00
Visit Outlook Forum	\$1,300.00	\$2,547.00	(\$1,247.00)	196%		\$1,300.00	\$2,547.00	(\$1,247.00)	0%	196%	\$1,300.00
Simpleview Annual Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,200.00
Destinations International - CEO Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,400.00
Visit California Go West Sales Mission	\$0.00	\$0.00	\$0.00	0%		\$3,000.00	\$0.00	\$3,000.00	0%	0%	\$3,000.00
Helms Briscoe Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,500.00
MPI WEC	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,000.00
Conferences and Trade Shows	\$3,300.00	\$10,192.02	(\$6,892.02)	309%		\$35,600.00	\$54,280.35	(\$18,680.35)	152%	114%	\$47,700.00
Business Development	\$12,500.00	\$0.00	\$12,500.00	0%		\$112,500.00	\$0.00	\$112,500.00	0%	0%	\$150,000.00
Advertising & Promotion	\$5,834.00	\$9,458.33	(\$3,624.33)	162%		\$52,498.00	\$19,862.40	\$32,635.60	38%	28%	\$70,000.00
Travel & Entertainment											
Destination International Annual Conv	\$0.00	\$0.00	\$0.00	0%		\$2,254.00	\$1,835.95	\$418.05	81%	81%	\$2,254.00
CalTravel Summit	\$0.00	\$0.00	\$0.00	0%		\$1,410.00	\$449.60	\$960.40	32%	32%	\$1,410.00
MPI ACE/WEC	\$0.00	\$812.28	(\$812.28)	0%		\$0.00	\$831.79	(\$831.79)	20%	34%	\$2,435.00
TEAMS Conference + Expo	\$0.00	\$0.00	\$0.00	0%		\$5,620.00	\$3,140.17	\$2,479.83	56%	56%	\$5,620.00
Connect West	\$0.00	\$0.00	\$0.00	0%		\$444.00	\$3,880.38	(\$3,436.38)	0%	874%	\$444.00
PCMA Convening Leaders	\$0.00	\$0.00	\$0.00	0%		\$2,142.00	\$0.00	\$2,142.00	0%	0%	\$2,142.00
CalSEA Seasonal Spectacular	\$0.00	\$334.95	(\$334.95)	0%		\$1,055.00	\$891.65	\$163.35	0%	85%	\$1,055.00
IMEX North America	\$0.00	\$0.00	\$0.00	0%		\$4,749.00	\$5,507.59	(\$758.59)	116%	116%	\$4,749.00
Visit California Outlook Forum	\$3,520.00	\$4,394.67	(\$874.67)	125%		\$3,520.00	\$4,394.67	(\$874.67)	0%	125%	\$3,520.00
Simpleview Annual Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$4,660.00
Destination International - CEO Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,331.00
Visit California Go West Sales Mission	\$0.00	\$0.00	\$0.00	0%		\$2,380.00	\$0.00	\$2,380.00	0%	0%	\$2,380.00
Helms Briscoe	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,960.00
Social Media Marketing World Conference	\$2,365.00	\$816.52	\$1,548.48	35%		\$2,365.00	\$816.52	\$1,548.48	0%	35%	\$2,365.00
Quarterly Sales Trips	\$1,868.00	\$3,070.36	(\$1,202.36)	164%		\$16,812.00	\$4,568.70	\$12,243.30	0%	20%	\$22,418.00
Client Entertainment	\$2,000.00	\$1,953.46	\$46.54	98%		\$18,000.00	\$2,922.11	\$15,077.89	16%	12%	\$24,000.00
Mileage Reimbursement	\$278.33	\$0.00	\$278.33	0%		\$2,504.97	\$0.00	\$2,504.97	0%	0%	\$3,340.00
Travel & Entertainment	\$10,031.33	\$11,382.24	(\$1,350.91)	113%		\$63,255.97	\$29,239.13	\$34,016.84	46%	33%	\$89,083.00
Support Services											
Client Events	\$1,666.67	\$0.00	\$1,666.67	0%		\$15,000.03	\$2,406.66	\$12,593.37	16%	12%	\$20,000.00
Client Activations	\$1,500.00	\$135.32	\$1,364.68	0%		\$4,500.00	\$135.32	\$4,364.68	3%	2%	\$6,000.00
Personalized Greetings	\$200.00	\$41.74	\$158.26	21%		\$1,800.00	\$156.29	\$1,643.71	9%	7%	\$2,400.00
Site Visits	\$1,250.00	\$0.00	\$1,250.00	0%		\$11,250.00	\$5,151.37	\$6,098.63	46%	34%	\$15,000.00
Familiarization Trips	\$0.00	\$0.00	\$0.00	0%		\$15,000.00	\$796.61	\$14,203.39	0%	3%	\$30,000.00
Promotional Items	\$0.00	\$2,655.35	(\$2,655.35)	262%		\$20,000.00	\$10,837.68	\$9,162.32	54%	54%	\$20,000.00
Tradeshows Booth Storage	\$0.00	\$0.00	\$0.00	0%		\$1,800.00	\$0.00	\$1,800.00	0%	0%	\$2,400.00
Tradeshows Shipping, Set-Up	\$2,936.00	\$0.00	\$2,936.00	0%		\$21,564.00	\$2,821.36	\$18,742.64	0%	12%	\$24,500.00
Support Services	\$7,552.67	\$2,832.41	\$4,720.26	38%		\$90,914.03	\$22,305.29	\$68,608.74	25%	19%	\$120,300.00
TOTAL PURCHASED GOODS & SERVICES EX	\$83,346.90	\$79,123.60	\$4,223.30	95%		\$984,638.10	\$542,166.44	\$442,471.66	55%	43%	\$1,250,443.00
CONTINGENCY	\$5,500.00	\$0.00	\$5,500.00	0%		\$49,500.00	\$0.00	\$49,500.00	0%	0%	\$66,000.00
CITY ADMINISTRATIVE FEE	\$3,666.67	\$0.00	\$3,666.67	0%		\$33,000.03	\$28,928.51	\$4,071.52	88%	66%	\$44,000.00
TOTAL OPERATING EXPENSES	\$235,422.19	\$161,349.95	\$74,072.24	69%		\$2,330,199.71	\$1,369,759.57	\$960,440.14	59%	45%	\$3,052,730.00
SURPLUS(DEFICIT)		\$74,072.24					\$960,440.14				

Silicon Valley/Santa Clara DMO, Inc.							
FY 2023/24 REMAINING BUDGET BY PROGRAM JULY 2023 TO MARCH 2024							
PROGRAM	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	YTD VARIANCE	YTD %	ANNUAL %	REMAINING ANNUAL
ADMINISTRATION	935,821.00	716,042.50	535,012.46	181,030.04	75%	57%	400,808.54
CITY ADMINISTRATION FEES	44,000.00	33,000.03	28,928.51	4,071.52	88%	66%	15,071.49
CONTINGENCY	66,000.00	49,500.00	-	49,500.00	0%	0%	66,000.00
CONVENTION SALES	1,188,331.00	887,028.84	486,924.18	400,104.66	55%	41%	701,406.82
MARKETING & COMMUNICATION	818,578.00	644,628.34	318,894.42	325,733.92	49%	39%	499,683.58
TOTAL	3,052,730.00	2,330,199.71	1,369,759.57	960,440.14	59%	45%	1,682,970.43

Silicon Valley/Santa Clara DMO, Inc.
FY 2023/24 YEAR-TO-DATE (YTD) SUMMARY BY ORG
July 2023 - March 2024

	FY 2023/24 Budget	YTD Budget	YTD Actual	YTD Variance	YTD	Annual	Remaining Annual
FY 2023/24 FUNDING ALLOCATION	\$3,052,730	\$2,330,200	\$1,369,760	\$960,440	59%	45%	\$1,682,970
Personnel							
Salary	\$1,117,622	\$832,062	\$679,682	\$152,381	74%	61%	437,940.08
Payroll Taxes	\$183,187	\$137,390	\$52,620	\$84,770	38%	29%	130,567.03
Employee Benefits	\$177,482	\$133,112	\$59,823	\$73,289	45%	34%	117,659.27
Health	\$106,489	\$79,867	\$43,249	\$36,618	54%	41%	63,240.13
401K Fee	\$70,993	\$53,245	\$16,574	\$36,671	31%	23%	54,419.14
Employee Incentives	\$201,156	\$150,867	\$0	\$150,867	0%	0%	201,156.00
Other	\$12,840	\$9,630	\$6,540	\$3,090	68%	51%	6,300.00
TOTAL PERSONNEL EXPENSE	\$1,692,287	\$1,263,062	\$798,665	\$464,397	63%	47%	893,622.38
Purchased Goods and Services Expense							
Contract Services	\$629,459	\$515,089	\$308,253	\$206,836	60%	49%	321,206.25
Operating Supplies	\$27,574	\$20,680	\$17,274	\$3,406	84%	63%	10,299.93
Insurance	\$12,978	\$9,677	\$5,208	\$4,469	54%	40%	7,769.97
Memberships	\$15,858	\$14,929	\$14,706	\$223	99%	93%	1,151.99
Subscription Services	\$87,491	\$69,495	\$71,038	(\$1,543)	102%	81%	16,452.59
Conferences and Trade Shows	\$47,700	\$35,600	\$54,280	(\$18,680)	152%	114%	(6,580.35)
Business Development	\$150,000	\$112,500	\$0	\$112,500	0%	0%	150,000.00
Travel & Entertainment	\$89,083	\$63,256	\$29,239	\$34,017	46%	33%	59,843.87
Advertising & Promotion	\$70,000	\$52,498	\$19,862	\$32,636	38%	28%	50,137.60
Support Services	\$120,300	\$90,914	\$22,305	\$68,609	25%	19%	97,994.71
TOTAL PURCHASED GOODS & SERVICES EXPENSE	\$1,250,443	\$984,638	\$542,166	\$442,472	55%	43%	708,276.56
CONTINGENCY	\$66,000	\$49,500	\$0	\$49,500	0%	0%	66,000.00
CITY ADMINISTRATIVE FEE	\$44,000	\$33,000	\$28,929	\$4,072	88%	66%	15,071.49
TOTAL OPERATING EXPENSES	\$3,052,730	\$2,330,200	\$1,369,760	\$960,440	59%	45%	1,682,970.43

Silicon Valley/Santa Clara DMO, Inc.
FY 2023/24 YEAR-TO-DATE (YTD) SUMMARY BY PROGRAM MARCH 2024

Budget Item	FY 23/24	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
CONVENTION SALES, INCENTIVES & SERVICES						
Personnel	\$ 735,056.00	\$ 547,167.09	\$ 291,898.23	\$ 255,268.86	53%	40%
Salary	\$ 480,500.00	\$ 356,250.00	\$ 251,095.58	\$ 105,154.42	70%	52%
Incentives	\$ 101,375.00	\$ 76,031.28	\$ -	\$ 76,031.28	0%	0%
Benefits	\$ 68,540.00	\$ 51,405.12	\$ 18,511.07	\$ 32,894.05	36%	27%
Health	\$ 41,124.00	\$ 30,843.00	\$ 13,180.41	\$ 17,662.59	43%	32%
401K Fee	\$ 27,416.00	\$ 20,562.12	\$ 5,330.66	\$ 15,231.46	26%	19%
Payroll Taxes	\$ 79,721.00	\$ 59,790.69	\$ 21,531.58	\$ 38,259.11	36%	27%
Other-Cell Phone Stipend	\$ 1,920.00	\$ 1,440.00	\$ 760.00	\$ 680.00	53%	40%
Other-relocation	\$ 3,000.00	\$ 2,250.00	\$ -	\$ 2,250.00	0%	0%
Convention Sales, Incentives & Services Expenses	\$ 453,275.00	\$ 339,861.75	\$ 195,025.95	\$ 144,835.80	57%	43%
Contract Services	\$ -	\$ -	\$ 30,240.00	\$ (30,240.00)	0%	0%
Temp Staffing Services	\$ -	\$ -	\$ 30,240.00	\$ (30,240.00)	0%	0%
Operating Supplies		\$ -		\$ -	0%	0%
Memberships	\$ 12,508.00	\$ 11,578.75	\$ 9,830.01	\$ 1,748.74	85%	79%
Professional Convention Management Association (PCMA)	\$ 2,037.00	\$ 1,527.75	\$ 1,250.01	\$ 277.74	82%	61%
Meeting Professional International (MPI)	\$ 2,025.00	\$ 2,025.00	\$ 120.00	\$ 1,905.00	6%	6%
California Society of Association Executives (Cal SAE)	\$ 751.00	\$ 331.00	\$ 1,000.00	\$ (669.00)	302%	133%
California Travel Association	\$ 1,900.00	\$ 1,900.00	\$ 2,070.00	\$ (170.00)	109%	109%
Sales & Market Executive International	\$ 345.00	\$ 345.00	\$ -	\$ 345.00	0%	0%
San Francisco Travel Association	\$ 5,250.00	\$ 5,250.00	\$ 5,000.00	\$ 250.00	95%	95%
NATPE Membership	\$ 200.00	\$ 200.00	\$ -	\$ 200.00	0%	0%
Association Forum	\$ -	\$ -	\$ 390.00	\$ (390.00)	0%	0%

Budget Item	FY 23/24	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Subscription Services	\$ 33,684.00	\$ 26,013.00	\$ 49,131.17	\$ (23,118.17)	189%	146%
CVENT	\$ 19,836.00	\$ 15,627.00	\$ 31,805.42	\$ (16,178.42)	204%	160%
Knowland	\$ 13,848.00	\$ 10,386.00	\$ 4,077.00	\$ 6,309.00	39%	29%
Conference Direct	\$ -	\$ -	\$ -	\$ -	0%	0%
HelmsBriscoe	\$ -	\$ -	\$ 10,500.00	\$ (10,500.00)	0%	0%
Zoominfo	\$ -	\$ -	\$ 2,748.75	\$ (2,748.75)	0%	0%
Business Development	\$ 150,000.00	\$ 112,500.00	\$ -	\$ 112,500.00	0%	0%
Conferences and Tradeshows	\$ 47,700.00	\$ 35,600.00	\$ 54,280.35	\$ (18,680.35)	152%	114%
IMEX North America	\$ 15,000.00	\$ 15,000.00	\$ 19,949.38	\$ (4,949.38)	133%	133%
Marketing Conference	\$ 2,000.00	\$ 2,000.00	\$ 4,863.35	\$ (2,863.35)	243%	243%
Destination International Annual Con	\$ 1,100.00	\$ 1,100.00	\$ -	\$ 1,100.00	0%	0%
CalTravel Summit	\$ 1,100.00	\$ 1,100.00	\$ 1,099.00	\$ 1.00	100%	100%
TEAMS Conference & Expo	\$ 5,000.00	\$ 5,000.00	\$ 14,118.26	\$ (9,118.26)	282%	282%
CONNECT West	\$ 4,500.00	\$ 4,500.00	\$ 6,197.90	\$ (1,697.90)	138%	138%
CalSAE Seasonal Spectacular	\$ 600.00	\$ 600.00	\$ 5,505.46	\$ (4,905.46)	918%	918%
PCMA Convening Leaders	\$ 2,000.00	\$ 2,000.00	\$ -	\$ 2,000.00	0%	0%
Visit Outlook Forum	\$ 1,300.00	\$ 1,300.00	\$ 2,547.00	\$ (1,247.00)	196%	196%
Simpleview Annual Summit	\$ 3,200.00	\$ -	\$ -	\$ -	0%	0%
Destinations International - CEO Summit	\$ 1,400.00	\$ -	\$ -	\$ -	0%	0%
Visit California Go West Sales Mission	\$ 3,000.00	\$ 3,000.00	\$ -	\$ 3,000.00	0%	0%
Helms Briscoe Conference	\$ 5,500.00	\$ -	\$ -	\$ -	0%	0%
MPI WEC	\$ 2,000.00	\$ -	\$ -	\$ -	0%	0%
Travel & Entertainment	\$ 89,083.00	\$ 63,255.97	\$ 29,239.13	\$ 34,016.84	46%	33%
Destination International Annual Conv	\$ 2,254.00	\$ 2,254.00	\$ 1,835.95	\$ 418.05	81%	81%
CalTravel Summit	\$ 1,410.00	\$ 1,410.00	\$ 449.60	\$ 960.40	32%	32%
MPI ACE/WEC	\$ 2,435.00	\$ -	\$ 831.79	\$ (831.79)	0%	34%
TEAMS Conference + Expo	\$ 5,620.00	\$ 5,620.00	\$ 3,140.17	\$ 2,479.83	56%	56%
Connect West	\$ 444.00	\$ 444.00	\$ 3,880.38	\$ (3,436.38)	874%	874%
PCMA Convening Leaders	\$ 2,142.00	\$ 2,142.00	\$ -	\$ 2,142.00	0%	0%
CalSEA Seasonal Spectacular	\$ 1,055.00	\$ 1,055.00	\$ 891.65	\$ 163.35	85%	85%
IMEX North America	\$ 4,749.00	\$ 4,749.00	\$ 5,507.59	\$ (758.59)	116%	116%
Visit California Outlook Forum	\$ 3,520.00	\$ 3,520.00	\$ 4,394.67	\$ (874.67)	125%	125%
Simpleview Annual Summit	\$ 4,660.00	\$ -	\$ -	\$ -	0%	0%
Destination International - CEO Summit	\$ 2,331.00	\$ -	\$ -	\$ -	0%	0%
Visit California Go West Sales Mission	\$ 2,380.00	\$ 2,380.00	\$ -	\$ 2,380.00	0%	0%
Helms Briscoe	\$ 3,960.00	\$ -	\$ -	\$ -	0%	0%
Social Media Marketing World Conference	\$ 2,365.00	\$ 2,365.00	\$ 816.52	\$ 1,548.48	35%	35%
Quarterly Sales Trips	\$ 22,418.00	\$ 16,812.00	\$ 4,568.70	\$ 12,243.30	27%	20%
Client Entertainment	\$ 24,000.00	\$ 18,000.00	\$ 2,922.11	\$ 15,077.89	16%	12%
Mileage Reimbursement	\$ 3,340.00	\$ 2,504.97	\$ -	\$ 2,504.97	0%	0%

Budget Item	FY 23/24	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Support Services	\$ 120,300.00	\$ 90,914.03	\$ 22,305.29	\$ 68,608.74	25%	19%
Client Events	\$ 20,000.00	\$ 15,000.03	\$ 2,406.66	\$ 12,593.37	16%	12%
Client Activations	\$ 6,000.00	\$ 4,500.00	\$ 135.32	\$ 4,364.68	3%	2%
Personalized Greetings	\$ 2,400.00	\$ 1,800.00	\$ 156.29	\$ 1,643.71	9%	7%
Site Visits	\$ 15,000.00	\$ 11,250.00	\$ 5,151.37	\$ 6,098.63	46%	34%
Familiarization Trips	\$ 30,000.00	\$ 15,000.00	\$ 796.61	\$ 14,203.39	5%	3%
Promotional Items	\$ 20,000.00	\$ 20,000.00	\$ 10,837.68	\$ 9,162.32	54%	54%
Tradeshow Booth Storage	\$ 2,400.00	\$ 1,800.00	\$ -	\$ 1,800.00	0%	0%
Tradeshow Shipping, Set-Up	\$ 24,500.00	\$ 21,564.00	\$ 2,821.36	\$ 18,742.64	13%	12%
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$ 1,188,331.00	\$ 887,028.84	\$ 486,924.18	\$ 400,104.66	55%	41%
MARKETING & COMMUNICATIONS						
Personnel	\$ 408,895.00	\$ 305,996.40	\$ 217,274.38	\$ 88,722.02	71%	53%
Salary	\$ 269,794.00	\$ 201,670.47	\$ 186,507.22	\$ 15,163.25	92%	69%
Incentives	\$ 39,074.00	\$ 29,305.53	\$ -	\$ 29,305.53	0%	0%
Benefits	\$ 56,545.00	\$ 42,408.90	\$ 15,002.00	\$ 27,406.90	35%	27%
Health	\$ 33,927.00	\$ 25,445.34	\$ 9,177.19	\$ 16,268.15	36%	27%
401K Fee	\$ 22,618.00	\$ 16,963.56	\$ 5,824.81	\$ 11,138.75	34%	26%
Payroll Taxes	\$ 42,522.00	\$ 31,891.50	\$ 15,125.16	\$ 16,766.34	47%	36%
Other-Cell Phone Stipend	\$ 960.00	\$ 720.00	\$ 640.00	\$ 80.00	89%	67%
Other-relocation	\$ -	\$ -	\$ -	\$ -	0%	0%
Marketing Expenses	\$ 409,683.00	\$ 338,631.94	\$ 101,620.04	\$ 237,011.90	30%	25%
Contract Services	\$ 339,683.00	\$ 286,133.94	\$ 79,250.07	\$ 206,883.87	28%	23%
Marketing Services	\$ 261,000.00	\$ 211,998.94	\$ 70,006.02	\$ 141,992.92	33%	27%
Website	\$ 78,683.00	\$ 74,135.00	\$ 9,244.05	\$ 64,890.95	12%	12%
Advertising & Promotions	\$ 70,000.00	\$ 52,498.00	\$ 19,862.40	\$ 32,635.60	38%	28%
Software Licenses	\$ -	\$ -	\$ -	\$ 325,733.92	49%	0%
Computer Supplies	\$ -	\$ -	\$ 2,507.57	\$ (2,507.57)	0%	0%
TOTAL MARKETING & COMMUNICATIONS	\$ 818,578.00	\$ 644,628.34	\$ 318,894.42	\$ 325,733.92	49%	39%

Budget Item	FY 23/24	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
ADMINISTRATION						
Personnel	\$ 548,336.00	\$ 409,898.09	\$ 289,492.01	\$ 120,406.08	71%	53%
Salary	\$ 367,328.00	\$ 274,142.00	\$ 242,079.12	\$ 32,062.88	88%	66%
Incentives	\$ 60,707.00	\$ 45,530.28	\$ -	\$ 45,530.28	0%	0%
Benefits	\$ 52,397.00	\$ 39,297.78	\$ 26,309.66	\$ 12,988.12	67%	50%
Health	\$ 31,438.00	\$ 23,578.56	\$ 20,891.27	\$ 2,687.29	89%	66%
401K Fee	\$ 20,959.00	\$ 15,719.22	\$ 5,418.39	\$ 10,300.83	34%	26%
Payroll Taxes	\$ 60,944.00	\$ 45,708.03	\$ 15,963.23	\$ 29,744.80	35%	26%
Other-Cell Phone Stipend	\$ 960.00	\$ 720.00	\$ 640.00	\$ 80.00	89%	67%
Other-Car Allowance	\$ 6,000.00	\$ 4,500.00	\$ 4,500.00	\$ -	100%	75%
Other - Relocation	\$ -	\$ -	\$ -	\$ -	0%	0%
Administrative Expenses	\$ 387,485.00	\$ 306,144.41	\$ 245,520.45	\$ 60,623.96	80%	63%
Contract Services	\$ 289,776.00	\$ 228,955.00	\$ 198,762.68	\$ 30,192.32	87%	69%
Fiscal Services	\$ 65,108.00	\$ 48,825.00	\$ 60,730.46	\$ (11,905.46)	124%	93%
Legal Services	\$ 35,000.00	\$ 26,252.00	\$ 22,120.00	\$ 4,132.00	84%	63%
Human Resources	\$ 20,000.00	\$ 15,000.03	\$ 3,431.25	\$ 11,568.78	23%	17%
Smart IT Services	\$ 5,574.00	\$ 4,182.00	\$ 2,594.76	\$ 1,587.24	62%	47%
Payroll Services	\$ 5,600.00	\$ 4,202.00	\$ 4,131.17	\$ 70.83	98%	74%
Audit	\$ 15,000.00	\$ 15,000.00	\$ -	\$ 15,000.00	0%	0%
Temp Staffing Services	\$ 31,494.00	\$ 31,494.00	\$ 19,860.00	\$ 11,634.00	63%	63%
Internal Team Strategy Meeting	\$ 12,000.00	\$ 9,000.00	\$ 980.62	\$ 8,019.38	11%	8%
Professional Services	\$ 100,000.00	\$ 74,999.97	\$ 84,914.42	\$ (9,914.45)	113%	85%
Operating Expenses	\$ 27,574.00	\$ 20,680.47	\$ 14,766.50	\$ 5,913.97	71%	54%
Bank Fees	\$ 250.00	\$ 187.47	\$ 246.99	\$ (59.52)	132%	99%
Software Licenses	\$ 8,124.00	\$ 6,093.00	\$ 3,430.47	\$ 2,662.53	56%	42%
Postage	\$ 2,500.00	\$ 1,874.97	\$ 9.74	\$ 1,865.23	1%	0%
Licenses	\$ 100.00	\$ 75.00	\$ 96.50	\$ (21.50)	129%	97%
Office Supplies	\$ 8,000.00	\$ 6,000.03	\$ 4,564.80	\$ 1,435.23	76%	57%
DMO Office Rent	\$ 8,100.00	\$ 6,075.00	\$ 6,075.00	\$ -	100%	75%
Recruitment	\$ 500.00	\$ 375.00	\$ 343.00	\$ 32.00	91%	69%

Budget Item	FY 23/24	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Insurance	\$ 12,978.00	\$ 9,677.00	\$ 5,208.03	\$ 4,468.97	54%	40%
Workers Comp	\$ 4,852.00	\$ 3,586.00	\$ 1,359.00	\$ 2,227.00	38%	28%
Business Owners Liability & Property	\$ 1,897.00	\$ 1,422.00	\$ 1,302.75	\$ 119.25	92%	69%
Professional Liability	\$ 3,283.00	\$ 2,461.00	\$ -	\$ 2,461.00	0%	0%
Management Liability	\$ 2,946.00	\$ 2,208.00	\$ 2,546.28	\$ (338.28)	115%	86%
Memberships	\$ 3,350.00	\$ 3,350.00	\$ 4,876.00	\$ (1,526.00)	146%	146%
Destinations International	\$ 3,350.00	\$ 3,350.00	\$ 4,876.00	\$ (1,526.00)	146%	146%
Subscription Services	\$ 53,807.00	\$ 43,481.94	\$ 21,907.24	\$ 21,574.70	50%	41%
Act On	\$ 4,800.00	\$ 4,800.00	\$ 5,783.34	\$ (983.34)	120%	120%
CoStar Realty Information	\$ 15,000.00	\$ 11,250.00	\$ 1,510.00	\$ 9,740.00	13%	10%
Annual Subscription	\$ 13,800.00	\$ 10,350.00	\$ 5,677.24	\$ 4,672.76	55%	41%
Additional Support Hours	\$ 10,000.00	\$ 7,499.97	\$ 1,241.67	\$ 6,258.30	17%	12%
Destination International EIC Subscription	\$ 7,707.00	\$ 7,707.00	\$ 7,285.00	\$ 422.00	95%	95%
Trade Journal/Newspapers	\$ 2,500.00	\$ 1,874.97	\$ 409.99	\$ 1,464.98	22%	16%
TOTAL ADMINISTRATION	\$ 935,821.00	\$ 716,042.50	\$ 535,012.46	\$ 181,030.04	75%	57%
Contingency	\$ 66,000.00	\$ 49,500.00	\$ -	\$ 49,500.00	0%	0%
City Administration Fee	\$ 44,000.00	\$ 33,000.03	\$ 28,928.51	\$ 4,071.52	88%	66%
TOTAL OPERATING BUDGET	\$ 3,052,730.00	\$ 2,330,199.71	\$ 1,369,759.57	\$ 960,440.14	59%	45%

Silicon Valley/Santa Clara DMO Inc.
 Budget vs. Actuals
 FY 2023/2024
 July 2023 - March 2024

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
FY 2023/24 FUNDING ALLOCATION	\$3,052,730	\$2,330,200	\$1,369,760	\$960,440	59%	45%
Personnel						
<u>Salary</u>						
Salary	\$1,117,622	\$832,062	\$679,682	\$152,381	82%	61%
<u>Payroll Taxes</u>						
Payroll Taxes	\$183,187	\$137,390	\$52,620	\$84,770	38%	29%
<u>Employee Benefits</u>						
Health						
Health	\$106,489	\$79,867	\$43,249	\$36,618	54%	41%
401K Fee						
401K Fee	\$70,993	\$53,245	\$16,574	\$36,671	31%	23%
Employee Benefits	\$177,482	\$133,112	\$59,823	\$73,289	45%	34%
<u>Employee Incentives</u>						
Employee Incentives	\$201,156	\$150,867	\$0	\$150,867	0%	0%
<u>Other</u>						
Other	\$12,840	\$9,630	\$6,540	\$3,090	68%	51%
TOTAL PERSONNEL EXPENSE	\$1,692,287	\$1,263,062	\$798,665	\$464,397	63%	47%

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
PURCHASED GOODS & SERVICES						
<u>Contract Services</u>						
Fiscal Services	\$65,108	\$48,825	\$60,730	(\$11,905)	124%	93%
Legal Services	\$35,000	\$26,252	\$22,120	\$4,132	84%	63%
Payroll Services	\$5,600	\$4,202	\$4,131	\$71	98%	74%
Audit	\$15,000	\$15,000	\$0	\$15,000	0%	0%
Smart City IT Services	\$5,574	\$4,182	\$2,595	\$1,587	62%	47%
Professional Services	\$100,000	\$75,000	\$84,914	(\$9,914)	113%	85%
Human Resources	\$20,000	\$15,000	\$3,431	\$11,569	23%	17%
Internal Team Strategy Meetings	\$12,000	\$9,000	\$981	\$8,019	11%	8%
Temp Staffing Services	\$31,494	\$31,494	\$50,100	(\$18,606)	159%	159%
Marketing	\$261,000	\$211,999	\$70,006	\$141,993	33%	27%
Website Evolution & Hosting	\$78,683	\$74,135	\$9,244	\$64,891	12%	12%
Contract Services	\$629,459	\$515,089	\$308,253	\$206,836	60%	49%
<u>Operating Expenses</u>						
Banking Fees	\$250	\$187	\$247	(\$60)	132%	99%
Software Licenses	\$8,124	\$6,093	\$3,430	\$2,663	56%	42%
Postage	\$2,500	\$1,875	\$10	\$1,865	1%	0%
IT-Computer Supplies	\$0	\$0	\$2,508	(\$2,508)	0%	0%
Licenses	\$100	\$75	\$97	(\$22)	129%	97%
Office Supplies	\$8,000	\$6,000	\$4,565	\$1,435	76%	57%
DMO Office Rent	\$8,100	\$6,075	\$6,075	\$0	100%	75%
Recruitment	\$500	\$375	\$343	\$32	91%	69%
Operating Expenses	\$27,574	\$20,680	\$17,274	\$3,406	84%	63%
<u>Insurance</u>						
Workers Compensation	\$4,852	\$3,586	\$1,359	\$2,227	38%	28%
Business Owners Liability & Property	\$1,897	\$1,422	\$1,303	\$119	92%	69%
Professional Liability	\$3,283	\$2,461	\$0	\$2,461	0%	0%
Management Liability	\$2,946	\$2,208	\$2,546	(\$338)	115%	86%
Insurance	\$12,978	\$9,677	\$5,208	\$4,469	54%	40%
<u>Memberships</u>						
Destinations International	\$3,350	\$3,350	\$4,876	(\$1,526)	146%	146%
PCMA	\$2,037	\$1,528	\$1,250	\$278	82%	61%
MPI ACE/WEC	\$2,025	\$2,025	\$120	\$1,905	6%	6%
CALSAE	\$751	\$331	\$1,000	(\$669)	302%	133%
California Travel Association	\$1,900	\$1,900	\$2,070	(\$170)	109%	109%
Sales & Marketing Executives International	\$345	\$345	\$0	\$345	0%	0%
San Francisco Travel Association	\$5,250	\$5,250	\$5,000	\$250	95%	95%
NATPE Membership	\$200	\$200	\$0	\$200	0%	0%
Association Forum	\$0	\$0	\$390	(\$390)	0%	0%
Memberships	\$15,858	\$14,929	\$14,706	\$223	99%	93%

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
<u>Subscription Services</u>						
Act On	\$4,800	\$4,800	\$5,783	(\$983)	120%	120%
Knowland	\$13,848	\$10,386	\$3,462	\$6,924	33%	25%
CoStar Realty Information	\$15,000	\$11,250	\$1,510	\$9,740	13%	10%
Annual Subscription	\$13,800	\$10,350	\$6,217	\$4,133	60%	45%
Additional Support Hours	\$10,000	\$7,500	\$1,317	\$6,183	18%	13%
CVENT	\$19,836	\$15,627	\$31,805	(\$16,178)	204%	160%
Destination International EIC Subscription	\$7,707	\$7,707	\$7,285	\$422	95%	95%
Trade Journal/Newspapers	\$2,500	\$1,875	\$410	\$1,465	22%	16%
Conference Direct	\$0	\$0	\$0	\$0	0%	0%
HelmsBriscoe	\$0	\$0	\$10,500	(\$10,500)	0%	0%
	\$0	\$0	\$2,749	(\$2,749)	0%	0%
Subscription Services	\$87,491	\$69,495	\$71,038	(\$1,543)	102%	81%
<u>Conferences and Trade Shows</u>						
IMEX North America	\$15,000	\$15,000	\$19,949	(\$4,949)	133%	133%
Marketing Conference	\$2,000	\$2,000	\$4,863	(\$2,863)	243%	243%
Destination International Annual Con	\$1,100	\$1,100	\$0	\$1,100	0%	0%
CalTravel Summit	\$1,100	\$1,100	\$1,099	\$1	100%	100%
TEAMS Conference & Expo	\$5,000	\$5,000	\$14,118	(\$9,118)	282%	282%
CONNECT West	\$4,500	\$4,500	\$6,198	(\$1,698)	138%	138%
CalSAE Seasonal Spectacular	\$600	\$600	\$5,505	(\$4,905)	918%	918%
PCMA Convening Leaders	\$2,000	\$2,000	\$0	\$2,000	0%	0%
Visit Outlook Forum	\$1,300	\$1,300	\$2,547	(\$1,247)	196%	196%
Simpleview Annual Summit	\$3,200	\$0	\$0	\$0	0%	0%
Destinations International - CEO Summit	\$1,400	\$0	\$0	\$0	0%	0%
Visit California Go West Sales Mission	\$3,000	\$3,000	\$0	\$3,000	0%	0%
Helms Briscoe Conference	\$5,500	\$0	\$0	\$0	0%	0%
MPI WEC	\$2,000	\$0	\$0	\$0	0%	0%
Conferences and Trade Shows	\$47,700	\$35,600	\$54,280	(\$18,680)	152%	114%
<u>Business Development</u>	\$150,000	\$112,500	\$0	\$112,500	0%	0%
<u>Advertising & Promotion</u>	\$70,000	\$52,498	\$19,862	\$32,636	38%	28%

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
Travel & Entertainment						
Destination International Annual Conv	\$2,254	\$2,254	\$1,836	\$418	81%	81%
CalTravel Summit	\$1,410	\$1,410	\$450	\$960	32%	32%
MPI ACE/WEC	\$2,435	\$0	\$832	(\$832)	0%	34%
TEAMS Conference + Expo	\$5,620	\$5,620	\$3,140	\$2,480	56%	56%
Connect West	\$444	\$444	\$3,880	(\$3,436)	874%	874%
PCMA Convening Leaders	\$2,142	\$2,142	\$0	\$2,142	0%	0%
CalSEA Seasonal Spectacular	\$1,055	\$1,055	\$892	\$163	85%	85%
IMEX North America	\$4,749	\$4,749	\$5,508	(\$759)	116%	116%
Visit California Outlook Forum	\$3,520	\$3,520	\$4,395	(\$875)	125%	125%
Simpleview Annual Summit	\$4,660	\$0	\$0	\$0	0%	0%
Destination International - CEO Summit	\$2,331	\$0	\$0	\$0	0%	0%
Visit California Go West Sales Mission	\$2,380	\$2,380	\$0	\$2,380	0%	0%
Helms Briscoe	\$3,960	\$0	\$0	\$0	0%	0%
Social Media Marketing World Conference	\$2,365	\$2,365	\$817	\$1,548	35%	35%
Quarterly Sales Trips	\$22,418	\$16,812	\$4,569	\$12,243	27%	20%
Client Entertainment	\$24,000	\$18,000	\$2,922	\$15,078	16%	12%
Mileage Reimbursement	\$3,340	\$2,505	\$0	\$2,505	0%	0%
Travel & Entertainment	\$89,083	\$63,256	\$29,239	\$34,017	46%	33%
Support Services						
Client Events	\$20,000	\$15,000	\$2,407	\$12,593	16%	12%
Client Activations	\$6,000	\$4,500	\$135	\$4,365	3%	2%
Personalized Greetings	\$2,400	\$1,800	\$156	\$1,644	9%	7%
Site Visits	\$15,000	\$11,250	\$5,151	\$6,099	46%	34%
Familiarization Trips	\$30,000	\$15,000	\$797	\$14,203	5%	3%
Promotional Items	\$20,000	\$20,000	\$10,838	\$9,162	54%	54%
Tradeshaw Booth Storage	\$2,400	\$1,800	\$0	\$1,800	0%	0%
Tradeshaw Shipping, Set-Up	\$24,500	\$21,564	\$2,821	\$18,743	13%	12%
Support Services	\$120,300	\$90,914	\$22,305	\$68,609	25%	19%
TOTAL PURCHASED GOODS & SERVICES EXPENSE	\$1,250,443	\$984,638	\$542,166	\$442,472	55%	43%
CONTINGENCY	\$66,000	\$49,500	\$0	\$49,500	0%	0%
CITY ADMINISTRATIVE FEE	\$44,000	\$33,000	\$28,929	\$4,072	88%	66%
TOTAL OPERATING EXPENSES	\$3,052,730	\$2,330,200	\$1,369,760	\$960,440	59%	45%
SURPLUS(DEFICIT)			\$960,440			

Silicon Valley/Santa Clara DMO, Inc.
Balance Sheet
As of March 31, 2024

	Total
ASSETS	
Current Assets	
Bank Accounts	
1005 City - TID Account	2,429,815.20
1010 Checking-Operating-Wells	10,573.20
1015 Checking Bridge Bank	630,355.24
1070 Current Year Reserves	678,001.00
Total Bank Accounts	\$ 3,748,744.64
Accounts Receivable	
13100 TID Receivable	0.00
13101 Refunds	0.00
13110 Contributions Receivable	0.00
Total Accounts Receivable	\$ 0.00
Other Current Assets	
14100 Prepaid Expenses	56,690.77
14110 Prepaid Insurance	1,735.97
14120 Prepaid Annualized Software	889.17
14130 Prepaid Memberships	3,749.99
14150 Sales Tax on Purchases	0.00
14200 Employee Benefits	9,528.24
Total Other Current Assets	\$ 72,594.14
Total Current Assets	\$ 3,821,338.78
TOTAL ASSETS	\$ 3,821,338.78
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
30000 Accounts Payable (A/P)	26,417.83
Total Accounts Payable	\$ 26,417.83
Credit Cards	
30050 Bridge Bank CC	34,924.90
Total Credit Cards	\$ 34,924.90
Other Current Liabilities	
30100 Accrued Expenses	5,207.92
30110 Accrued Payroll Liability	0.00
Total 30100 Accrued Expenses	\$ 5,207.92
30200 Deferred Revenue	0.00
Total Other Current Liabilities	\$ 5,207.92
Total Current Liabilities	\$ 66,550.65
Total Liabilities	\$ 66,550.65
Equity	
30300 Change in Net Assets	3,611,197.50
Net Income	143,590.63
Total Equity	\$ 3,754,788.13
TOTAL LIABILITIES AND EQUITY	\$ 3,821,338.78



MEMORANDUM

TO: Silicon Valley/Santa Clara DMO, Inc. Board of Directors

FROM: Christine Lawson, CEO

DATE: May 10, 2024

RE: Proposed Operating Budget for FY 2024/25
and Overview of Key Variances for Silicon Valley/Santa Clara DMO, Inc.

This budget memo provides a comprehensive overview of the proposed budget for FY 2024/25, offering detailed insights into planned increases compared to the current adopted budget and identifying key areas that have a substantial impact on the budget and operations of the Silicon Valley/Santa Clara DMO, Inc. This overview is presented in anticipation of the upcoming Board Meeting on May 16, 2024, and is intended to offer valuable insights for discussion. However, it's important to mention that the data contained within this memo has not yet undergone auditing and is subject to potential revisions.

Additionally, it's important to highlight that while we are anticipating potential expenses related to promotion of the Super Bowl and FIFA World Cup in 2026, these expenses have not been factored into the FY 2024/25 budget. Instead of merging these expenses with those necessary for our day-to-day business operations, we are actively developing a dedicated plan for these prestigious events. We intend to present this plan, along with a proposed "special events" budget, to the Board of Directors soon. This approach ensures a more strategic allocation of resources, distinctly separate from the requirements of the upcoming fiscal year.

BACKGROUND OF THE DMO:

The Santa Clara Tourism Improvement District was initially formed in 2005 pursuant to the Parking and Business Improvement Law of 1989 and includes 11 hotels near the Santa Clara Convention Center: AC Hotel Santa Clara, Avatar Hotel, Delta Santa Clara, Element Santa Clara, Embassy Suites, Hilton Santa Clara, Hyatt Centric Silicon Valley, Hyatt House, Hyatt Regency, Marriott Santa Clara, and the TownePlace Suites by Marriott.

On May 25, 2021, at the request of the lodging businesses, City Council, pursuant to the Property and Business Improvement District Law of 1994, Streets and Highways Code Section 36600 et seq., approved Resolution No. 21-8964 establishing the Santa Clara Tourism Improvement District (SCTID) to fund sales, marketing, and communications to market city of Santa Clara lodging business as tourist, meeting and event destinations, and other improvements and activities as set forth in the Management District Plan. The SCTID was authorized for a five-year term, July 1, 2021 – June 30, 2026.

SCTID activities are funded by a 2.0% assessment of gross short-term (30 days or less) room revenue (10 rooms or more) on lodging businesses and ensures funding for the Silicon Valley/Santa Clara DMO, Inc. (DMO). The DMO serves as the SCTID's Owners' Association and coordinates the SCTID's administrative, sales and marketing efforts. The DMO is required to expend SCTID funds on sales, marketing, and other programs as authorized by the SCTID's Management District Plan and all activities are specifically designed to benefit lodging businesses paying the assessment. SCTID assessments are payable to the City of Santa Clara on a quarterly basis and the City currently serves as the DMO's fiscal sponsor.

FY 2023/24 FUND SUMMARY:

The beginning fund balance for the fiscal year 2023/24 was \$3,143,447. The Operating Budget for this year, set at \$3,052,730, received approval from the Board of Directors on April 6, 2023. As of March 31, 2024, the DMO has utilized 45% of its budget, amounting to \$1,369,760. It is forecasted that by the end of FY 2023/24, the DMO will have expended 67% of its operating budget, totaling \$2,040,331. Regarding revenues, the DMO has received \$2,285,742 through March 2024.

While the initial plan aimed to utilize the full FY 2023/24 budget by executing our comprehensive sales and marketing strategies, several factors influenced lower spending levels throughout the fiscal year. The primary contributor was the staggered hiring process for key team members, including our Director of Sales, Sales Manager, and Marketing Manager. These positions were added during and after the commencement of the fiscal year, leading to delays in executing planned strategies. The time required for proper onboarding and incorporation of new team members' insights resulted in a slower decision-making pace and implementation across the organization, affecting expenditure levels.

It's important to highlight that expenditure has progressively increased as the year has advanced, reflecting the team's improved effectiveness. Funds expended thus far have been allocated predominantly towards vital staff hires, notably the Director of Sales (appointed in late June 2023), our Marketing Manager (appointed in late July 2023), one of two open Sales Manager positions (appointed in late September 2023), our Manager, Data & Strategy (appointed in September 2023), and the replacement of our Administrative Services Manager (appointed in March 2024). Recruitment efforts for the second Sales Manager role are ongoing.

As we examine the proposed expenditures for the FY 2024/25 budget, which includes significant positive variances, it is important to note that most of the year-over-year (YOY) increases compared to FY 2023/24 adopted expenses will demonstrate significant growth, as this year's expenditures are not indicative of a typical year. To reach the DMO's annual goals and objectives, we will continue to constantly evaluate our expenditures to ensure that we are both strategic and economically prudent.

FY 2024/25 FUND SUMMARY:

FY 2023/24 Fund Balance	FY 2024/25 Projected Revenue	FY 2024/25 Reserves	FY 2024/25 Available Funds
\$3,969,116	\$2,666,000	\$1,426,158	\$5,208,958

Projected revenue for FY 2024/25 is \$2,666,000. When combined with the FY 2023/24 estimated fund balance of \$3,969,116 and the allocation of \$1,426,158 to the FY 2024/25 Reserve Fund, \$5,208,958 in funds will be available for FY 2024/25.

FY 2024/25 PROPOSED OPERATING BUDGET:

The current operating budget includes eight full-time equivalent (FTE) positions: 1.0 chief executive officer, 1.0 director of sales, 2.0 sales managers, 1.0 manager of data & strategy, 1.0 administrative services manager, 1.0 director of marketing, and 1.0 marketing manager.

For the fiscal year 2024/25, the objective is to fill the vacant sales manager position and introduce two new roles: a sales event coordinator and a marketing coordinator. These additions are intended to increase support for the sales and marketing team, enabling directors and managers to focus on larger-scale projects, initiatives, and direct customer engagement.

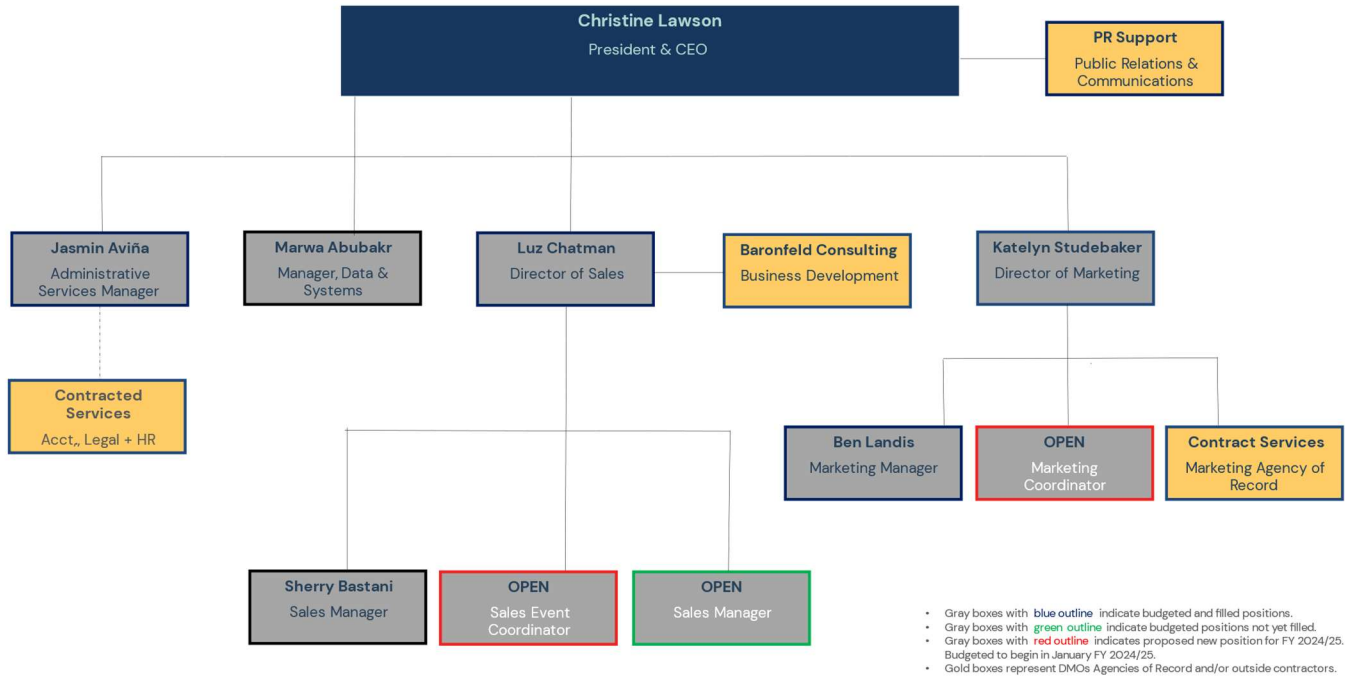
The sales event manager will be tasked with prioritizing RFPs from clients, coordinating with the Convention Center team to secure space for potential groups, and crafting proposals. Meanwhile, the marketing coordinator will conduct market research and generate essential content for key marketing channels, such as the website, social media platforms, and blogs. Given the projected increase in demand for content due to the investment in our Omnichannel Marketing Ecosystem project underway, additional support is considered necessary.

To manage costs effectively, the appointment of these two roles is scheduled for January 2025, which is the midpoint of our fiscal year. This timeline allows the team to assess ongoing needs and identify potential budget efficiencies before integrating these positions. The overall budgeted personnel increase for FY 2024/25 amounts to \$116,436, representing a 6.88% year-over-year (YOY) increase.

Position	FY 2023/24 Adopted	FY 2024/25 Proposed	Change
Chief Executive Officer	1	1	0
Director of Sales	1	1	0
Sales Manager	2	2	0
Director of Marketing	1	1	0
Marketing Coordinator	1	1	0
Manager, Data & Strategy	1	1	0
Administrative Services Manager	1	1	0
Sales Event Coordinator	0	1	1
Marketing Coordinator	0	1	1
TOTAL FTEs	8	10	2

The second sales manager position and the two newly requested roles, which are currently vacant or pending approval, have been placed in the "FY 2024/25 Proposed" column. This column also includes existing positions that will continue from the current fiscal year.

FY 2024/25 PROPOSED ORGANIZATIONAL STRUCTURE



	FY 2023/24 Adopted	FY 2024/25 Proposed	Variance +/(−)	FY 2024/25 Change %
Personnel	\$1,692,287	\$1,808,723	\$116,436	6.88%
Purchased Goods & Services	\$1,250,443	\$1,626,673	\$372,230	30.09%
Contingency	\$66,000	\$78,000	\$12,000	18.18%
City Administration Fee	\$44,000	\$52,000	\$8,000	18.18%
Total Operating Budget	\$3,052,730	\$3,565,396	\$512,666	16.79%

The budget for the DMO is divided into five program areas: Convention Sales, Incentives & Services, Marketing & Communications, Administration, Contingency, and City Administration. The more significant proposed budget variances of \$15,000 or greater are detailed in each program below.

Convention Sales, Incentives & Services:

The Convention Sales, Incentives, and Services Program stimulates sales activity for the booking of prominent Convention Center events, generation of Convention Center revenue, and increased assessed room night sales from Convention Center group/event attendees. The budget is devoted to sales activity designed to attract new meetings, conventions, athletic events, and other corporate and leisure events that have a substantial impact on the Center's financial performance and assessed room demand in the Santa Clara Tourism Improvement District (SCTID). This program also provides client incentives/subsidies to attract new prominent events and conventions that have previously not been hosted by the Convention Center and/or past groups that are considering other future location options where there is potential risk of losing associated revenue.

Budget Item	FY 2023/24 Adopted	FY 2024/25 Proposed	FY 2024/25 Variance
CONVENTION SALES, INCENTIVES & SERVICES			
Positions			
FTE Director of Sales	1	1	0
FTE Sales Manager	2	2	0
FTE Data & Strategy	1	1	0
FTE Sales Event Coordinator	0	1	1
Personnel	\$735,056	\$823,788	\$88,732
Salary	480,000	560,500	80,000
Incentives	101,375	117,200	15,825
Benefits	68,540	93,114	24,574
Payroll Taxes	79,721	48,054	(31,667)
Other-Cell Phone Stipend	1,920	1,920	-
Other-Relocation	3,000	3,000	-
Purchased Goods & Services	\$453,275	\$887,327	\$434,052
Business Development	150,000	250,000	100,000
Conferences & Tradeshows	47,700	72,700	25,000
Contract Services	-	57,600	57,600
Memberships	12,508	48,993	36,485
Subscription Services	33,684	103,138	69,454
Support Services	120,300	242,000	121,700
Travel & Entertainment	89,083	112,896	23,813
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$1,188,331	\$1,711,115	\$522,784

Proposed Additional Staffing and Personnel Budget Salary Adjustments.

- Currently we have filled three out of the four sales positions included in this year's fiscal budget. However, the second sales manager position remains vacant as we continue our active recruitment process. Following a market salary review conducted in 2023 for the sales manager role, it became evident that our current salary structures were not competitive. In response, the Board approved a proposed salary range of \$95,000 – \$120,000, with a budgetary cap set at \$120,000. Consequently, we adjusted the salary of an existing sales manager from \$97,500 to \$105,000, however, this manager resigned in July 2023. Recognizing the competitive landscape, we have allocated the budget for the second sales manager role in FY 2024/25 to match the approved not to exceed maximum of \$120,000, ensuring our ability to attract top talent.
- Additionally, we propose the addition of a Sales Events Coordinator to support our aggressive tradeshow and travel schedule, providing essential assistance in handling incoming RFPs, client communications, and optimizing Convention Center space alongside our partners at OVG.

The position is budgeted at an hourly rate of \$33.00, resulting in an annual salary of \$70,000, accounting for overtime. This rate is consistent with similar roles at local DMOs and our partners at OVG. This role excludes incentives, cellphone stipends, or a laptop for after-hours usage. Furthermore, the position is slated to join the DMO in January 2025, aligning with the second half of our fiscal year which will help to manage costs.

- **Merit Increases.** In the FY 2023/24 budget, merit increases of up to 5% were incorporated, with annual salaries adjusted and increases scheduled on team members' one-year anniversary. To ensure consistency and alignment with year-end reviews, the goal is for all raises to take effect on July 1, 2024, coinciding with the start of the new fiscal year. The FY 2024/25 budget includes increases based on current salaries, with a potential up to 5% determined by final performance evaluations and grading systems, contingent upon meeting outlined KPIs/goals. While increases could range from 0% to 5%, we have assumed a 5% increase to remain within our personnel budget.
- **Incentives.** FY 2024/25 incentive payouts are capped at a maximum of 25% of eligible team members base salaries, contingent upon meeting established KPIs and goals outlined in the current director of sales and sales manager incentive plans. The budget reflects a minimal YOY increase of \$15,825 and we have assumed that the full 25% will be earned and paid to protect the budget. Notably, the Manager of Data & Strategy position does not have an incentive plan.
- The budget allocation for **Health and Dental Benefits** has undergone a material increase, particularly within the Convention Sales Program, reflecting a YOY increase of \$24,574 representing 35.85%. This escalation can be attributed to several factors, including the staggered hiring cadence this fiscal year, vacancies in sales positions, and employees opting to enroll in the DMOs insurance plan within recent months versus at the time of eligibility. Moreover, our proposal includes the addition of new positions in both the sales and marketing programs. Anticipating a full team utilizing our benefits package, with the DMO covering 85% of the cost and incorporating an 11% increase in benefits recommended by our consultant, has led to this overall rise. Notably, expenses related to the 401k program and payroll taxes have shown decreases. The introduction of the 401k Program in July 2023, offering eligibility to team members after 90 days of employment and a DMO match of 100% on salary deferrals up to 5% of eligible compensation, has resulted in a year-over-year reduction of \$29,857 or 42% due to recalculations based on current salaries. Additionally, payroll taxes have seen a decrease of \$78,931 or 43% across all programs, as our initial budgeting for this line item was overestimated this fiscal year.

Proposed Non-Personnel Budget Changes:

- In FY 2024/25, we've allocated an additional \$25,000 to our **Conferences and Tradeshows** budget, marking a 52.4% increase, totaling a budget of \$72,700. This increase is intended to fortify our presence at 19 shows, strategically targeting diverse customer market segments, fostering client relationships, and growing lead volume. It is important to note that as of March 31, 2024, we've exceeded our budget in this category by \$18,680, with expenditure reaching \$54,280, and anticipated to rise further by year-end. With a fully staffed team and a clear understanding of the key shows necessary for relationship-building and lead generation, the proposed tradeshow schedule is both feasible and vital. This schedule will be shared among the CEO, director of sales, two sales managers, director of marketing, and marketing manager, equating to an average of three shows per person for FY 2024/25. Attendance at these events remains essential for our DMO to enhance market visibility, capitalize on networking opportunities, and reinforce our sales pipeline amidst intense competition.
- **Contract Services.** In February 2024, the DMO established a partnership with **Baronfeld Consulting Group, LLC**. The partnership was established to serve as an extension of the DMO's business development efforts, enhancing our ability to engage both existing inactive and new accounts. This collaboration has been exceptionally effective in utilizing our Simpleview CRM to identify potential accounts, generate targeted account lists, and secure valuable appointments with clients at high-profile tradeshows. Given the success and ongoing momentum, we propose to retain Baronfeld's services through FY 2024/25. The foundation of our sales efforts is strengthening, and the continued support from Baronfeld will allow the sales team to be in-market, which is crucial to our continued growth.

That said, should the proposed Sales Event Coordinator position be approved to start in January 2025, we will assess Baronfeld's output and resource distribution to ensure the sales team's continued potency. This partnership carries a monthly cost of \$4,800, with YTD expenditures totaling \$30,240 as of March 31, 2024. These expenses are currently allocated under "temp services" however are assigned a designated line item in the FY 2024/25 budget.

- \$36,405 was added to **Memberships** which is a sharp increase of 289.2%. This increase is for the proposed membership fee to have the CEO join the Board of U.S. Travel which is \$35,000 and based upon the size of the DMOs budget. U.S. Travel is a high-profile and credible national, non-profit organization representing all components of the U.S. travel industry. The U.S. Travel mission is to increase travel to and within the United States, and in doing so, fuel our nation's economy and future growth. It is important at this juncture of the DMO's lifecycle to ensure that we are networking with peers and influential customers and influencers of business. This membership will provide the DMO with a strong platform and seat at the tourism table.
- **Subscription Services.** We are seeing a large YOY increase in subscription services, growing \$69,454 representing a 206.2% increase. As of March 31, 2024, we have expended \$49,131 in this line item, an overage of 45.9%. This increase is driven by the following items.
 - **Cvent.** Cvent is the leading RFP delivery portal that is used by meeting planners across the industry. As with many tourism businesses, the DMO receives upwards of 90% of its leads through Cvent. We are proposing increasing our Cvent subscription from a one to two-diamond package which will provide us with better placement on their site and greater visibility to the vital meeting planning community. The approved budget for the current fiscal year was \$16,838, but expenditures have already reached \$31,805 as of March 31, 2004, indicating that it was under-budgeted. The proposed budget for FY 2024/25 is \$35,320, which includes an extra license fee of \$3,500 for the new sales manager.
 - **Preferred Partnerships.** With the goal of forging strategic partnerships with third-party meetings & events management companies, we signed on with **ConferenceDirect** and **Helms Briscoe** in March 2024. These partnerships grant the DMO access to the sales communities, account bases, and preferred client events of both companies, enhancing the DMO's exposure and lead generation. Neither partnership was included in the current fiscal year's budget, but they have been incorporated into the FY 2024/25 budget with a planned 5% increase upon renewal at the one-year mark. The annual cost of the Conference Direct partnership is \$14,500, while HelmsBriscoe costs \$10,000 annually.
 - **Strategic Sales & Marketing Enablement Technology.** In our ongoing commitment to enhancing sales and marketing efficiencies, we have partnered with ZoomInfo and Box. ZoomInfo provides our team, along with our associates at Baronfeld Consulting, with access to a premier database of key decision-makers across various market segments, enabling streamlined and unified customer engagement across all channels. Additionally, our subscription to Box facilitates effective collaboration among team members on projects and documents, increasing productivity. Neither partnership was included in the current fiscal year's budget, but they have been incorporated into the FY 2024/25 budget with a planned 5% increase upon renewal at the one-year mark. The annual cost of ZoomInfo is \$11,000, while Box costs \$2,481 annually.
- The significant increase of \$121,700 in **Support Services** is driven by the following items:
 - \$30,000 has been added to **Familiarization (FAM) Trips** to arrange visits to Santa Clara for meeting planners who handle large groups. These trips will cover airfare, overnight accommodations, and entertainment. We have one confirmed FAM trip in July and plan to schedule another before the end of FY 2024/25.

- The most significant YOY growth is in our **Client Events & Entertainment** budget, increasing our allocation by \$100,000 to a total of \$120,000. This strategic investment is designed to enhance our segment-specific client events and local entertainment options, including hosting clients at high-profile events at Levi’s® Stadium and other venues during business travel and tradeshow. This increase in funding is crucial in maintaining a competitive edge in a market where other DMOs and venues are engaging business influencers with memorable experiences. Additionally, the increased budget provides our team with the flexibility to seize and leverage unplanned opportunities that benefit the DMO, our partners, and the City.
- \$20,000 has been allocated for **Tradeshow Activations** in the FY 2024/25 budget, reflecting a new addition. Recognizing the potency of activations in attracting customers to destination booths, we've identified four tradeshow where activations will help to fortify our competitiveness.
- The **Travel & Entertainment (T&E)** budget has increased by \$23,813 representing 26.7% YOY. This growth is primarily due to a \$11,431 increase in expenses related to travel and accommodations for tradeshow, with the addition of five new shows and in some cases, attendance by multiple team members. Additionally, \$4,800 has been added to **Client Entertainment**.
- The budget also covers \$30,000, an increase of \$7,582 YOY for eleven **Quarterly Sales Trips** to major cities for appointments with top meeting planners. These trips will be shared among the CEO, the director of sales, two sales managers, and the director of marketing, averaging two trips per person at approximately \$2,700 each. As of March 31, 2024, 46% of the T&E budget has been expended, with lower spending attributed to the staggered hiring process. For FY 2024/25, the team is fully prepared to implement all planned tradeshow and sales trips.

Marketing & Communication:

As a conference, meeting, and event destination, the Marketing & Communication Program will promote Santa Clara, the Convention Center, and the assessed hotel partners. The Program will emphasize the destination's desirability for overnight meeting and convention guests, with the aim of increasing exposure for Santa Clara, overnight visits, Convention Center revenue, and assessed room demand in the SCTID.

Budget Item	FY 2023/24 Adopted	FY2024/25 Proposed	FY 2024/25 Variance
MARKETING & COMMUNICATIONS			
Positions			
FTE Director of Marketing	1	1	0
FTE Marketing Manager	1	1	0
FTE Marketing Coordinator	0	1	1
Personnel	\$408,895	\$488,766	\$79,871
Salary	256,294	302,750	46,456
PR – As Needed/Hourly	13,500	20,000	6,500
Incentives	39,074	66,938	27,864
Benefits	56,545	62,670	6,125
Payroll Taxes	42,522	35,208	(7,314)
Other – Cell Phone Stipend	960	1,200	240
Purchased Goods & Services	\$409,683	\$375,480	(\$34,203)
Advertising & Promotions	70,000	70,000	\$ –
Contract Services	339,683	305,480	(34,203)
TOTAL MARKETING & COMMUNICATIONS	\$818,578	\$864,246	\$45,668

Proposed Personnel Budget Changes:

- We currently have two marketing positions allocated in this year's fiscal budget, a director of marketing who was onboard at the initiation of the current fiscal year and our marketing manager who joined in late July 2023.
- The budget includes a **marketing coordinator** beginning on or around January 1, 2025. This position will assist the marketing team in the creation of content for our website social media channels, and blogs in addition to reviewing marketing data and strategy, communicating campaign deliverables, and assisting the sales team in managing the organization and execution of tradeshow, conferences, and other events. The wage range for this position is \$45,000 to \$75,000. We have budgeted \$70,000 commencing in January 2025 for an adjusted 6-month salary of \$35,000 in FY 2024/25. This position has no incentive plan.
- **Merit Increases.** In the FY 2023/24 budget, merit increases of up to 5% were incorporated, with annual salaries adjusted and increases scheduled on team members' one-year anniversary. To ensure consistency and alignment with end-of-year reviews, the aim is for all raises to take effect on July 1, 2024, coinciding with the start of the new fiscal year. The FY 2024/25 budget includes increases based on current salaries, with a potential up to 5% determined by final performance evaluations and grading systems, contingent upon meeting outlined KPIs/goals. While increases could range from 0% to 5%, we have assumed a 5% increase to remain within our personnel budget.
- **Incentives.** For the current fiscal year, the budget includes a cap of 25% on incentive payouts for our director of sales. For FY 2024/25, we propose extending this incentive eligibility to our marketing manager, conditional on achieving predefined KPIs and goals. Implementing this incentive is crucial for retention and maintaining a competitive stance in the industry. While we have a well-defined incentive plan for the director of sales, we intend to develop a comparable structure for the marketing manager. This expansion will raise our YOY potential costs by \$27,865, or 71.3%, under the assumption that these eligible positions will fully earn and receive the 25% incentive, a projection included to safeguard the budget.
- **Public Relations (PR)** efforts are expanding due to increased direct sales and marketing activities by the DMO, necessitating more sophisticated PR support. This will enhance coverage in key industry trades, facilitate media outreach, and prepare for industry interviews. Therefore, the budget for PR has been increased YOY by \$6,500 to \$20,000, allowing for hourly, as-needed support. We plan to engage our new marketing partner, Madden Media's PR team, for strategic guidance and execution to align with the ongoing Omnichannel Marketing Ecosystem Project deliverables.

Proposed Non-Personnel Budget Changes:

- The **Marketing Program** budget for this year reflects a modest YOY increase of \$45,668 or 5.7%, which has been carefully allocated to fund our strategic initiatives. After completing a comprehensive procurement process this year, we secured a partnership with Madden Media to carry out our Omnichannel Marketing Ecosystem project. This \$474,000 initiative, spread over three years, involves a brand positioning meeting, creation of a photo and video asset library, production of a Santa Clara Visitors Guide, and development of a new website, set to be fully delivered by March 2025 (inclusive of website hosting and SEO services). Almost half of this project's cost, 48%, will be allocated to this fiscal year. It's worth noting that our existing marketing budget is robust, incorporating many components of the Omnichannel project.
- For the fiscal year 2024/25, we plan to maintain our Advertising Budget, while our overall Contract Services costs will decrease by \$34,203 or 10%, due to efficiencies achieved in digital marketing and marketing services expenditures. These reductions have been carefully considered, ensuring that we have ample resources to sustain and enhance our marketing footprint.

- The key components of Contract Services are highlighted below.
 - For the fiscal year 2024/25, the budget for our marketing services contract has been reduced by \$33,000, or 50%. This year, the Marketing Services budget item included not only a monthly retainer fee but also additional marketing funds. Our marketing team has been focused on developing essential sales and marketing materials to establish a solid foundation for the DMO, in addition to initiating our Omnichannel Marketing Ecosystem Project with Madden Media in April 2024. Moving forward, we will transition our marketing services contract from an annual retainer model to a project-based model. We have planned for six projects in the upcoming fiscal year, each estimated to cost \$5,500, totaling an annual budget of \$33,000.
 - For FY 2024/25, the Digital Marketing budget has been adjusted to \$70,000—a reduction of \$40,000 or 36.4%. Despite this decrease, we are well positioned to sustain and even expand our promotional efforts. The addition of a marketing coordinator to our team will enhance our content creation capabilities, ensuring that we continue to strengthen our presence and effectiveness in this vital area.
 - Influencer Marketing has increased YOY by \$11,500 or 115% due to the success realized this year. The marketing team has developed relationships with a prominent group of influencers and collaborated on campaigns, providing access to their followers, and resulting in greater exposure for the DMO. This strategy will remain a key focus in the coming year.
 - The budget for Website Hosting and SEO is set to increase by \$12,297, or 67.6%. During the website redesign process, we will continue to use our current hosting vendor, costing \$995 per month, budgeted from July 2024 to February 2025. After February 2025, we will switch to a new hosting partner with a monthly cost of \$530. The total hosting cost for FY 2024/25 is projected at \$10,080. Additionally, \$20,400 is allocated for monthly SEO services, at a rate of \$1,700 per month.
 - For the fiscal year 2024/25, we have introduced three new budget items and corresponding funds as detailed below:
 - The Omnichannel Marketing Project hosts a budget of \$105,000 for the upcoming fiscal year. These funds are allocated for the deliverables to be completed within the coming fiscal year, specifically the new website and the Santa Clara Visitor's Guide.
 - We have entered into an agreement with Vibemap for \$7,500. Vibemap is an expert at collecting information on local events and happenings within our City and the broader Bay Area. They will populate these listings on our website so that we provide an event calendar with rich and relevant information. Vibemap will also populate our business listings pages, allowing website viewers to discover restaurants, attractions, and hotels. Additionally, Vibemap partners with our Simpleview CRM for seamless integration.
 - A Content Creation Fund totaling \$18,000 was established to enable our marketing team to attend high-profile events to capture promotional content for our social media channels.

Administration:

Administration organizes, coordinates, and provides help for all services and functions of the organization. Budget will be used to support CEO and administrative staffing costs, office expenses, policy formation, and other general administration expenses like insurance, legal accounting, and IT. Administration is responsible for the company’s overall financial monitoring and health.

Budget Item	FY 2023/24 Adopted	FY 2024/25 Proposed	FY 2024/25 Variance
ADMINISTRATION			
Positions			
FTE CEO	1	1	0
FTE Administrative Services Manager	1	1	0
Personnel	\$548,336	\$496,169	(\$52,167)
Salary	367,328	370,269	2,941
Incentives	60,707	61,688	981
Benefits	52,397	36,252	(16,145)
Payroll Taxes	60,944	21,000	(39,944)
Other–Cell Phone Stipend	960	960	-
Other – Car Allowance	6,000	6,000	-
Purchased Goods & Services	\$387,485	\$363,866	(\$23,619)
Contract Services	277,776	229,914	(47,862)
Internal Meetings & Training	12,000	30,000	18,000
Insurance	12,978	10,059	(2,919)
Memberships	3,350	\$5,120	1,770
Operating Supplies	10,850	9,660	(1,190)
Software Licenses	8,124	10,750	2,626
Office Rent	8,100	8,100	-
Recruitment	500	500	-
Subscription Services	53,807	59,763	5,956
TOTAL ADMINISTRATION	\$935,821	\$860,035	(\$75,786)

Proposed Personnel Budget Changes:

There are no proposed personnel changes.

Proposed Non-Personnel Budget Changes:

While the "Internal Team Strategy Meetings & Training" budget has been increased by \$18,000 to incorporate a training component at internal meetings, the overall **Administrative Program** budget is decreasing YOY by \$75,786 or 8.9%. The category delivering the savings is **Contract Services**, coming in at a YOY savings of \$44,862 with the decrease being driven by **Professional Services**. This fiscal year we had a \$30,000 expense associated with the remaining six-months of our services agreement with JLL which ended December 31, 2023. The remaining amount of \$84,000 in professional services covers support from the City of Santa Clara delivered by Nancy Thome. Currently, we are averaging \$7,000 per month, which we have kept for FY 2024/25. The other areas of the Administrative Program represent either YOY decreases or show negligible growth of 5% contract increases.

Contingency:

The DMO budget includes a contingency line item to account for uncollected assessments, if any. If there are contingency funds collected, they may be held in a reserve fund or utilized for other program, administrative or renewal costs at the discretion of the DMO Board. Policies relating to contributions to the reserve fund, the target amount of the reserve fund, and expenditure of monies from the reserve fund will be determined by the DMO Board.

Contingency funds may be spent on unanticipated short-term district programs or administrative and renewal costs in such proportions as determined by the DMO Board and may be used for the costs of renewing the SCTID.

Per the Management District Plan, Contingency is budgeted at 3% of the amount of the assessment collected.

Budget Item	FY 2023/24 Adopted	FY 2024/25 Proposed	FY 2024/25 Variance
Contingency	\$66,000	\$78,000	\$2,000

The FY 2024/25 Proposed SCTID Assessment revenue is projected at \$2.6M. While Santa Clara hotel occupancies have not returned to pre-COVID levels, the economy is showing gradual improvement and progressing slightly faster than expected. As of April 2024, the DMO has received \$2,285,742 exceeding our budget of \$2.2M.

City Administration:

The City of Santa Clara is paid a fee equal to 2% of the amount of the assessment collected by the lodging businesses to cover its costs of collection and administration which may include but are not limited to: staffing costs, legal services, and operational costs for rent, telephone, supplies, postage, and other general office expenses.

Budget Item	FY 2023/24 Adopted	FY 2024/25 Proposed	FY 2024/25 Variance
City Administration Fee	\$44,000	\$52,000	\$8,000

The proposed **Contingency** and **City Administration** Fee budgets were determined using the FY 2024/25 projected assessment revenue.

- For the fiscal year 2024/25, we anticipate an impressive TID revenue of \$2,600,000, which significantly outpaces the SCTID Management District Plan's projected annual budget of \$1,246,158, assuming maximum assessment rates of 2%. As of April 2024, YTD assessments for FY 2023/24 have already surpassed expectations, totaling \$2,285,742 exceeding our budget of \$2.2M. This fiscal year, our quarterly revenues have shown a consistent rise, with the first quarter bringing in \$712,753, followed by \$733,623 in the second, and \$839,317 in the third. Although hotel occupancies in Santa Clara have not yet returned to pre-COVID levels, the local economy is showing signs of a faster-than-expected recovery. It's important to note that the final revenue figures may vary depending on the actual assessments collected.

BUDGET SUMMARY:

The Proposed Operating Budget for FY 2024/25 is \$3,565,396 and the Proposed Reserve Fund Allocation is \$1,426,158.

Attachments:

- A. Silicon Valley/Santa Clara, DMO, Inc. Fund Summary
- B. DMO FY 2024/25 Proposed Budget
- C. DMO FY 2024/25 Proposed Budget Detail

ATTACHMENT A

Silicon Valley/Santa Clara, DMO, Inc. Fund Summary

DMO FUNDS	As of 07/01/2023	Transfer of Funds			
City - TID Account	3,053,742	1,580,987			
DMO Bank Account	89,705	1,562,460			
Total Beginning Fund Balance	3,143,447	3,143,447			

A	B	B	C	D	E
	FY 2023/24 Adopted	FY 2023/24 Amended	YTD 07/01/23- 03/31/2024 (Actuals)	FY 2023/24 Forecast	FY 2024/25 Proposed
Beginning Fund Balance					
DMO Funds	1,812,166	1,812,166	1,949,978	1,949,978	2,542,958
DMO Reserves	1,193,469	1,193,469	1,193,469	1,193,469	1,426,158
Total Beginning Fund Balance	3,005,635	3,005,635	3,143,447	3,143,447	3,969,116
Total Revenue					
TID Assessment	2,200,000	2,200,000	2,285,742	2,800,000	2,600,000
Levy Marketing Investment	30,000	30,000	30,000	30,000	30,000
OVG Marketing Investment	36,000	36,000	36,000	36,000	36,000
Other Revenue	-	-	-	-	-
Total Revenue	2,266,000	2,266,000	2,351,742	2,866,000	2,666,000
Total Source of Funds	5,271,635	5,271,635	5,495,189	6,009,447	6,635,116
Expenditures					
Personnel	1,623,229	1,692,287	798,665	1,202,165	1,808,723
NonPersonnel	1,250,443	1,250,443	542,166	782,166	1,626,673
Contingency	66,000	66,000	-	-	78,000
City Administration Fee	44,000	44,000	45,715	56,000	52,000
Total Expenditures	2,983,672	3,052,730	1,386,546	2,040,331	3,565,396
Ending Fund Balance					
DMO Funds	1,094,494	1,025,436	2,915,174	2,775,647	1,643,562
DMO Reserves	1,193,469	1,193,469	1,193,469	1,193,469	1,426,158
Total Ending Fund Balance	2,287,963	2,218,905	4,108,643	3,969,116	3,069,720
Total Use of Funds	5,271,635	5,271,635	5,495,189	6,009,447	6,635,116

ATTACHMENT B

Revenue	FY 2023/24 Adopted	FY 2024/25 Proposed	Variance
SCTID Assessment	\$ 2,200,000	\$ 2,600,000	\$ 400,000
Levy Marketing Contribution	\$ 30,000	\$ 30,000	\$ -
OVG 360 Marketing Contribution	\$ 36,000	\$ 36,000	\$ -
FY 2024/25 REVENUE	\$ 2,266,000	\$ 2,666,000	\$ 400,000

**Silicon Valley/Santa Clara DMO, Inc.
FY 2024/25 Proposed Budget**

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	Variance
CONVENTION SALES, INCENTIVES & SERVICES			
Personnel	\$ 735,056	\$ 823,788	\$ 88,732
Salary	\$ 480,500	\$ 560,500	\$ 80,000
Incentives	\$ 101,375	\$ 117,200	\$ 15,825
Benefits	\$ 68,540	\$ 93,114	\$ 24,574
Payroll Taxes	\$ 79,721	\$ 48,054	\$ (31,667)
Other - Cell Phone Stipend	\$ 1,920	\$ 1,920	\$ -
Other - Relocation	\$ 3,000	\$ 3,000	\$ -
Purchased Goods & Services	\$ 453,275	\$ 887,327	\$ 434,052
Business Development	\$ 150,000	\$ 250,000	\$ 100,000
Conferences and Tradeshows	\$ 47,700	\$ 72,700	\$ 25,000
Contract Services	\$ -	\$ 57,600	\$ 57,600
Memberships	\$ 12,508	\$ 48,993	\$ 36,485
Subscription Services	\$ 33,684	\$ 103,138	\$ 69,454
Support Services	\$ 120,300	\$ 242,000	\$ 121,700
Travel & Entertainment	\$ 89,083	\$ 112,896	\$ 23,813
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$ 1,188,331	\$ 1,711,115	\$ 522,784
MARKETING & COMMUNICATIONS			
Personnel	\$ 408,895	\$ 488,766	\$ 79,871
Salary	\$ 256,294	\$ 302,750	\$ 46,456
PR As Needed Hourly	\$ 13,500	\$ 20,000	\$ 6,500
Incentives	\$ 39,074	\$ 66,938	\$ 27,865
Benefits	\$ 56,545	\$ 62,670	\$ 6,125
Health & Dental	33,927	48,510	14,583
Retirement Plan	22,618	14,160	(8,458)
Payroll Taxes	\$ 42,522	\$ 35,208	\$ (7,314)
Other - Cell Phone Stipend	\$ 960	\$ 1,200	\$ 240
Purchased Goods & Services	\$ 409,683	\$ 375,480	\$ (34,203)
Advertising & Promotions	\$ 70,000	\$ 70,000	\$ -
Contract Services	\$ 339,683	\$ 305,480	\$ (34,203)
Marketing Services Contract	66,000	33,000	(33,000)
Digital Marketing (PPC, SEO + Social Media Ads)	110,000	70,000	(40,000)
Influencer Marketing	10,000	21,500	11,500
Email Marketing	10,000	-	(10,000)
Photography	20,000	5,000	(15,000)
Videography	30,000	10,000	(20,000)
Branding	15,000	5,000	(10,000)
Website Evolution	60,500	-	(60,500)
Website Hosting & SEO - Madden Media (RENAMED - Added "SEO + Madden Media)	18,183	30,480	12,297
OmniChannel Marketing Project - Madden Media (NEW)	-	105,000	105,000
VibeMap (NEW)	-	7,500	7,500
Content Creation Special Event Fund (NEW)	-	18,000	18,000
TOTAL MARKETING & COMMUNICATIONS	\$ 818,578	\$ 864,246	\$ 45,668

Silicon Valley/Santa Clara DMO, Inc.
FY 2024/25 Proposed Budget

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	Variance
ADMINISTRATION			
Personnel	\$ 548,336	\$ 496,169	\$ (52,167)
Salary	\$ 367,328	\$ 370,269	\$ 2,941
Incentives	\$ 60,707	\$ 61,688	\$ 981
Benefits	\$ 52,397	\$ 36,252	\$ (16,145)
Health & Dental	31,438	25,560	(5,878)
401K	20,959	10,692	(10,267)
Payroll Taxes	\$ 60,944	\$ 21,000	\$ (39,944)
Other - Cell Phone Stipend	\$ 960	\$ 960	\$ -
Other - Car Allowance	\$ 6,000	\$ 6,000	\$ -
Purchased Goods & Services	\$ 387,485	\$ 363,866	\$ (23,619)
Contract Services	\$ 277,776	\$ 229,914	\$ (47,862)
Audit	15,000	15,000	-
Fiscal Services	65,108	71,000	5,892
Accounting Services	51,060	56,000	4,940
PP&Co. Tax Preparation	5,000	5,500	500
City of Santa Clara Fiscal Sponsorship	9,048	9,500	452
Human Resources	20,000	12,000	(8,000)
SmartCity IT Services	5,574	5,574	-
Legal	35,000	35,000	-
ADP Payroll	5,600	7,340	1,740
Professional Services	100,000	84,000	(16,000)
Temp. Staffing Services	31,494	-	(31,494)
Internal Meetings & Training	\$ 12,000	\$ 30,000	\$ 18,000
Insurance	\$ 12,978	\$ 10,059	\$ (2,919)
Business Owners Liability & Property	1,897	2,050	153
Management Liability	2,946	2,182	(764)
Professional Liability	3,283	3,667	384
Workers Comp	4,852	2,160	(2,692)
Memberships	\$ 3,350	\$ 5,120	\$ 1,770
Destinations International	3,350	5,120	1,770
Operating Supplies	\$ 10,850	\$ 9,660	\$ (1,190)
Bank Fees	250	480	230
Licenses	100	180	80
Office supplies	8,000	8,000	-
Postage	2,500	1,000	(1,500)
Software Licenses	\$ 8,124	\$ 10,750	\$ 2,626
Quickbooks	1,302	1,000	(302)
Adobe Acrobat	2,268	3,060	792
Microsoft Office + Email	3,624	3,240	(384)
Zoom	930	930	-
ChatGBT 4 Pro (NEW)	-	2,520	2,520
DMO Office Rent	\$ 8,100	\$ 8,100	\$ -
Recruitment	\$ 500	\$ 500	\$ -
Subscription Services	\$ 53,807	\$ 59,763	\$ 5,956
Simpleview CRM System	28,600	30,913	2,313
Annual Subscription	13,800	14,330	530
ACT-ON	4,800	10,283	5,483
Additional Support Hours	10,000	6,300	(3,700)
Destinations International (EIC)	7,707	7,650	(57)
CoStar Group (STR Reports)	15,000	20,000	5,000
Trade Journals/Newspapers	2,500	1,200	(1,300)
TOTAL ADMINISTRATION	\$ 935,821	\$ 860,035	\$ (75,786)

Silicon Valley/Santa Clara DMO, Inc.
FY 2024/25 Proposed Budget

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	Variance
CONTINGENCY	\$ 66,000	\$ 78,000	\$ 12,000
CITY ADMINISTRATION FEE	\$ 44,000	\$ 52,000	\$ 8,000
TOTAL OPERATING BUDGET	\$ 3,052,730	\$ 3,565,396	\$ 512,666

Budget Item	FY 2023/24 Adopted	FY 2024/25 Proposed	Variance +/-(-)
Personnel	\$ 1,692,287	\$ 1,808,723	\$ 116,436
Purchased Goods & Services	\$ 1,250,443	\$ 1,626,673	\$ 376,230
Contingency	\$ 66,000	\$ 78,000	\$ 12,000
City Administration Fee	\$ 44,000	\$ 52,000	\$ 8,000
TOTAL OPERATING BUDGET	\$ 3,052,730	\$ 3,565,396	\$ 512,666

ATTACHMENT C

FY 2024/25 Proposed Budget – Detail			
Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
CONVENTION SALES, INCENTIVES & SERVICES			
Personnel	\$ 735,056	\$ 823,788	
Salary	\$ 480,500	\$ 560,500	
1.0 FTE Director of Sales			Built in up to a 5% increase based upon final annual performance review and goal achievement. Q1-Q3 review has been delivered and final FY 2023/24 review will be delivered by the end of June. Assuming that increase will start July 1, 2024 with the initiation of the new fiscal year budget. Role includes a 25% bonus potential.
1.0 FTE Sales Manager (OPEN ROLE)			In FY 2023/24, I presented the Board with a current market salary range for the open Sales Manager role. At the time, we had a Sales Manager employed below the range. This Sales Manager role has been open for over a year and the salaries in the marketplace are closer to the upper-end of the range salary so the goal is to budget the role at the top of the range to have flexibility and attract the best talent. There would be no salary increase for FY 2024/25. Role includes a 25% bonus potential.
1.0 FTE Sales Manager			Built in up 5% increase based upon final annual performance review and goal achievement.. Q1-Q3 review has been delivered and final FY 2023/24 review will be delivered by the end of June. Assuming that increase will start July 1, 2024 with the initiation of the new fiscal year budget. Role includes a 25% bonus potential.
1.0 FTE Manager, Sales Systems & Strategy			Current Manager, Data & Strategy joined on September 1, 2023 which is why the adopted salary was budgeted at less than a full 12-months, as it reflected 10-months of salary for FY 2023/24. FY 2024/25 will be a full 12 months of salary. Built in up a 5% increase based upon final annual performance review and goal achievement. Q1-Q3 review has been delivered and final FY 2023/24 review will be delivered by the end of June. Assuming that increase will start July 1, 2024 with the initiation of the new fiscal year budget. This role is currently not eligible for a bonus in FY 2023/24. This position does not include incentive.
1.0 FTE Sales Event Coordinator (NEW ROLE PROPOSED)			Would like to hire a Sales Event Coordinator for the office to support the team in group RFP responses, proposal management and creation. This individual would work with OVG on mapping out Convention Center space for groups and communicate with the client in addition to expense report management. This would be an hourly position of roughly \$33.00 with additional hours to cover any potential overtime. This position does not include incentive, cellphone stipend or laptop for after hours usage.
Incentives	\$ 101,375	\$ 117,200	Incentive eligible roles are capped at 25%. Proposed incentive payouts will be presented to the Board of Directors for approval prior to the distribution of any funds. Incentive achievement is based upon final annual performance reviews and goal achievement as outlined in the DMOs Performance Incentive Plans. Q1-Q3 review has been delivered and final FY 2023/24 review will be delivered by the end of June. Incentive is based upon the sum of all eligible proposed salaries multiplied by 25%.
Benefits	\$ 68,540	\$ 93,114	
Health & Dental	41,124	76,830	Benefits budgeted at approximately 30% for medical and dental. DMO contributes 85%. The YOY increase of \$35,706 (86.8%) is the following: 1. The staggered hiring and 30-day waiting period to be eligible for benefits lessened the cost of FY 2023/24 benefits. 2. Our Director of Sales just recently joined the DMO's Health and Benefits package. 3. We have an open Sales Manager role. FY 2024/25 benefits budget is based on a full 12-months of benefit payments, in addition to an 11% increase as advised by our Benefits Consultant. Note that we budget based upon the highest priced package option.
Retirement Plan	27,416	16,284	Implemented a 401K plan for the DMO in July 2023. There is a 5% employer contribution up to and not to exceed the annual amount that each eligible participant contributes on an annual basis. 401K and Payroll taxes are based on actual biweekly numbers for each employee per ADP payroll report. Multiplied with 26 bi-weekly pay periods for FY 2024/25.
Payroll Taxes	\$ 79,721	\$ 48,054	Payroll taxes are based on actual bi-weekly numbers for each employee per ADP payroll report. Multiplied with 26 bi-weekly pay periods for FY 2024/25. An 8% increase has been added onto payroll taxes based upon our financial advisors. Breakdown of taxes is as follows; Federal Unemployment (FUTA) = 0.60%, Social Security Tax (FICA) = 6.20%, Medicare Tax (FICA) = 1.45%; State Unemployment Insurance = 3.4%, Employee Training Tax = 0.10% [Total 11.75%]
Other – Cell Phone Stipend	\$ 1,920	\$ 1,920	Each employee at \$40/month. Current staffing is 4 people with no additional stipend added for the proposed hourly position of Sales Coordinator budgeted starting in January and paid hourly. 4 people x \$40 x 12 months = \$1920 annually.

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
Other – Relocation	\$ 3,000	\$ 3,000	Up to \$3,000/relocation x 1 = \$3,000. Building this into the budget in the event we need funds to support relocation of the open Sales Manager position.
Purchased Goods & Services	\$ 453,275	\$ 887,327	
Business Development	\$ 150,000	\$ 250,000	In the year for the year (ITYFTY) funds for business development, customer event support such as transportation (P1 and P2). Assumed \$62,500 per seller for the year; CEO, DOS and two Sales Managers. As of April 12, 2024 we have committed to \$140,000 of the current FY 2023/24 BD Funds of \$150,000 (93%) for potential P1 + P2 Groups. Added an additional \$100,000 to the current BD Fund budget for FY 2024/25.
Conferences and Tradeshows	\$ 47,700	\$ 72,700	Costs associated with tradeshows only reflect Registration Fees and not include associated T+E, Shipping, Set-Up or Booth Activation Costs which are outlined in line items #56832, 56833 and 56600.
Destination International Annual Convention	1,100	-	The DMO has a large FAM Trip over the same dates of this conference so we will not be attending this July 2024.
CalTravel Summit	1,100	4,800	The CalTravel Summit will take place 9/9/24 – 9/11/24 in Oceanside, CA. This is an important summit providing educational and networking opportunities for DMOs. This \$4,800 covers registration for (4) team members to attend; the CEO, Director of Sales, Director of Marketing and Marketing Manager. In the future we will not have this many attendees, however want the Sales & Marketing Leaders to attend this CalTravel Summit.
IMEX America	15,000	20,000	In FY 2023/24, the DMO spent upwards of \$45,000 to have a booth at IMEX. Since we did not feel that we saw the ROI we are taking a different approach for FY 2024/25, will have the DOS and Sales Manager attend in the SFTravel Booth (estimate \$10,000 per attendee). Additionally, the DOS, Sales Manager and Marketing will attend the educational seminars and make appointments with key customers before and after the tradeshow floor hours. This is the largest Meetings + Events Tradeshow in the US.
TEAMS Conference & Expo	5,000	9,500	The TEAMS Tradeshow will take place in Anaheim 9/23/24 – 9/26/24 in Anaheim, CA. This targets the Sports Market and the cost includes a Table with (40) Appointments and two attendees. There is an additional \$3,000 in the \$9,500 total registration to cover a sponsorship opportunity. We were able to secure a P2 and smaller P3 Groups from our attendance at this show in 2023.
Connect Spring Marketplace (Was Connect West in 2023)	4,500	1,000	Last year this GL Code was for Connect West which we did not attend, however we did attend Connect Spring Marketplace so keeping this GL Code for Connect Spring Marketplace in 2024/25. This show will take place in April (dates TBD) and targets the Corporate Market.
CalSAE Seasonal Spectacular	600	2,500	This show will take place in Sacramento 12-4/24 – 12/6/24. This is a well attended show for the State Association Market. The registration costs includes (3) attendees.
PCMA Convening Leaders	2,000	2,500	Budgeted for this important networking and educational show in FY 2023/24, however did not have the team in place to attend. This is an important Association for the DMO to be active in and network with meeting and convention business influencers.
Visit California Outlook Forum	1,300	3,900	The dates have not been announced for the 2025 Outlook Forum, however it will be in March and located in Los Angeles. The \$3,900 includes registration for (3) people at \$1,100 each in addition to the Outlook Forum Dinner which is \$200 per person. This show focuses n Tourism Trends, Educational Seminars, California State Marketing and Networking.
Simpleview Annual Summit	3,200	1,500	Simpleview is the company that provides the DMOs CRM. This Annual Summit hosts more than 50 hours of educational sessions on topics related to CMS, CRM, and digital marketing, all led by travel and tourism professionals. The dates and location have not been set for the 2025 Summit. We have budgeted for our Manager, Data & Strategy to attend.
Destinations International – CEO Summit	1,400	1,800	The dates and location have not been announced for the 2025 DI CEO Summit, however it will most likely be in April again. The \$1,800 includes registration for (1) person, the CEO.
Visit California CEO Mission (Was Visit California Go West Sales Mission)	3,000	5,000	Dates TBD, however this registration amount is earmarked for one of the Visit California CEO Summits that focuses on meeting with key PR and meeting professionals.
Helms Briscoe Conference	5,500	5,500	The HelmsBriscoe ABC Conference takes place in May 2025. Dates and location have not been announced yet. This will be attended by our Sales Manager.
MPINCC ACE (Was MPI WEC)	2,000	800	Event took place in San Francisco in March 2024. This event was not part of the original FY 2023/24 budget. It is \$400 a person to attend so we will send the Director of Sales and Sales Manager in March 2025, dates TBD. This event targets the meeting planner community.
Prestige Show	-	1,500	Show targeting corporate business influencers. This amount of \$1,500 will cover two DMO attendees. It is in October in San Jose, CA. October 2024 will be our first tie attending this show.
Holiday Showcase	-	4,500	The DMO attended this show in December 2023 and will attend again in December 2024 in Chicago, IL. This is a show that targets the Association Market which is strong for Santa Clara. The Director of Sales and CEO will attend.

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
CalSAE Elevate Conference	-	1,000	We did not budget for CalSAE Elevate in 2024, but are attending. This is a good show for Santa Clara as it targets the national Association Market. We will send out Sales Manager in April 2025. Dates and location TBD.
Destination California	-	4,500	Destination California is a hosted meeting buyer event that is appointment based where the DMO representative will have the opportunity to meet with high-profile group & meeting planners seeking California as a destination. This is a new show for the DMO for FY 2024/25 with a registration amount of \$4,500 and will be held in September 5-7, 2024 in Huntington Beach, CA. Our Director of Sales will attend.
Conference Direct Partners Meeting	-	-	We signed on as a preferred partner with Conference Direct in 2024 and attended the Annual Partnership Meeting that focused on Meeting Planner Appointments. The registration is part of the annual partnership fee so the cost for the show will be reflected in T&E. The DOS will attend the show. Location and dates TBD.
Destinations International – Marketing Summit (Was Social)	2,000	2,400	In FY 2023/24 this line item was allocated to the "Social Media Conference" which we did not attend. We are replacing this with the Destinations International Marketing Summit. The dates and location have not been announced, however we are anticipating it will be held in February as it was in 2024. This \$2,400 is for registration for (2) people; our Director of Marketing and Marketing Manager.
Contract Services	\$ -	\$ 57,600	
Baronfeld Consulting, LLC. (NEW)	-	57,600	Baronfeld Consulting was brought on February 2024 to support the DMOs business development efforts since we had not filled the open sales manager role. They have been extremely productive in prospecting from our Simpleview CRM, creating target account lists and qualifying appointments with for high-profile meeting planners attending tradeshow attended by the DMO. The goal is to keep Baronfeld through FY 2024/25 as we are still working to build a strong customer database and exposure for Santa Clara, requiring this additional support.
Memberships	\$ 12,508	\$ 48,993	YOY Increase is due to the addition of more team members and new memberships with the biggest impact coming from the proposed U.S. Travel Board Membership of \$32,000 annually (see notes in line #51).
California Society of Association Executives (Cal SAE)	751	800	\$400 per membership for the Director of Sales and Sales Manager.
CalTRAVEL	1,900	2,153	We joined at a Bronze level in February 2024 and we will renew in February 2025. Assumed \$1,800 x 5% increase and rounded to \$2000, but bumping to \$2,500 to move to next level.
San Francisco Travel	5,250	5,250	Joined SF Travel in April 2023 at a pro-rated amount of \$3,750 (April – December 2023). We renewed our partnership in December 2023 taking us through December 2024 for a fee of \$5,000. We will renew in December 2024 and assumed a 5% increase for a cost of \$5,250.00 for FY 2024/25.
Meeting Professional International (MPI)	2,025	5,000	Joined PCMA in March 2024 at \$5,000 a year. Assuming flat rate for renewal in March 2025.
Professional Convention Management Association (PCMA)	2,037	2,080	Was \$485/person x 4 (CEO, DOS + 2 Sales Managers) in FY 2023/24 and we are assuming a 5% increase to \$520 per person for a total of \$2,080.00.
Sales & Marketing Executives International	345	800	This is two memberships for the Director of Marketing and Marketing Manager for one of the top marketing associations. \$400/each membership.
SITE Global (Was NATPE Membership)	200	500	Membership for SITE Global which is the Society for Incentive Travel Excellence focusing on the MICE Market (Meetings, Incentives, Conferences and Exhibitions). This membership will be for our Director of Sales.
Association Forum (NEW)	-	410	Membership is \$390.00 from March 2024 – February 2025. Increased by 5% for the 2025 membership fee bringing it to \$410.00 which speaks to the higher monthly cost for the span of time of March – June 2025.
U.S. Travel Board Membership (NEW)	-	32,000	In FY 2024/25, the CEO would like to join the U.S. Travel Association Board. U.S. Travel is a high-profile and credible national, non-profit organization representing all components of the U.S. travel industry—a key contributor to America's economic success. The U.S. Travel mission is to increase travel to and within the United States, and in doing so, fuel our nation's economy and future growth. It is important at this juncture of the DMO's lifecycle to ensure that we are networking with peers and influencers of business. This membership will provide the DMO with a strong platform and seat at the tourism table. The annual fee for a budget of \$3-\$4M is \$32,000 annually. This amount has been broken out into monthly amounts of \$2,666.00.
Subscription Services	\$ 33,684	\$ 103,138	
CVENT (Consolidated GL#55220-01)	16,836	35,320	Cvent contract covers a 1-Diamond listing for the industry's premier lead generation platform. The 2023/24 Cvent Contract ends on June 30, 2024 and we moved to a 15-Month contract last year to be on a fiscal year cycle for a total contract amount of \$22,484. This was underbudgeted for FY 2023/24, as YTD thru March 2024 we have expended \$23,135. The new contract amount is \$28,820 which will also upgrade us to a 2-Diamond listing gaining us better site exposure and lead capture. Additionally, an amount of \$3,500 (added in August as a lumpsum payment) has been added to this line-item for an additional user for the open Sales Manager vs. having two Cvent line-items. Additionally, we have included an additional \$3,000 to add SpeedRFP which is a white label RFP Tool for our DSC Website. The bill will be paid quarterly excluding for the additional license and SpeedRFP.

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
CVENT – Additional Property User for Director of Sales	3,000	–	The open Sales Manager role needs to have multi-view access of both the DMO and the Convention Centers Cvent accounts. The DMO currently has 2-multi-view access users for our Sales Manager and DOS. This cost is for the open sales manager role in the FY 2024/25 Budget of \$3,500 has been built into the primary Cvent GL Code.
Knowland	13,848	15,228	Knowland is the industry leading prospecting tool. The 2024/25 Knowland Contract ended on March 31, 2024 and we moved to a 15-Month contract to be on a FY Cycle with our current contract expiring on June 30, 2024. Our current contract of \$13,848 is going up 9.4% to \$15,228 for FY 2024/25 broken into monthly payments of \$1,269.00.
ConferenceDirect	–	24,900	Signed on with ConferenceDirect, one of the largest and most respected meeting and event management firms in the country at \$14,500 in March 2024. This amount has been accrued monthly through February 2025. In March 2025, Assumed a 5% increase for the renewal cost in March 2025 of \$15,225, so accrued for March – June 2025 at the increased monthly rate of \$3,807.00. This partnership will provide the DMO access to ConferenceDirect's proprietary Cvent RFP portal, account base and client events.
HelmsBriscoe	–	11,000	Signed on with HelmsBriscoe, the leading Meetings & Events Site Selection Company at \$10,000 in March 2024 which has been accrued monthly through February 2025. In March 2025, Assumed a 5% increase for the renewal cost in March 2025 for an increased monthly rate of \$917 for March – June 2025. This partnership will provide the DMO access to HelmsBriscoes sales community, account base and preferred client events.
ZoomInfo	–	13,890	Signed on with ZoomInfo in March 2024 for a March 22, 2024 – March 21, 2025 contract for \$11,000. This account has been set-up on a quarterly payment plan. The June 2025 payment assumes a 5% increase in cost since we will need to renegotiate our contract in March 2025. This tool will allow our team to identify and connect our sales and marketing teams with customers across all channels in a single, unified platform.
Box (NEW)	–	2,800	Signed up for Box Window Edge for the CEO and (7) Team Members as we use Box to collaborate on projects and documents as a team. We paid the annual fee for FY 2023/24 in April which has been accrued on a monthly basis. Renewal will in April 2025 and increased the annual rate by 5% rate to \$2,940.00 for a monthly fee from April – June of \$245.00.
Support Services	\$ 120,300	\$ 242,000	In addition to additional expenses added to Support Services, with staffing delays and disruptions there was virtually no execution of client events or other activities that fall into this area of the budget. We also added the cost of client giveaways, tradeshow booth storage, tradeshow booth shipping + set-up costs for shows that were not part of the FY 2022/23 budget. These three line items alone account for \$59,680. Additionally, we have made a bold move and added \$100,000 to the "Client Events & Entertainment" line. Please see the notes on line #63; GL Code #56810.
Site Tours	15,000	16,800	Costs to bring in clients to tour the Convention Center; accommodations, local transportation, food and beverage, etc. This will be used for P1 + P2 groups in addition to new P3 groups prospected and managed by the DMO. These site inspection dollars will be used where the team feels that we are in the running as one of the top 1-3 locations for a piece of business.
Familiarization Trips	30,000	60,000	Hosted DMO Familiarization (FAM) Trips bring a targeted and select group of high-profile customers, from a specific vertical/customer segment to the market where they can experience Santa Clara hotels, the Convention Center, venues and attractions and to entertain and educate them on the destination with the goal of capturing additional leads and to be considered for future P1 + P2 events. Estimate 2 events x 5 to 10 clients/event. Expectations of a FAM are that the destination pay for airfare, guestrooms, food & beverage and any attractions that the team would like for the group to experience. It has been assumed for budgeting purposes that the DMO would need to pay for guestrooms even if at a discounted rate and that there would be an entertainment component to the FAM (e.g., a concert at Levi's Stadium. We already have a confirmed FAM with HelmsBriscoe in July 2024 and will be taking the group to the Rolling Stones Concert.
Client Events + Entertainment	20,000	120,000	These funds are earmarked to be used for segment specific client events and local entertaining (e.g., dining out) in addition to opportunities to take clients to big name events at Levi's Stadium and/or concerts/entertainment while traveling on business and at tradeshow. We have put an additional \$100,000 into this line item for FY 2024/25, to combat a competitive environment where other DMOs/Venues are providing business influencers with memorable experiences. This money also provides the team with the flexibility to react and capitalize on opportunities that are unplanned, but beneficial to the DMO and city. This provides each selling team member (6ppl = CEO, DOS, 2 Sales Managers + DOM and Marketing Manager) roughly \$1,666.66 per month or \$16,666 annually to entertain clients.
Quarterly Client Activations	6,000	6,000	4 client activations x \$1,500 = \$6,000. Budgeted on a quarterly basis. These can be at the SCCC, one of our TID Hotels or a DMO partner in the form of breakfasts, lunches, dinners or office visits to key accounts that center around something that makes Santa Clara a unique and desired destination.

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
Personalized Greetings	2,400	2,400	These funds will be used to provide a top meeting planner with something unique to Santa Clara or personalized to something that we have uncovered that they like or have an interest in. This will help us to stand out from the competition.
Promotional Items	20,000	10,000	These promotional items (tchotchke's) will be used for client giveaways at Tradeshows and on Sales Calls. I cut the FY 2024/25 budget by 50% as we still have an inventory of giveaways to utilize.
Tradeshow Activations (NEW – WAS TRADEBOOTH STORAGE)	2,400	20,000	We did not budget for DMO Booth Activations at key tradeshows so are doing so in FY 2024/25. there are (5) Shows that will require activations to make an impact on the tradeshow floor, draw customers to the booth and be competitive with other destinations. We have budgeted \$20,000 for FY 2024/25.
Tradeshow Shipping, (Was Tradeshow Set-Up + Breakdown)	24,500	6,800	In FY 2023/24 we did not budget for shipping costs of collateral to tradeshows which was incredibly expensive. For FY 2024/25, we have budgeted shipping costs for (6) shows that will require shipments of materials.
Travel & Entertainment	\$ 89,083	\$ 112,896	Employee travel and entertainment costs associated to the proposed conference/tradeshows listed. This includes airfare, hotel, food per diem, mileage, incidentals, etc. and related client per diem business entertainment costs as appropriate. Please see Conference Calculator for details.
Destination International – Annual Convention	2,254	–	The DMO has a large FAM Trip over the July DI Conference dates so we will not be attending this conference for FY 2024/25.
CalTravel Summit	1,410	5,340	We are bringing (4) DMO Team Members to the CalTravel Summit this year; CEO, Director of Sales, Director of Marketing, and Marketing Manager.
IMEX	4,749	6,220	We will be sending (4) individuals to IMEX in October 2025; DOS, DOM, Sales Manager and Marketing Manager.
TEAMS Conference + Expo	5,620	2,270	TEAMS will be in Los Angeles in 2024 and attended by our Director of Sales. We attended this show in October 2023 and our first P1 booking was a lead generated at this show.
Connect Spring Marketplace (Was Connect West in 2023)	444	3,090	The 2025 show location has not been announced, however it was in Anaheim in 2024. Budgeting for both the Director of Sales and Sales Manager to attend vs. just the Sales Manager in 2024 as the Association Market is big for Santa Clara and we need more resources to cover more ground.
CalSEA Seasonal Spectacular	1,055	1,025	Our Sales Manager will attend this show in Sacramento and will need to stay overnight for two-nights.
PCMA Convening Leaders	2,142	2,725	PCMA will be in January in San Diego, Ca. and attended by our Director of Sales.
Visit California Outlook Forum	3,520	5,335	This cost will cover (3) attendees to the Visit California Outlook Forum in March 2025. The dates have not been set, however the location is confirmed in Los Angeles, CA. The CEO, Director of Marketing and Marketing Manager will attend.
Simpleview Summit	4,660	880	The Simpleview Summit will be in San Francisco, CA. April 6–9, 2025. We will send our Manager, Data & Strategy and assuming only transportation and meals.
Destination International – CEO Summit	2,331	2,560	CEO will attend the DI CEO Summit in April. Dates and location have not been announced yet.
Visit California CEO Mission (Was Visit California Go West)	2,380	2,955	Dates and location have not been set for 2025. There will be a Visit California CEO Summit Trip focused on PR and meeting planner appointments.
Helms Briscoe	3,960	2,370	T&E Expenses for the May 2025 HelmsBriscoe Conference. Dates and location TBD. DMO Sales Manager will attend.
MPINCC ACE (Was MPI WEC)	2,435	1,730	This conference is in San Francisco in May 2025 and will be attended by our Director of Sales and Sales Manager. We have accounted for both to spend one-night in San Francisco due to late night events and not wanting the team to drive.
Prestige Show	–	385	Event is in San Jose so accounting for meals and mileage for two people; Director of Sales and Sales Manager.
Holiday Showcase	–	3,000	T&E for two attendees to the Holiday Showcase Show in Chicago; CEO and Director of Sales.
CalSAE Elevate Conference	–	1,835	Dates and location have not been set, the show was in Anaheim in 2024. T&E for Sales Manager to attend.
Destination California	–	1,900	Show is in Huntington Beach, CA. and at a luxury hotel since it is for high-end buyers looking to place groups and meetings in California. Travel for (1) person, our Director of Sales. Fly-out on Thursday, morning, September 5th and depart on Saturday afternoon.
Conference Direct Partners Meeting	–	2,600	T&E for the ConferenceDirect Annual Partners Conference. Dates and location TBD, however it was in April in 2024 so budgeting for the same month in 2025.
Destinations International – Marketing Summit (Was Social)	2,365	4,536	This covers T&E for both the Director of Marketing and Marketing Manager to attend the DI Marketing and Communications Summit. Dates and location TBD. This summit took place in February last year in Utah so budgeting for February 2025.

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
Quarterly Sales Trips + Missions	22,418	30,000	<p>This line item covers sales trips that are in addition to Tradeshows. A Sales Trip is defined as a trip to a specific city outside of your business location that hosts a medium to high concentration of current or potential meeting planners that book business into your city or region. These trips can also be to a specific city that generates a high volume of RFP's/bookings for a specific market segment (e.g., Washington, DC & Association Business) to your city or region. The purpose of a business trip is to further the goals and objectives of the organization and to facilitate business relationships, networking, and expansion. While this budget was used minimally in FY 2023/24 this was primarily due to the staggered start dates of our Director of Sales and Sales Manager. We also did not fill the open additional Sales Manager role. The goal is to have more travel in FY 2024/25. We also increased the meals to our daily per diem from the government per diems which were used to calculate the FY 2024/25 meals and bumped up hotel rates by \$8.00 per night.</p> <p>Planning as follows: CEO = 3 Trips; DOS = 3 Trips, Sales Managers = 2x2 Trips Each = 4 Trips and DOM = 1 Trip for a total of 11 Trips. Assumed the following calculations based upon SF Government Per Diem:</p> <ul style="list-style-type: none"> - Roundtrip Airfare = \$600 - 5 Days for Meals \$120 per day x 5 days = \$600 - 4 Night Hotel Stay x \$300 = \$1200 - \$5 Incidentals x 4 = \$20 - Transportation = \$300 <p>Total per Sales Trip Cost = \$2,720.00 x 11 Trips = \$29,920 (rounding to \$30,000) up from \$22,418 in FY 2023/24.</p>
Client Entertainment	24,000	28,800	<p>While the majority of client entertainment is conducted by the sales team, this amount assumes (5) people with \$480 to spend per month for client entertainment; CEO, DOS, DOM and two Sales Managers for a monthly total of \$28,800. While we have only spent \$1,500 through March 2024, now that we have an almost full and stabilized team, we anticipate more consistent client entertainment. This amount also includes any entertainment conducted while on business trips.</p>
Mileage Reimbursement	3,340	3,340	<p>Built in 5,100 miles for the FY for 4 people. Assuming that the DOS and two Sales Managers drive 125 miles per month for a total of 4,500 miles (125 x 3 = 375 x 12 = 4,500) and the DOM to travel 100 miles every other month for meetings, etc. for a total of 600 miles for the year. Total mileage of 5,100 x reimbursed mileage rate of 0.655 = \$3,340. Divided monthly.</p>
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$ 1,188,331	\$ 1,711,115	
MARKETING & COMMUNICATIONS			
Personnel	\$ 408,895	\$ 488,766	
Salary	\$ 256,294	\$ 302,750	
1.0 FTE Director of Marketing			<p>Built in up to a 5% increase based upon final annual performance review and goal achievement. Q1-Q3 review has been delivered and final FY 2023/24 review will be delivered by the end of June. Assuming that increase will start July 1, 2024 with the initiation of the new fiscal year budget. Role includes a 25% bonus potential.</p>
1.0 Marketing Manager			<p>Built in up to a 5% increase based upon final annual performance review and goal achievement. Q1-Q3 review has been delivered and final FY 2023/24 review will be delivered by the end of June. Assuming that increase will start July 1, 2024 with the initiation of the new fiscal year budget. Currently, this role is not eligible for an incentive. For FY 2024/25, the proposal is that this role be eligible for a 25% potential incentive based upon performance, impact to the business and market competition to retain strong talent.</p>
1.0 Marketing Coordinator (NEW Role Proposed)			<p>With the growth of the DMO's Marketing efforts and increased focus on research and content creation, we would like to add a Marketing Coordinator to the payroll. This role will conduct market research, create social media and other marketing content to accommodate the diverse channels requiring destination information for the City of Santa Clara. This role will support project management/execution of events and also act as a marketing representative for the DMO at community events and functions. To manage costs, the goal is to start the role in the middle of FY 2024/25. This role is not eligible for an incentive.</p>
PR As Needed Hourly	\$ 13,500	\$ 20,000	<p>Public Relations on an as needed hourly basis. For FY 2023/24 we have only spent \$1,600 thru March as we have primarily used PR for new hire announcements to be circulated in industry trades. As we continue to have interview requests for events in the City, and with the work that we are doing to with Madden Media to evolve our brand, it will be necessary to have greater PR support to develop narrative and manage reporters expectations and timelines. Bringing the FY 2024/25 Budget up from \$13,500 to \$20,000 which was a suggested amount from Madden Media. This represents a 36% YOY increase.</p>

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
Incentives	\$ 39,074	\$ 66,938	Incentive eligible roles are capped at 25%. Proposed incentive payouts will be presented to the Board of Directors for approval prior to the distribution of any funds. Incentive achievement is based upon final annual performance reviews and goal achievement as outlined in the DMOs Performance Incentive Plans. Q1-Q3 review has been delivered and final FY 2023/24 review will be delivered by the end of June. Incentive is based upon the sum of all eligible proposed salaries multiplied by 25%.
Benefits	\$ 56,545	\$ 62,670	
Health & Dental	33,927	48,510	Benefits budgeted at approximately 30% for medical and dental. DMO contributes 85%. The YOY increase of \$14,583 compared to the adopted FY 2023/24 budget is because the Marketing Manager started in late July and benefits did not start until September 2023. We did not have any positions budgeted in Marketing in FY 2022/23 whereas we have a Director of Marketing and proposed Marketing Coordinator role for FY2023/24. Additionally, the DMO did not have a 401K in place. The variance to the FY 2023/24 budget are due to a full 12-months of benefits, a 401K being put into place and these the proposed new team member joining in January 2025. .DMO contributes 85% and we budget at the most expensive benefits package. We have also assumed an 11% YOY increase as advised by our Benefits Consultant.
Retirement Plan	22,618	14,160	Implemented a 401K plan for the DMO in July 2023. There is a 5% employer contribution up to and not to exceed the annual amount that each eligible participant contributes on an annual basis. 401K and Payroll taxes are based on actual biweekly numbers for each employee per ADP payroll report. Multiplied with 26 bi-weekly pay periods for FY 2024/25.
Payroll Taxes	\$ 42,522	\$ 35,208	Payroll taxes are based on actual bi-weekly numbers for each employee per ADP payroll report. Multiplied with 26 bi-weekly pay periods for FY 2024/25. An 8% increase has been added onto payroll taxes based upon our financial advisors. Breakdown of taxes is as follows; Federal Unemployment (FUTA) = 0.60%, Social Security Tax (FICA) = 6.20%, Medicare Tax (FICA) = 1.45%; State Unemployment Insurance = 3.4%, Employee Training Tax = 0.10% [Total 11.75%]
Other – Cell Phone Stipend	\$ 960	\$ 1,200	Each employee at \$40/month. This cost would increase from two individuals to three with the addition of the Marketing Coordinator in January 2025. This line item accounts for \$40 x 2 employees from July – December 2024 and then \$40 x 3 from January – June 2025.
Purchased Goods & Services	\$ 409,683	\$ 375,480	The FY 2023/23 total should actually \$409,838, however leaving the original total Marketing Expenses Budgeted Number as \$409,683 since this was the approved number.
Advertising & Promotions	\$ 70,000	\$ 70,000	Keeping same FY 2022/23 budget for 2023/24 FY. Creative of Sales Collateral, and Print + Media Materials. Will also support high-profile industry sponsorships to gain exposure for the City (e.g., Visit California, CalTravel, etc.).
Contract Services	\$ 339,683	\$ 305,480	Marketing firm or DMO Marketing Team to project manage marketing requests/initiatives, digital marketing, newsletters, design services. Both OVG and Levy will contribute to marketing at \$36,000 and \$30,000 respectively
Marketing Services Contract	66,000	33,000	For the fiscal year 2024/25, the budget for our marketing services contract has been reduced by [\$33,000], or [50%]. This year, the Marketing Services budget item included not only a monthly retainer fee but also additional marketing funds. Our marketing team has been focused on developing essential sales and marketing materials to establish a solid foundation for the DMO, in addition to initiating our Omnichannel Marketing Ecosystem Project with Madden Media in April 2024. Moving forward, we will transition our marketing services contract from an annual retainer model to a project-based model. We have planned for six projects in the upcoming fiscal year, each estimated to cost \$5,500, totaling an annual budget of \$33,000.
Digital Marketing (PPC, SEO + Social Media Ads)	110,000	70,000	FY 2023/24 we are at \$25,000 thru March 2024 so averaging \$3,125/month. Maintaining this momentum would put us at \$37,500 for the end of the fiscal year. This amount does not include some larger digital initiatives that will hit the budget before the end of this fiscal year in addition to the monthly \$3,125 amount bringing us to a forecasted FY 2023/24 amount of \$50,000. The DMO Marketing Team will continue to keep a laser focus on Digital Marketing for PPC Campaigns, strategic messaging and national campaigns to continue to drive exposure and sales leads so the FY 2024/25 Budget is being proposed at \$60,000 which is a savings of 50,000 YOY.
Influencer Marketing	10,000	21,500	In FY 2023/24, the DMO Marketing Team worked to build strong relationships and partner social media campaigns with high-profile Influencers. While the proposed FY 2024/25 represents a 115% increase YOY. we continue to see success and continued opportunity for growth in this milieu for the City, partners and our SCTID Hotels. The Marketing Manager will streamline the influencer process for efficiency by coordinating recurrent influencer partnerships in advance. This budget also allows for a quarterly Influencer growth campaign, plus a quarterly Media Night hosted at one of the SCTID Partner Hotels. The FY 2024/25 Budget is \$21,500 broken-down on a monthly basis.

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
Email Marketing	10,000	-	The DMO will not have a separate line item for Email Marketing as our Simpleview ActOn Email Platform provides this capability and we pay for this service which is accounted for under "Memberships & Subscription Services." These additional dollars were not used in FY 2023/24 and we do not anticipate needing additional dollars in this category for FY 2024/25.
Photography	20,000	5,000	Due to the creation of the DMOs large photography expenditure in FY 2023/24 to create a legacy bank of photography, we recommend earmarking only \$5,000 in the FY 2024/25 budget to capture event and destination relevant photography. This could include additional photography of Santa Clara events and attractions, Levi's Stadium events and Santa Clara Convention Center events. We will also be guaranteed additional high-quality photography through our Omnichannel Marketing Ecosystem Project in process with Madden Media.
Videography	30,000	10,000	Due to the DMOs large videography expenditure in FY 2023/24 to create a 60/30/15-second videos that will be created through our partnership with Madden Media, we are proposing earmarking \$10,000 in FY 2024/25 to capture event and destination relevant videography. This could include additional videography of Santa Clara events and attractions, Levi's Stadium events and Santa Clara Convention Center events.
Branding	15,000	5,000	The DMO is proposing allocating \$5,000 for FY 2024/25 ancillary branding needs that may surface as part of the Omnichannel Marketing Ecosystem Project in progress with Madden Media.
Website Evolution	60,500	-	The full redesign of the DMO Website is a component of the broader Omnichannel Marketing Ecosystem Project currently in place with Madden Media and costs are part of the holistic project under the "Madden Media" GL Code.
Website Hosting & SEO - Madden Media (RENAMED - Add)	18,183	30,480	WEBSITE HOSTING: Our current website hosting provider costs \$995 per month which will need to continue while Madden Media works to redesign our website. We will pay our current provider \$995/month from July 2024 - February 2025 which is 8-months for a total of \$7,960. Beginning in March 2025, we will switch to Madden Media as our website host vendor and pay them \$530/month which is 4-months (March 2025 - June 2025) at an amount of \$2,120 and for a FY 2024/25 total of \$10,080 for Website Hosting. SEO SERVICES: In FY 2024/25, Madden Media will manage our SEO Services at a monthly cost of \$1,700 which is \$20,400 annually. The combined services of Website Hosting and SEO account for \$30,480 for FY 2024/25 and broken out monthly.
OmniChannel Marketing Project - Madden Media (NEW)	-	105,000	The Omnichannel Marketing Ecosystem Project will be managed by the DMOs new marketing partner, Madden Media who was selected to execute the assets that are included in this initiative. A large portion of this project costs will be paid for with FY 2023/24 Budget Funds, however this remaining amount includes all one-time payments to Madden Media for assets not completed in FY2023/24 . The anticipated charges of \$27,440 in Website Redesign, \$28,495 for Visitor's Guide Design and Development, \$42,830 in Visitor's Guide Production and \$6,000 in Madden Media trips to market have been accounted or in this \$105,000 amount in the FY 2024/25 Budget and broken-down monthly.
VibeMap (NEW)	-	7,500	We have entered into an agreement with Vibemap for \$7,500. Vibemap is an expert at collecting information on local events and happenings within our City and the broader Bay Area. They will populate these listings on our website so that we provide an event calendar with rich and relevant information. Vibemap will also populate our business listings pages, allowing website viewers to discover restaurants, attractions, and hotels. Additionally, Vibemap partners with our Simpleview CRM for seamless integration.
Content Creation Special Event Fund (NEW)	-	18,000	In FY 2023/24 there were numerous occasions where the DMO Marketing Team required access to special events to create content for our Social Media Channels (e.g., Sporting Events + Concerts). Additionally, there are opportunities with Social Media Influencers whereby we craft shared "Like,
TOTAL MARKETING & COMMUNICATIONS	\$ 818,578	\$ 864,246	
ADMINISTRATION			
Personnel	\$ 548,336	\$ 496,169	
Salary	\$ 367,328	\$ 370,269	
1.0 FTE CEO			Built in up to a 5% increase based upon final annual performance review and goal achievement as outlined by the Board of Directors for FY 2023/24. Assuming that increase will start July 1, 2024 with the initiation of the new fiscal year budget. Role is eligible for a 25% incentive.
1.0 FTE Administrative Services Manager			Current Administrative Services Manager in mid-March 2024. Built in up a 5% increase beginning April 2025 at one-year anniversary for flexibility, however this may roll-over to begin in July 2025 with the beginning of FY 2025/26 so that all positions receive earned increases on the same schedule. Increases will be based upon final annual performance review and goal achievement. This role is currently not eligible for a bonus in FY 2023/24. This position does not include incentive.

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
Incentives	\$ 60,707	\$ 61,688	Incentive eligible roles are capped at 25%. Proposed incentive payout will be evaluated by the Board of Directors for approval prior to the distribution of any funds. Incentive achievement is based upon final annual performance review and goal achievement as outlined by the Board of Directors for FY 2024/25. Incentive is based upon the sum of all eligible proposed salaries multiplied by 25%.
Benefits	\$ 52,397	\$ 36,252	Benefits budgeted at approximately 30% for medical and dental. DMO contributes 85%. There is a YOY decrease of (\$16,145) compared to the adopted FY 2023/24 budget which seems to have been an inflated number. As of March 31, 2024 we have expended \$26,310 in benefit costs. FY 2024/25 budget represents a full 12-months of benefits, a 401K being put into place and no new team members in this program. DMO contributes 85% and we budget at the most expensive benefits package. We have also assumed an 11% YOY increase as advised by our Benefits Consultant.
Health & Dental	31,438	25,560	FY 2024/25 budget represents a full 12-months of benefits, a 401K being put into place and no new team members in this program. DMO contributes 85% and we budget at the most expensive benefits package. We have also assumed an 11% YOY increase as advised by our Benefits Consultant.
Retirement Plan	20,959	10,692	Implemented a 401K plan for the DMO in July 2023. There is a 5% employer contribution up to and not to exceed the annual amount that each eligible participant contributes on an annual basis. 401K and Payroll taxes are based on actual biweekly numbers for each employee per ADP payroll report. Multiplied with 26 bi-weekly pay periods for FY 2024/25.
Payroll Taxes	\$ 60,944	\$ 21,000	Payroll taxes are based on actual bi-weekly numbers for each employee per ADP payroll report. Multiplied with 26 bi-weekly pay periods for FY 2024/25. An 8% increase has been added onto payroll taxes based upon our financial advisors. Breakdown of taxes is as follows; Federal Unemployment (FUTA) = 0.60%, Social Security Tax (FICA) = 6.20%, Medicare Tax (FICA) = 1.45%; State Unemployment Insurance = 3.4%, Employee Training Tax = 0.10% [Total 11.75%]
Other – Cell Phone Stipend	\$ 960	\$ 960	Each employee at \$40/month
Other – Car Allowance	\$ 6,000	\$ 6,000	Car allowance as outlined in CEO contract at \$500/month.
Purchased Goods & Services	\$ 387,485	\$ 363,866	
Contract Services	\$ 277,776	\$ 229,914	
Audit	15,000	15,000	This amount is for a potential 2024/25 FY Annual Audit. The DMO has yet to have an audit since inception. This amount sufficient for one audit. While our Financial SOP's gained Board approval in January, the City is still managing SCTID Fund collection and payment of DMO invoices which may or may not impact the triggering of an audit. Kept the YOY amount flat at \$15,000 budgeted amount for FY 2024/25.
Fiscal Services	65,108	71,000	
Accounting Services	51,060	56,000	Monthly fees for accounting services through Kirsch & Co. We are currently forecasted to end the year around \$46,500. We also have added payroll management to our accounting firm as of February 2024. Kirsch & Co. do not revise rates until January 2025 so I am assuming a 5% increase per their CEO for current services for a FY 2024/25. There are also some additional funds built in for the creation of Financial Procedures which need to be completed now that the Financial Policies have been completed. Budgeted amount of \$56,000 for FY 2024/25.
PP&Co. Tax Preparation	5,000	5,500	PP&Co is currently working on the DMO's June 2023 Taxes. which are due May 15, 2024. The DMO has already paid approximately \$1,330 related to the 2023 tax returns, and the estimate is that we will around \$5,400.00 upon completion \$4,070 to be billed which is assumed to be covered with FY 2023/24 funds. For FY 2024/25, the budget is \$5,500 to account for a slight YOY cost increase for June 30, 2024 Tax Preparation.
City of Santa Clara Fiscal Sponsorship	9,048	9,500	Estimating 5% increase for City Fiscal Services for FY 2024/25 at a Rate of \$792/month = \$9,500.
Human Resources	20,000	12,000	HR-related administrative functions: recruitment, hiring and on-boarding coordination, policy development, compliance, payroll management. Forecasted to finish FY 2023/24 at around \$5,000. Assumed 5+ hours per month for FY2024/25 (currently at about 4 hours per month) to support the needs of the DMO.
SmartCity IT Services	5,574	5,574	Smart City is our provider and for IT, standard telephone and broadband services. They stated that there will be no YOY increases. FY 2023/24 expense breakdown is as follows: \$278/month for Internet = \$3,312; Support Services = \$750 annually, (add lines, staff support, etc.) and \$14/month per phone line for 9 phone lines (8 for team members + general DSC line) = \$14 x 9 = 126 x 12 = \$1,512. Total 12-month cost is \$5,574. Increase due to additional phone lines in anticipation of additional team members being added.
Legal	35,000	35,000	Current service agreement with Thoits Law. The hourly rate was increased from \$550 to \$600 for FY 2023/24 and will remain \$600/hour for FY 2024/25. This rate is actually discounted for the DMO from Thoits \$695/hour rate We have currently spent \$20,500 as of March 31st which is 58% of the annual budget. Keeping the FY budget flat for 2024/25 at \$35,000.

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
ADP Payroll	5,600	7,340	ADP payroll \$100/pay period \$2,600 Time Portal Added for FY 2022/23 of \$60/month = \$720 ADP 401k Administration = \$335/month = \$4,020 (for 8 employees) One-Time fee to generate W-2's for team in January 2023. Total of \$7,340 for FY 2023/24 broken out monthly.
Professional Services	100,000	84,000	The \$100,000 for FY 2023/24 included the remaining 6-months of the JLL Agreement of \$30,000 while the remaining amount is support from the City of Santa Clara delivered by Nancy Thome. Currently, we are at 113.22% of the Professional Fees Budget with the few months that the Administrative Services Manager (ASM) role being open and support in training the our new ASM, Jasmin Avina. Assuming average of \$7,000/month for FY 2024/25 as the DMO settles back into a more normal routine.
Temp. Staffing Services	31,494	-	In FY 2022/23 and partial FY 2023/24 we worked with California People Search for Marwa Abubakr to act as out CRM Manager. This role became a full-time Manager role for the DMO on September 1, 2024. Not budgeting for Temp Services in FY 2024/25.
Internal Meetings & Training (renamed from Internal Team Str	\$ 12,000	\$ 30,000	Budgeting for (3) Strategic DMO Team Meetings at \$6,000 each which will take place outside of the office requiring AV, Rental and Catering. This line item also has an additional \$12,000 added for team training some of which may take place at our Team Meetings or individually based upon need. While we have only spent \$980 as of March 2024 for FY 2023/24, we were able to be fully hosted by a couple of our partner hotels which we will not be able to rely on for FY 2024/25. Additionally, training will have costs associated. Budgeting \$12,000 to account for training component which is why it is budgeting over by \$18,000 compared to LY.
Insurance	\$ 12,978	\$ 10,059	Roll-Up of all Ventreo insurance costs below. Added 4% to FY 2023/24.
Business Owners Liability & Property	1,897	2,050	Forecasted to finish 2023/24 at \$1,560. Confirmed an 8% YOY increase for a FY 2024/25 budgeted at \$2,050.
Management Liability	2,946	2,182	Currently, there are no monies expended for FY 2023/24 YTD for Management Liability which we need to investigate. The annual policy is currently at \$2,020. Have confirmed an 8% YOY increase for a FY 2024/25 budgeted of \$2,182.
Professional Liability	3,283	3,667	Currently, there are no monies expended for FY 2023/24 YTD for Management Liability which we need to investigate. Our current policy is at an annual cost of \$3,395 and an 8% YOY increase has been confirmed for a FY 2024/25 cost of \$3,667.
Workers Comp	4,852	2,160	This is typically an annual cost per team member. The DMO is Forecasted to finish 2023/24 at \$1,900 which is lower than what was built into the FY 2023/24 budget, as we overbudgeted. An 8% increase has been confirmed for a FY 2024/25 budget of \$2,160.
Memberships	\$ 3,350	\$ 5,120	
Destinations International	3,350	5,120	Current contract runs until December 31, 2024 which came in over budget at \$4,876.00. Assumed 5% increase for total of \$5,120.00 or FY 2024/25. Will pay bill in December 2024.
Operating Supplies	\$ 10,850	\$ 9,660	The large overage in the FY 2022/23 Budget was a recruiting firm fee for the CEO role of \$26,995. The FY 2023/24 Operating Supplies is larger than last year is due primarily to cost of new team members for computers, software licenses and we have added monies for rent for DMO offices in the SCCC.
Bank Fees	250	480	Banking Fees currently around \$32.00 per month. Budgeting \$40/month for FY2024/25 to cover for any increases.
Licenses	100	180	City Business License. Currently averaging \$13.00 per month. Boosted cost to \$15/month to cover potential increase.
Office supplies	8,000	8,000	Through March the DMO has spent \$4,200 on office supplies and forecasting to finish at about \$6,000. Maintaining Office Supply budget of \$8,000 for FY 2024/25. Includes business cards for 8 team members.
Postage	2,500	1,000	Have used none of our 2022/23 postage budget. Cutting down to \$1,000 for FY 2024/25 as the DMO will have some occasions to send collateral and/or gifts via mail (e.g., V-Day Cookies to clients, etc.).
Software Licenses	\$ 8,124	\$ 10,750	Roll-up of expenses for Quickbooks; Microsoft Office; Email and DMO's Zoom subscription. Additional costs driven by increase in DMO team members.
Quickbooks	1,302	1,000	Quickbooks subscription forecasted to finish FY 2023/24 at \$800. Going to budget FY 2024/25 at \$1,000 which is divided monthly.
Adobe Acrobat	2,268	3,060	Adobe subscription for DMO Team Members. We are budgeting for a DMO subscription for 9-users to cover current team members and new additions such as the open sales manager role. The cost is \$200 per month for the 9-users for \$2,400. Additionally, we have a subscription to Adobe Creative Cloud that costs \$660 annually that is utilized by the Marketing Department. Total FY 2024/25 budgeted cost is \$3,060 or \$255 per month.

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
Microsoft Office + Email	3,624	3,240	Microsoft Office subscription for DMO Team Members. Forecasted to finish FY 2023/24 at \$2,220 for 5 subscriptions. Added 5% increase for FY 2024/25 and have subscriptions for a 9 member team (including new Marketing Coordinator + Open Sales Manager role) as follows; 9 x \$23/month x 12 months = \$2,484 divided monthly or \$207/month. Also included Email in this line item which is for 9 people x \$7 each = \$63 per month x 12 = \$756. Total line item is = \$3,240.
Zoom	930	930	Zoom subscription used for Board Meetings. We have only spent \$302 through March which is odd since we were forecasted to finish FY 2022/23 at \$885. Added 5% increase for FY 2023/24 for a total of \$930 divided monthly and going to keep for FY 2024/25 to ensure we cover costs appropriately. .
ChatGBT 4 Pro (NEW)	-	2,520	ChatGBT 4 Pro Subscription for (7) Team Members for marketing and sales content writing. This tool is being adopted by many in our industry and we need to stay on top of this trend. It is \$30 per month, per user x 7-users = \$210 per month or an annual amount of \$2,520
DMO Office Rent	\$ 8,100	\$ 8,100	This was a new expense for FY 2023/24. Per the City of Santa Clara, the Convention Center will be charging the DMO annual rent calculated at \$18/sq. ft. x 450 sq. ft. = \$8,100 paid monthly. Assuming no rate increase for FY2024/25.
Recruitment	\$ 500	\$ 500	Cost for LinkedIn job postings/announcements.
Subscription Services	\$ 53,807	\$ 59,763	
Simpleview CRM System	28,600	30,913	Supports costs for centralized Customer Relations Management (CRM) System used/accessible to DMO, OVG, Levy and SCTID Hotel Teams.
Annual Subscription	13,800	14,330	Simpleview Subscription monthly cost of \$400/month; in addition to current users, EIC + Cvent integration which is \$1,200 annually and \$3,000 annual licensing for SCCC and Levy GM's = \$ (current users + EIC + CVENT integration) = \$9,000/12 months. We currently have 7 total user licenses for Simpleview; 3 of which are for the DMO Team. We need to add 4 more licenses in FY 2023/24 for DOS, DOM, additional Sales Manager and Marketing Coordinator. These licenses are \$1,200 each annually = \$4,800 for additional new users. Total 2023/24 FY = 13,800.
ACT-ON	4,800	10,283	Annual ACT-ON Tool Subscription Cost was signed in January 2023, however launched in July 2023. In FY 2022/23 we paid a one-time fee of \$5,500 to kick-start the project and get the Email Platform up and running. The additional annual cost for FY 2023/24 was \$10,716 or \$893/month through May 2025 at which time our new contract will be \$11,200 for a two-year term or \$933/month. This covers 15,000 active contacts per email. This line item was under-budgeted for FY 2023/24, as we amended the contract to add more active contacts and this new cost has been reflected in the FY 2024/25 budget.
Additional Support Hours	10,000	6,300	Budgeting for additional support hours to train new sales manager and to also support additional CRM projects from July 2024 - January 2025, as we have used up the hours in our contract. Budgeted 6 hours a month at \$150/hour for \$6,300. From February - June 2025 we will have support hours as part of our contract.
Destinations International (EIC)	7,707	7,650	Event Impact Calculator (EIC) used for Meetings and Local/Public Events. FY 2023/24 Contract was paid in January 2023 at \$7,285. Contract expires January 2024 with an assumed increase of 5% = \$7,650 to be paid in January 2025.
CoStar Group (STR Reports)	15,000	20,000	Need to renew and enhance our DMO STR Report stack whereby we can look at market segmentation of our TID Hotels in addition to other competitive cities performance to gage how we are doing in comparison. Cost breakdown covers: 1. Additional information to current SCTID Hotels STR to include the following for \$7,000 annually (Waiting on FY24/25 Pricing): •Shows Total, Group, Transient, and Contract data points. •Occupancy, ADR, RevPAR, Supply, Demand, and Revenue •Shows 18 months of historical data, Year to Date, and Running 12-month w/ comparison to previous year. •Shows aggregated total for each day of week (Saturday, Sunday, Monday, etc.) for the entire month. •Also includes a section for Weekday (Sun-Thu) and Weekend (Fri-Sat) numbers. •Shows Current Month, Year to Date, and Running 12 Month numbers for each day. •All 6 KPI's (Occ, ADR, RevPAR, Supply, Demand, Revenue) 2. Add Competitive City Performance Report to include the following for \$7,000 annually: •Allows you to compare the performance of your area to similar communities of your choice. •Shows Current Month and Year to Date numbers (with comparison to previous year). •Occupancy, ADR, RevPAR, Supply, Demand and Revenue. 3. Have padding for additional \$6,000, as there are other competitive report opportunities and we will have some one-off, specialized reports.

FY 2024/25 Proposed Budget – Detail

Budget Item	FY 2023/24 Approved	FY 2024/25 Proposed	FY 2024/25 Notes
Trade Journals/Newspapers	2,500	1,200	Will utilize these monies for any industry subscriptions that the sales + marketing team will need to keep up on trends. Currently in FY 2023/24 we have only sent \$410.00 through March. Budgeting \$1,200 for FY 2024/25 as the team has a better sense of the publications that make sense for subscriptions.
TOTAL ADMINISTRATION	\$ 935,821	\$ 860,035	
CONTINGENCY	\$ 66,000	\$ 78,000	Based on 3% TID Assessment. FY 2023/24 forecasted assessment revenues forecasted to come in at \$2.6M to a budget of \$2.2M. We are budgeting assessments of \$2.6M for FY 2024/25.
CITY ADMINISTRATION FEE	\$ 44,000	\$ 52,000	Based on 2% TID Assessment. FY 2023/24 forecasted assessment revenues forecasted to come in at \$2.8M to a budget of \$2.2M. We are budgeting assessments of \$2.6M for FY 2024/25.
TOTAL OPERATING BUDGET	\$3,052,730	\$3,565,396	Total YOY operating budget increases from FY 2023/24 to FY 2024/25 is \$512,666 or 16.79%. When compared to our FY 2024/25 FY forecast of \$2,040,331, the year-over-year growth is \$1,525,065 or 74.75%.

Budget Item	FY 2023/24 Adopted	FY 2024/25 Proposed	Variance +/-	% Variance
Personnel	\$ 1,692,287	\$ 1,808,723	\$ 116,436	6.88%
Purchased Goods & Services	\$ 1,250,443	\$ 1,626,673	\$ 376,230	30.09%
Contingency	\$ 66,000	\$ 78,000	\$ 12,000	18.18%
City Administration Fee	\$ 44,000	\$ 52,000	\$ 8,000	18.18%
TOTAL OPERATING BUDGET	\$3,052,730	\$3,565,396	\$ 512,666	16.79%

Proposed FY 2024/25 Operating Budget Presentation

Board of Directors Meeting
May 16, 2024



Setting the Stage

Current State



Built a robust foundation of strategy, processes, and tools for sustained success.



Formed a highly capable team to ensure stability and enhance productivity across operations.



Crafted comprehensive sales and marketing strategies to boost brand visibility, drive lead generation and bookings.



Launched proactive sales initiatives to forge valuable relationships with key industry influencers.



Cultivated new strategic partnerships to expand exposure, client base, and marketing prospects.

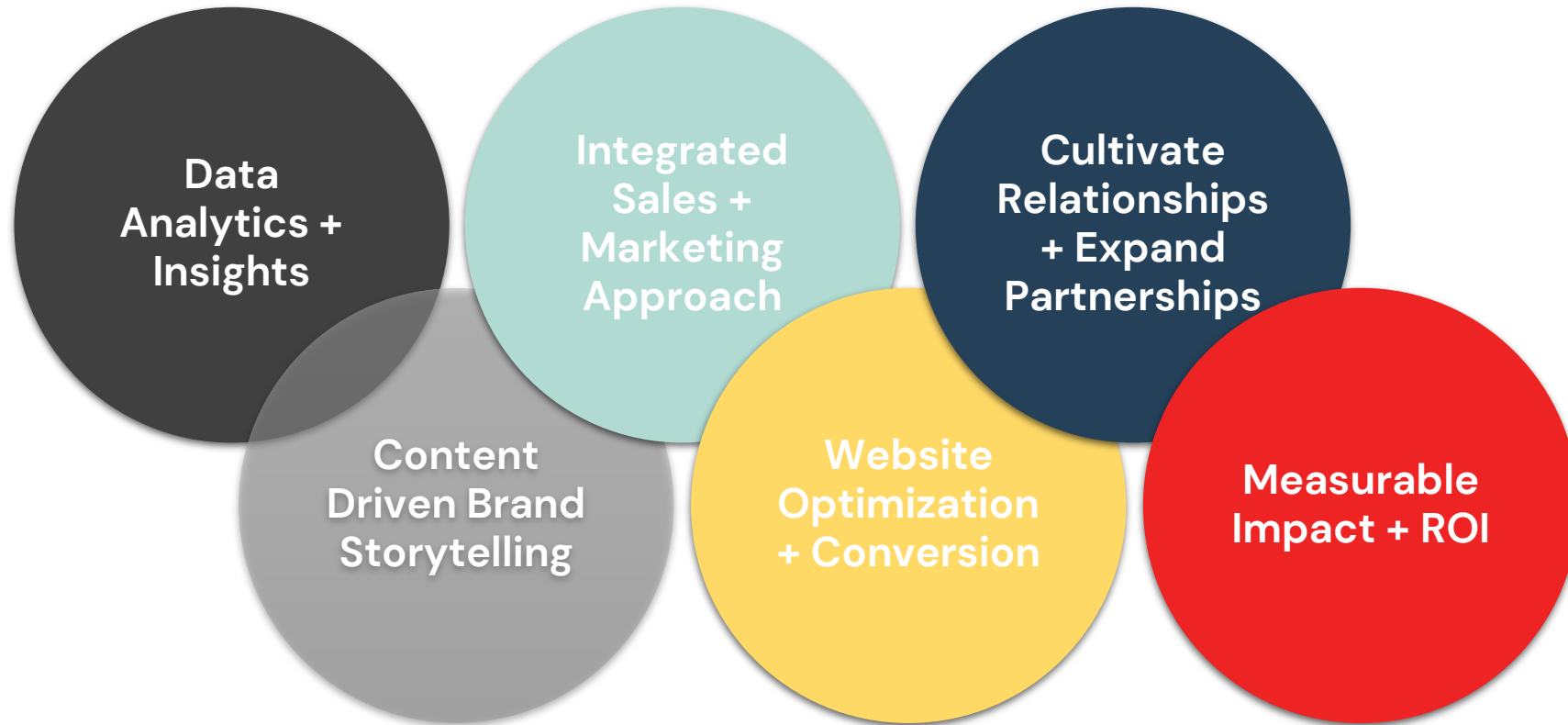


Implemented a diversified marketing strategy utilizing social platforms to increase exposure, expand follower base, and drive growth in the sales pipeline.



Initiated the Omnichannel Marketing Ecosystem Project to create a dynamic library of assets, including photography, videography, a visitor's guide, and a modernized website.

FY 2024/25 Key Areas of Focus



FY 2024/25 Budget Philosophy

- **FY 2024/25 Budget Proposal:**

- Proposed FY 2024/25 Budget: \$3,565,396.
- 16.79% Increase: Additional \$512,666 compared to adopted FY 2023/24 budget.
- FY 2023/24 Year-End Forecasted Expenditures: Increase of 74.75%, representing additional \$1,525,065.

- **Rationale:**

- FY 2023/24 Budget Structure:
 - Assumed all FTEs onboarded at start of the fiscal year.
 - Staggered hiring, onboarding process and vacant sales manager position led to execution delays
- FY 2024/25 Outlook:
 - Refined strategies and heightened focus.
 - Team momentum for more effective initiative execution.

- **Clarification:**

- Current fiscal year's expenditures do not reflect stabilized DMO state.

- **Request:**

- Consider unique challenges of previous fiscal year when evaluating requested expenditures.

- **Commitment:**

- Dedicated to steering DMO toward sustained growth and success.

SUPER BOWL AND FIFA EVENTS

- Anticipated expenses for Super Bowl and FIFA World Cup in 2026 not included in FY 2024/25 budget.
- Active development of dedicated plan for these prestigious events in process.
- Proposal of a "Special Events" budget will be presented to the Board of Directors soon.
- Approach ensures strategic allocation of resources separate from day-to-day operations and distinct separation of resources for upcoming fiscal year.

Fund Summary

Fund Summary

FY 2023/24 Fund Balance	FY 2024/25 Projected Revenue	FY 2024/25 Reserves	FY 2024/25 Available Funds
\$3,969,116	\$2,666,000	\$1,426,158	\$5,208,958

A	B	C	D	E
		YTD		
		07/01/23-		
	FY 2023/24	03/31/2024	FY 2023/24	FY 2024/25
Beginning Fund Balance	Amended	(Actuals)	Forecast	Proposed
DMO Funds	1,812,166	1,949,978	1,949,978	2,542,958
DMO Reserves	1,193,469	1,193,469	1,193,469	1,426,158
Total Beginning Fund Balance	3,005,635	3,143,447	3,143,447	3,969,116
Total Revenue				
TID Assessment	2,200,000	2,285,742	2,800,000	2,600,000
Levy Marketing Investment	30,000	30,000	30,000	30,000
OVG Marketing Investment	36,000	36,000	36,000	36,000
Other Revenue	-	-	-	-
Total Revenue	2,266,000	2,351,742	2,866,000	2,666,000
Total Source of Funds	5,271,635	5,495,189	6,009,447	6,635,116
Expenditures				
Personnel	1,692,287	798,665	1,202,165	1,808,723
NonPersonnel	1,250,443	542,166	782,166	1,626,673
Contingency	66,000	-	-	78,000
City Administration Fee	44,000	45,715	56,000	52,000
Total Expenditures	3,052,730	1,386,546	2,040,331	3,565,396
Ending Fund Balance				
DMO Funds	1,025,436	2,915,174	2,775,647	1,643,562
DMO Reserves	1,193,469	1,193,469	1,193,469	1,426,158
Total Ending Fund Balance	2,218,905	4,108,643	3,969,116	3,069,720
Total Use of Funds	5,271,635	5,495,189	6,009,447	6,635,116

	As of	Transfer of
	07/01/2023	Funds
DMO FUNDS		
City - TID Account	3,053,742	1,580,987
DMO Bank Account	89,705	1,562,460
Total Beginning Fund Balance	3,143,447	3,143,447

FY 2024/25 Proposed Reserves

FY 2024/25 Projected Revenue
 • 2% SCTID assessment

FY 2023/24 Forecasted Fund Balance

FY 2024/25 Available Funds
 $\$3,969,166 + \$2,666,000 + (\$1,426,158) = \$5,208,985$

FY 2024/25 Proposed Operating Budget

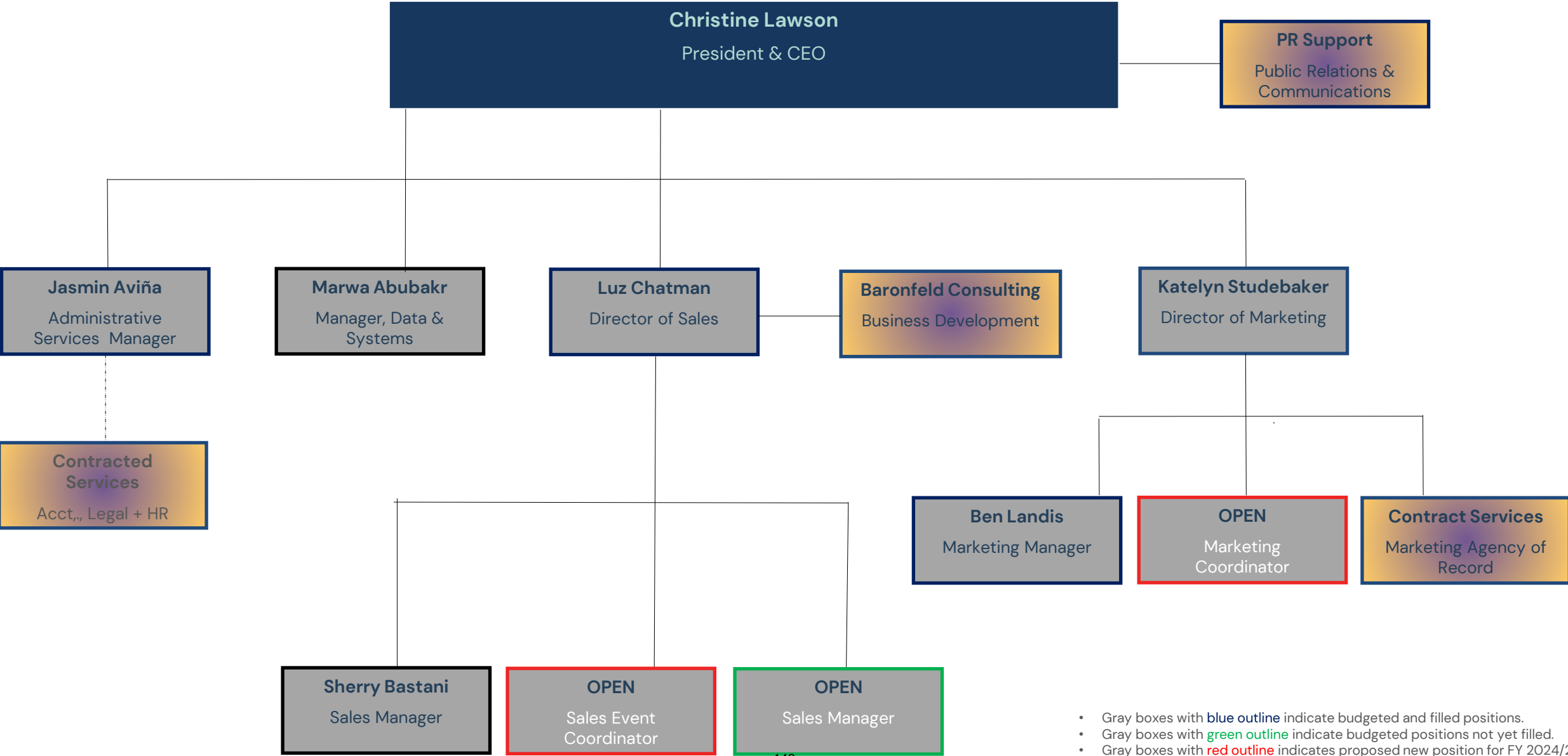


Budget Summary

Position	FY 2023/24 Adopted	FY 2024/25 Proposed	Change
Chief Executive Officer	1	1	0
Director of Sales	1	1	0
Sales Manager	2	2	0
Manager, Data & Strategy	1	1	0
Sales Event Coordinator	0	1	1
Director of Marketing	1	1	0
Marketing Manager	1	1	0
Marketing Coordinator	0	1	1
Administrative Services Manager	1	1	0
TOTAL FTE	8	10	2

	FY 2023/24 Adopted	FY 2024/25 Proposed	Variance +/(−)	FY 2024/25 Change %
Personnel	\$1,692,287	\$1,808,723	\$116,436	6.88%
Non-Personnel	\$1,250,443	\$1,626,673	\$372,230	30.09%
Contingency	\$66,000	\$78,000	\$12,000	18.18%
City Administration Fee	\$44,000	\$52,000	\$8,000	18.18%
Total Operating Budget	\$3,052,730	¹⁴⁸ \$3,565,396	\$512,666	16.79%

FY 2024/25 PROPOSED ORGANIZATIONAL STRUCTURE



- Gray boxes with blue outline indicate budgeted and filled positions.
- Gray boxes with green outline indicate budgeted positions not yet filled.
- Gray boxes with red outline indicates proposed new position for FY 2024/25. Budgeted to begin in January FY 2024/25.
- Gold boxes represent DMOs Agencies of Record and/or outside contractors.

- Advancing Santa Clara as a premier global destination for groups, meetings, and leisure travelers.
- Foster relationships with business partners and high-profile meeting planners to enhance brand awareness, expand opportunities, and increase revenue.
- Elevate Santa Clara's status by actively promoting the booking of larger prestigious events at the Convention Center.
- Strengthen sales initiatives focused on securing new conventions, meetings, sports events, and other significant gatherings that benefit the Center's financial outcomes and increase guestroom bookings within the SCTID hotels.
- Offer client incentives and subsidies to attract premier, previously untapped events and conventions to the Convention Center and SCTID hotels.



Convention Sales, Incentives & Services

Personnel

- Assumes complete staffing model for all 12 months of FY 2024/25 including filling the open Sales Manager position.
- Proposing mid-year addition of new FTE, Sales Event Coordinator to manage group leads while allowing the sales team to focus on in-market activities.
- Reflects an increase in the incentives budget, fully funding 25% for eligible team members.

Benefits + Payroll Taxes

- Annual salary increases of up to 5% are assumed for current positions, contingent upon performance reviews and achievement of KPIs/Goals.
- The full team's impact includes incentives, payroll taxes, and benefits, including 401K contributions.
- Increases in Health and Dental insurance rates are driven by the entire team being enrolled in the DMO benefits package, with rates increasing by 11% per consultant.

Travel, Entertainment, Contract Services + Memberships

- Increase in tradeshow attendance to 19 shows, covering costs for tradeshow activations and 11 sales trips to strengthen client relationships.
- An additional \$100,000 allocated to "Client Events & Entertainment" for high-profile and memorable customer experiences.
- New contract established with Baronfeld Consulting, LLC.
- New partnerships formed with ConferenceDirect and HelmsBriscoe.
- Addition of ZoomInfo Subscription.
- Proposed allocation of \$35,000 for CEO to join the U.S. Travel Board.

Budget Item	FY 2023/24 Adopted	FY 2024/25 Proposed	Variance
CONVENTION SALES, INCENTIVES & SERVICES			
Positions			
FTE Director of Sales	1	1	0
FTE Sales Manager	2	2	0
FTE Manager, Sales Systems & Strategy	1	1	0
FTE Sales Event Coordinator	0	1	1
Personnel	\$735,056	\$823,788	\$88,732
Salary	480,500	560,500	80,000
Incentives	101,375	117,200	15,825
Benefits	68,540	93,114	24,574
Payroll Taxes	79,721	48,054	(31,667)
Other-Cell Phone Stipend	1,920	1,920	-
Other-Relocation	3,000	3,000	-
Purchased Good & Services	\$453,275	\$887,327	\$434,052
Business Development	150,000	250,000	100,000
Conferences and Tradeshows	47,700	72,700	25,000
Contract Services	-	57,600	57,600
Memberships	12,508	48,993	36,485
Subscription Services	33,684	103,138	69,454
Support Services	120,300	242,000	121,700
Travel & Entertainment	89,083	112,896	23,813
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$1,188,331	\$1,711,115	\$522,784

- Increase Santa Clara's visibility on national platforms as an enticing destination for groups, meetings, leisure travel and day-trippers through SEO optimization, engaging content creation, and strategic advertising.
- Utilize data-driven insights to create personalized marketing materials that cater to the specific interests of group and meeting attendees, ensuring Santa Clara stands out as a top destination choice.
- Actively promote key city events and attractions through social media, press releases, and influencer collaborations to enhance the city's profile and encourage overnight visitation.
- Promotion of the Convention Center, the assessed hotels and venue partners as a convention, meeting, and event destination.
- Goal of increasing exposure for Santa Clara, overnight visits, Convention Center revenue, and assessed room demand in the SCTID.

Personnel

- Proposing mid-year addition of new FTE, Marketing Coordinator to support in data analysis, strategy formulation and content creation to maintain marketing momentum.
- Proposing that Marketing Manager role become eligible for 25% incentive plan.
- Reflects an increase in the incentives budget, fully funding 25% for eligible team members.

Benefits + Payroll Taxes

- Annual salary increases of up to 5% are assumed for current positions, contingent upon performance reviews and achievement of KPIs/Goals.
- Increases in Health and Dental insurance rates are driven by new position and rate increases of 11% per consultant.

Contract Services

- Marketing Services contract reduced by \$33,000, moving to project-based agreement.
- The Digital Marketing budget reduced to \$70,000, down 36.4%, Addition of marketing coordinator will maintain momentum and enhance content.
- Influencer Marketing increasing by \$11,500 or 115%, to further successful collaborations.
- Website hosting and SEO costs rising by \$12,297 or 67.6%.
- \$105,000 budget for Omnichannel Marketing Ecosystem Project asset deliverables in FY 2024/25.
- New contract established with Vibemap, a city discovery app for \$7,500.
- \$18,000 has been allocated to new “Content Creation Fund” to enable the marketing team to attend high-profile events in Santa Clara, to capture social media content.

Budget Item	FY 2023/24 Adopted	FY2024/25 Proposed	FY 2024/25 Variance
MARKETING & COMMUNICATIONS			
Positions			
FTE Director of Marketing	1	1	0
FTE Marketing Manager	1	1	0
FTE Marketing Coordinator	0	1	1
Personnel	\$408,895	\$488,766	\$79,871
Salary	256,294	302,750	46,456
PR - As Needed/Hourly	13,500	20,000	6,500
Incentives	39,074	66,938	27,864
Benefits	56,545	62,670	6,125
Payroll Taxes	42,522	35,208	(7,314)
Other – Cell Phone Stipend	960	1,200	240
Purchased Goods & Services	\$409,683	\$375,480	(\$34,203)
Advertising & Promotions	70,000	70,000	\$ -
Contract Services	339,683	305,480	(34,203)
TOTAL MARKETING & COMMUNICATIONS	\$818,578	\$864,246	\$45,668

- The budget will be allocated to cover the costs associated with the CEO, and administrative services manager, various office expenses, policy formation, and other general administrative expenses such as insurance, legal fees, accounting services, and IT support.
- Management, coordination and support for all services and functions of the organization.
- Responsible for overseeing the overall financial health and monitoring of the organization.

Administration

Personnel

- There are no proposed personnel changes.

Benefits + Payroll Taxes

- Annual salary increases of up to 5% are assumed for current positions, contingent upon performance reviews and achievement of KPIs/Goals.
- The budget for Health, Dental, and Payroll Taxes was overestimated this year and has been adjusted for FY 2024/25 and accounts for annual cost increases.

Contract Services

- A (\$16,000) decrease in "Professional Services" driven by the conclusion of the JLL contract in December 2023. Remaining budget of \$84,000 covers support from the City of Santa Clara.
- Additional Administrative Contracts either show year-over-year decreases or marginal growth with increases of 5%.

Internal Meetings + Training

- The budget for "Internal Team Strategy Meetings & Training" has been raised by \$18,000 to include a training element in internal meetings.

Budget Item	FY 2023/24 Adopted	FY 2024/25 Proposed	FY 2024/25 Variance
ADMINISTRATION			
Positions			
FTE CEO	1	1	0
FTE Administrative Services Manager	1	1	0
Personnel	\$548,336	\$496,169	(\$52,167)
Salary	367,328	370,269	2,941
Incentives	60,707	61,688	981
Benefits	52,397	36,252	(16,145)
Payroll Taxes	60,944	21,000	(39,944)
Other-Cell Phone Stipend	960	960	-
Other - Car Allowance	6,000	6,000	-
Purchased Goods & Services	\$387,485	\$363,866	(\$23,619)
Contract Services	277,776	229,914	(47,862)
Internal Meetings & Training	12,000	30,000	18,000
Insurance	12,978	10,059	(2,919)
Memberships	3,350	\$5,120	1,770
Operating Supplies	10,850	9,660	(1,190)
Software Licenses	8,124	10,750	2,626
Office Rent	8,100	8,100	-
Recruitment	500	500	-
Subscription Services	53,807	59,763	5,956
TOTAL ADMINISTRATION	\$935,821	\$860,035	(\$75,786)

Contingency

- Equals 3% of gross assessments (\$2,600,000).
- Accounts for uncollected assessments, if any.
- Contingency funds collected may be held in a reserve fund or utilized for other program, and/or unanticipated short-term program, or administrative or renewal costs.

Budget Item	FY 2023/24 Adopted	FY 2024/25 Proposed	FY 2024/25 Variance
CONTINGENCY	\$66,000	\$78,000	\$12,000

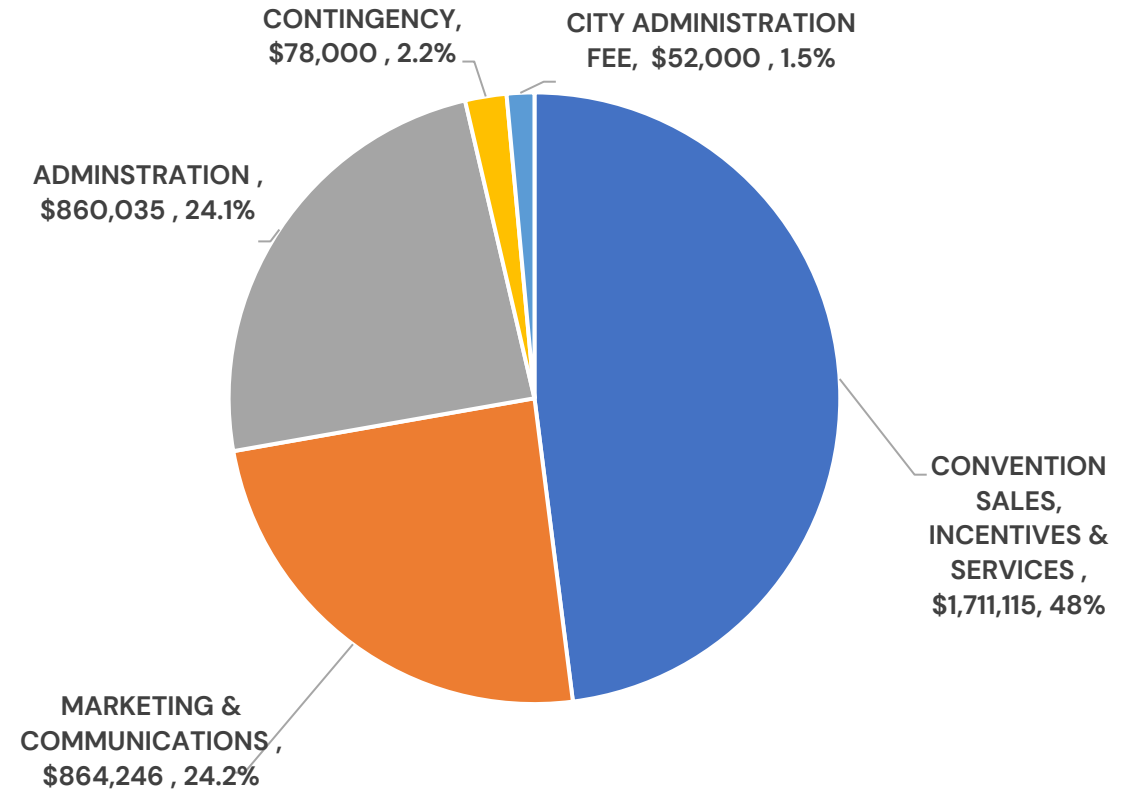
City Administration Fee

- Equals 2% of gross assessments (\$2,600,000).
- Covers costs of collection and administration which may include but are not limited to staffing costs, legal services, and operational costs for rent, telephone, supplies, postage, and other general office expenses.

Budget Item	FY 2023/24 Adopted	FY 2024/25 Proposed	FY 2024/25 Variance
CITY ADMINISTRATION FEE	\$44,000	\$52,000	\$8,000

Budget Summary by Program

PROPOSED COST BY PROGRAM	FY 2024/25 Proposed	% of Budget
CONVENTION SALES, INCENTIVES & SERVICES	\$ 1,711,115	48.0%
MARKETING & COMMUNICATIONS	\$ 864,246	24.2%
ADMINISTRATION	\$ 860,035	24.1%
CONTINGENCY	\$ 78,000	2.2%
CITY ADMINISTRATION FEE	\$ 52,000	1.5%
TOTAL OPERATING BUDGET	\$ 3,565,396	100%



Q+A