



DISCOVER SANTA CLARA®  
BOARD OF DIRECTORS  
MEETING AGENDA

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October 17, 2024, 1:00 p.m.  
Santa Clara Convention Center, Ballroom H  
5001 Great America Parkway  
Santa Clara, CA 95050

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The public can participate remotely via Zoom:

<https://us06web.zoom.us/j/86387199050?pwd=z27ISRAZq5Qu4etEIH6s3S8bN2TqC6.1>

Meeting ID: 863 8719 9050

Passcode: 748555

**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.

**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.

1. Action on the Minutes of:

- Discover Santa Clara® Board of Directors – September 19, 2024
- Discover Santa Clara® Board of Directors – October 1, 2024

**Recommendation:** Note and File Meeting Minutes.

2. Action on the August 2024 Monthly Financial Report.

**Recommendation:** Note and file the August 2024 Monthly Financial Report.

3. Action on the August 2024 Sales Activity Report.

**Recommendation:** Note and file the August 2024 Sales Activity Report.

**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**

4. Action to Authorize the Chief Executive Officer to Adjust External Job Titles as Needed Without Changes to Approved Title Tracks, Salary Ranges or Job Descriptions.

**Recommendation:** Authorize the Chief Executive Officer to adjust external job titles as needed without changes to approved title tracks, salary ranges or job descriptions.

5. Action to Approved Adjustment to the Business & Operations Manager Salary Range and the Addition of Incentive Pay.
6. Chief Executive Officer Monthly Update.

## **COMMITTEE UPDATES**

### **BOARD MEMBER OPEN FORUM**

This item is reserved for the Board to present additional Agenda items for future discussion.

## **GENERAL ANNOUNCEMENTS**

### **ADJOURNMENT**

The next regularly scheduled meeting is on **November 21, 2024**.

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#### **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](mailto: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](mailto: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](mailto:dscadmin@discoversantaclara.org) as soon as possible before the scheduled event.

## ATTACHMENTS

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**September 19, 2024, 1:00 p.m.  
Santa Clara Convention Center, Room 207  
5001 Great America Parkway  
Santa Clara, CA 95050**

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*The public can participate remotely via Zoom:*

<https://us06web.zoom.us/j/88317342877?pwd=bHx8PQywOAF8E7bNa99XW00tKoNWQY.1>

*Meeting ID: 883 1734 2877*

*Passcode: 865814*

**CALL TO ORDER**

Chair Lentz called the meeting to order at 1:06 p.m.

**ROLL CALL**

Present: 7     Chair Catherine Lentz, Forty-Niners Stadium Management Company  
                 Vice-Chair & Treasurer Kelly Carr, OVG360  
                 Member Lorne Ellison, Levy Restaurants  
                 Member Barb Granter, California's Great America  
                 Member Erin Henry, Hyatt Santa Clara  
                 Member Billy Moreno, Delta Silicon Valley  
                 Member Nadine Nader, City of Santa Clara  
  
                 Secretary Christine Lawson, Discover Santa Clara® (Ex-Officio)  
                 Member Chuck Baker, City of Santa Clara (Ex-Officio)

Staff: Nancy Thome, City of Santa Clara

A quorum of 7 was met.

**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.

**CONVENE TO CLOSED SESSION**

1. Employee Performance Evaluation (Gov. Code section 54957(b)(1))  
    Title: Chief Executive Officer

## **RECONVENE TO PUBLIC SESSSION**

The Public Session reconvened at 2:15 p.m.

## **REPORT(S) OF ACTION TAKEN IN CLOSED SESSION MATTERS**

There was no reportable action taken.

## **CONSENT AGENDA**

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### **2. Action on the Minutes of:**

- Discover Santa Clara® Board of Directors – August 15, 2024

**Recommendation:** Note and File Meeting Minutes.

### **3. Action on the June and July 2024 Monthly Financial Reports.**

**Recommendation:** Note and file the June and July 2024 Monthly Financial Reports.

### **4. Action on the July 2024 Sales Activity Report.**

**Recommendation:** Note and file the July 2024 Sales Activity Report.

**A motion was made by Member Granter, seconded by Vice-Chair/Treasurer Carr to approve the Consent Agenda.**

**Ayes:** 7 Chair Lentz, Vice-Chair/Treasurer Carr, Member Ellison, Member Granter, Member Henry, Member Moreno, Member Nader

**Absent:** None

## **CONSENT ITEMS PULLED FOR DISCUSSION**

## **PUBLIC PRESENTATIONS**

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There were no public presentations.

## **GENERAL BUSINESS – ITEMS FOR DISCUSSION**

5. Action on a Resolution No. 2024-001 Appointing the Chair of the Board as the Board's Designated Representative Relating to all Forms of Compensation of the DMO's Chief Executive Officer.

**Recommendation:** Approve Resolution No. 2024-001 appointing the Chair of the Board as the Board's designated representative relating to all forms of compensation of the DMO's Chief Executive Officer.

**A motion was made by Member Nader, seconded by Vice-Chair/Treasurer Carr to approve Resolution No. 2024-001 appointing the Chair of the Board as the Board's designated representative relating to all forms of compensation of the DMO's Chief Executive Officer**

**Ayes:** 7 Chair Lentz, Vice-Chair/Treasurer Carr, Member Ellison, Member Granter, Member Henry, Member Moreno, Member Nader

**Absent:** None

6. Discussion and Action on the Frequency and Candence of Board of Directors Meetings.

Board Members agreed that meetings would continue monthly. Additionally, the Board agreed that the CEO would provide brief Executive Summaries monthly and a detailed organizational update via PowerPoint quarterly.

7. Chief Executive Officer Monthly Update.

Director of Sales, Teipo Brown introduced the new Sales Manager, Andrea Gomes.

Member Nader left the meeting at 2:31 p.m.

Chief Executive Officer Lawson provided an overview of DMO monthly activities.

## **COMMITTEE UPDATES**

## **GENERAL ANNOUNCEMENTS**

## **ADJOURNMENT**

The meeting adjourned at 3:15 p.m. The next regularly scheduled meeting is on **October 17, 2024**.



DISCOVER SANTA CLARA®  
BOARD OF DIRECTORS  
SPECIAL MEETING AGENDA

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October 1, 2024, 12:00 p.m.  
Santa Clara Convention Center, Grand Ballroom H  
5001 Great America Parkway  
Santa Clara, CA 95050

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The public can participate remotely via Zoom:

<https://us06web.zoom.us/j/81647305256?pwd=6F85hCefx3Vx6YMY1bBVhbonDqLzbM.1> or by phone at (699) 900 6833.

Meeting ID: 816 4730 5256

Passcode: 710576

**CALL TO ORDER**

Chair Lentz called the meeting to order at 12:11 p.m.

**ROLL CALL**

Present: 5 Chair Catherine Lentz, Forty-Niners Stadium Management Company  
Vice-Chair & Treasurer Kelly Carr, OVG360  
Member Lorne Ellison, Levy Restaurants  
Member Barb Granter, California's Great America  
Member Erin Henry, Hyatt Santa Clara

Secretary Christine Lawson, Discover Santa Clara® (Ex-Officio)

Absent: 2 Member Billy Moreno, Delta Silicon Valley  
Member Nadine Nader, City of Santa Clara

Member Chuck Baker, City of Santa Clara (Ex-Officio) (arrived at 12:24 p.m.)

Staff: Nancy Thome, City of Santa Clara

A quorum of 5 was met.

**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.

**CONSENT AGENDA**

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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.

## **CONSENT ITEMS PULLED FOR DISCUSSION**

### **PUBLIC PRESENTATIONS**

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There were no public presentations.

## **GENERAL BUSINESS – ITEMS FOR DISCUSSION**

1. Discussion and Action on the Discover Santa Clara® FY 2023/24 Annual Report.

**Recommendation:** Approve the Discover Santa Clara® FY 2023/24 Annual Report.

CEO Lawson provided an overview of the FY 2023/24 Annual Report.

Member Baker arrived at 12:24 p.m.

**A motion was made by Member Granter, seconded by Vice-Chair/Treasurer Carr to approve the Discover Santa Clara® FY 2023/24 Annual Report.**

**Ayes:** 5 Chair Lentz, Vice-Chair/Treasurer Carr, Member Ellison, Member Granter, Member Henry

**Absent:** 2 Member Moreno, Member Nader

2. Update from Kenn Lee, City of Santa Clara Director of Finance, on the Implementation of the Voter-Approved Transient Occupancy Tax (TOT) Increase.

Kenn Lee, City of Santa Clara Director of Finance provided an update on the implementation of the voter-approved Transient Occupancy Tax (TOT) Increase.

## **COMMITTEE UPDATES**

### **GENERAL ANNOUNCEMENTS**

### **ADJOURNMENT**

The meeting adjourned at 12:50 p.m. The next regularly scheduled meeting is on **October 17, 2024.**



BOARD OF DIRECTORS MEETING  
OCTOBER 17, 2024  
AGENDA ITEM #2

## Financials

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

Prepared by  
Krisch & Company

Prepared on  
September 20, 2024

**Silicon Valley/Santa Clara DMO, Inc.**  
**Aug-24**

**August 2024**

Income	Amount
41000 TID	\$0.00
47000 Interest	\$8,405.00

**Year to Date**

Amount
\$0.00
\$22,194.00

**Silicon Valley/Santa Clara DMO, Inc.**  
**Aug-24**

Report Ending Date: 08/31/2024 FY 2024/25 FUNDING ALLOCATION	Aug-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$263,063.00	\$143,108.38	\$119,954.62	54%		\$565,289.00	\$291,732.92	\$273,556.08	52%	8%	\$3,565,396.00
<b>51000 PERSONNEL</b>											
Salary											
Total 51100 Salary	\$98,497.00	\$70,787.78	\$27,709.22	72%		\$196,994.00	\$130,556.26	\$66,437.74	66%	10%	\$1,253,519.00
51200 Payroll Taxes											
Total 51200 Payroll Taxes	\$7,673.00	\$5,291.58	\$2,381.42	69%		\$15,346.00	\$10,265.91	\$5,080.09	67%	10%	\$104,262.00
51300 Employee Benefits											
51310 Health											
Total 51310 Health	\$11,394.00	\$3,259.48	\$8,134.52	29%		\$22,788.00	\$6,470.49	\$16,317.51	28%	4%	\$150,900.00
51400 401K Fee											
Total 51400 401K Fee	\$2,960.00	\$2,467.11	\$492.89	83%		\$5,920.00	\$4,793.59	\$1,126.41	81%	12%	\$41,136.00
Total 51300 Employee Benefits	\$14,354.00	\$5,726.59	\$8,627.41	40%		\$28,708.00	\$11,264.08	\$17,443.92	39%	6%	\$192,036.00
51600 Employee Incentives											
Total 51600 Employee Incentives	\$20,468.00	\$0.00	\$20,468.00	0%		\$40,936.00	\$0.00	\$40,936.00	0%	0%	\$245,826.00
Other											
Other	\$1,070.00	\$740.00	\$330.00	69%		\$2,140.00	\$1,480.00	\$660.00	69%	11%	\$13,080.00
<b>TOTAL 51000 PERSONNEL EXPENSE</b>	<b>\$142,062.00</b>	<b>\$82,545.95</b>	<b>\$59,516.05</b>	<b>58%</b>		<b>\$284,124.00</b>	<b>\$153,566.25</b>	<b>\$130,557.75</b>	<b>54%</b>	<b>8%</b>	<b>\$1,808,723.00</b>

Report Ending Date: 08/31/2024 FY 2024/25 FUNDING ALLOCATION	Aug-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$263,063.00	\$143,108.38	\$119,954.62	54%		\$565,289.00	\$291,732.92	\$273,556.08	52%	8%	\$3,565,396.00
<b>54000 PURCHASED GOODS &amp; SERVICES</b>											
<b>Contract Services</b>											
54410-10 Accounting Services	\$4,666.00	\$4,689.00	(\$23.00)	100%		\$9,332.00	\$9,225.76	\$106.24	99%	16%	\$56,000.00
54410-20 PP&Co. Tax Preparation	\$458.00	\$0.00	\$458.00	0%		\$916.00	\$0.00	\$916.00	0%	0%	\$5,500.00
54410-30 City of Santa Clara Fiscal Sponsorship	\$792.00	\$766.40	\$25.60	97%		\$1,580.00	\$1,532.80	\$47.20	97%	16%	\$9,500.00
544XX Marketing	\$22,290.00	\$15,982.24	\$6,307.76	72%		\$46,455.00	\$21,664.13	\$24,790.87	47%	8%	\$275,000.00
54419 Website Hosting & SEO - Madden Media	\$2,695.00	\$2,610.45	\$84.55	97%		\$5,390.00	\$3,520.90	\$1,869.10	65%	12%	\$30,480.00
54420 Legal Services	\$2,916.00	\$2,847.50	\$68.50	98%		\$5,832.00	\$4,707.50	\$1,124.50	81%	13%	\$35,000.00
54425 SmartCity IT Services	\$464.00	\$278.00	\$186.00	60%		\$928.00	\$556.00	\$372.00	60%	10%	\$5,574.00
54430 Payroll Services	\$612.00	\$636.82	(\$24.82)	104%		\$1,220.00	\$862.50	\$357.50	71%	12%	\$7,340.00
54440 Audit	\$1,250.00	\$0.00	\$1,250.00	0%		\$2,500.00	\$0.00	\$2,500.00	0%	0%	\$15,000.00
54460 Baronfeld Consulting, LLC.	\$4,800.00	\$5,280.00	(\$480.00)	110%		\$9,600.00	\$10,440.00	(\$840.00)	109%	18%	\$57,600.00
54466 Internal Meetings & Training	\$1,600.00	\$0.00	\$1,600.00	0%		\$2,900.00	\$1,051.53	\$1,848.47	36%	4%	\$30,000.00
54470 Professional Services	\$7,000.00	\$7,664.00	(\$664.00)	109%		\$14,000.00	\$11,496.00	\$2,504.00	82%	14%	\$84,000.00
54480 HR Services	\$1,000.00	\$0.00	\$1,000.00	0%		\$2,000.00	\$0.00	\$2,000.00	0%	0%	\$12,000.00
<b>Contract Services</b>	<b>\$50,543.00</b>	<b>\$40,754.41</b>	<b>\$9,788.59</b>	<b>81%</b>		<b>\$102,653.00</b>	<b>\$65,057.12</b>	<b>\$37,595.88</b>	<b>63%</b>	<b>10%</b>	<b>\$622,994.00</b>
<b>Operating Expenses</b>											
54605 Banking Fees	\$40.00	\$41.67	(\$1.67)	104%		\$80.00	\$91.67	(\$11.67)	115%	19%	\$480.00
54610 Software Licenses	\$895.00	\$745.36	\$149.64	83%		\$1,790.00	\$1,490.72	\$299.28	83%	14%	\$10,750.00
54620 Postage	\$83.00	\$0.00	\$83.00	0%		\$166.00	\$0.00	\$166.00	0%	0%	\$1,000.00
54640 Licenses	\$15.00	\$0.00	\$15.00	0%		\$30.00	\$0.00	\$30.00	0%	0%	\$180.00
54660 Office Supplies	\$666.00	\$71.10	\$594.90	11%		\$1,332.00	\$310.05	\$1,021.95	23%	4%	\$8,000.00
54670 DMO Office Rent	\$675.00	\$675.00	\$0.00	100%		\$1,350.00	\$1,350.00	\$0.00	100%	17%	\$8,100.00
54690 Recruitment	\$41.00	\$0.00	\$41.00	0%		\$82.00	\$0.00	\$82.00	0%	0%	\$500.00
<b>Operating Expenses</b>	<b>\$2,415.00</b>	<b>\$1,533.13</b>	<b>\$881.87</b>	<b>63%</b>		<b>\$4,830.00</b>	<b>\$3,242.44</b>	<b>\$1,587.56</b>	<b>67%</b>	<b>11%</b>	<b>\$29,010.00</b>
<b>Insurance</b>											
54710 Workers Compensation	\$180.00	\$180.00	\$0.00	100%		\$360.00	\$360.00	\$0.00	100%	17%	\$2,160.00
54720 Business Owners Liability and Property	\$171.00	\$167.33	\$3.67	98%		\$342.00	\$334.66	\$7.34	98%	16%	\$2,050.00
54730 Professional Cyber Liability	\$305.00	\$353.25	(\$48.25)	116%		\$610.00	\$706.50	(\$96.50)	116%	19%	\$3,667.00
54740 Management Liability	\$181.00	\$422.33	(\$241.33)	233%		\$362.00	\$844.66	(\$482.66)	233%	39%	\$2,182.00
<b>Insurance</b>	<b>\$837.00</b>	<b>\$1,122.91</b>	<b>(\$285.91)</b>	<b>134%</b>		<b>\$1,674.00</b>	<b>\$2,245.82</b>	<b>(\$571.82)</b>	<b>134%</b>	<b>22%</b>	<b>\$10,059.00</b>
<b>Memberships</b>											
55110 Destinations International	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,120.00
55120 PCMA	\$173.00	\$416.67	(\$243.67)	241%		\$346.00	\$833.34	(\$487.34)	241%	40%	\$2,080.00
55130 MPI ACE/WEC	\$417.00	\$0.00	\$417.00	0%		\$830.00	\$1,000.00	(\$170.00)	120%	20%	\$5,000.00
55140 CALSAE	\$67.00	\$55.33	\$11.67	83%		\$134.00	\$110.66	\$23.34	83%	14%	\$800.00
55150 California Travel Association	\$159.00	\$0.00	\$159.00	0%		\$318.00	\$0.00	\$318.00	0%	0%	\$2,153.00
55155 Sales & Marketing Executives International	\$67.00	\$0.00	\$67.00	0%		\$134.00	\$0.00	\$134.00	0%	0%	\$800.00
55160 San Francisco Travel Association	\$437.00	\$0.00	\$437.00	0%		\$874.00	\$0.00	\$874.00	0%	0%	\$5,250.00
55165 SITE Global	\$41.00	\$0.00	\$41.00	0%		\$82.00	\$0.00	\$82.00	0%	0%	\$500.00
55166 Association Forum	\$33.00	\$0.00	\$33.00	0%		\$66.00	\$0.00	\$66.00	0%	0%	\$410.00
55167 U.S. Travel Board Membership	\$2,666.00	\$2,014.58	\$651.42	76%		\$5,332.00	\$4,029.16	\$1,302.84	76%	13%	\$32,000.00
<b>Memberships</b>	<b>\$4,060.00</b>	<b>\$2,486.58</b>	<b>\$1,573.42</b>	<b>61%</b>		<b>\$8,116.00</b>	<b>\$5,973.16</b>	<b>\$2,142.84</b>	<b>74%</b>	<b>11%</b>	<b>\$54,113.00</b>

Report Ending Date: 08/31/2024 FY 2024/25 FUNDING ALLOCATION	Aug-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$263,063.00	\$143,108.38	\$119,954.62	54%		\$565,289.00	\$291,732.92	\$273,556.08	52%	8%	\$3,565,396.00
<b>Subscription Services</b>											
55210 Act On	\$850.00	\$798.00	\$52.00	0%		\$1,700.00	\$1,596.00	\$104.00	94%	16%	\$10,283.00
55212 Knowland	\$1,269.00	\$1,255.34	\$13.66	99%		\$2,538.00	\$0.00	\$2,538.00	0%	0%	\$15,228.00
55213 CoStar Realty Information	\$1,666.00	\$0.00	\$1,666.00	0%		\$3,332.00	\$0.00	\$3,332.00	0%	0%	\$20,000.00
55214 Annual Subscription This is for the CRM	\$1,150.00	\$0.00	\$1,150.00	0%		\$2,300.00	\$2,510.68	(\$210.68)	109%	18%	\$14,330.00
55215 Additional Support Hours	\$0.00	\$0.00	\$900.00	0%		\$1,800.00	\$0.00	\$1,800.00	0%	0%	\$6,300.00
55220 CVENT	\$3,500.00	\$2,889.58	\$610.42	83%		\$13,705.00	\$9,589.16	\$4,115.84	70%	27%	\$35,320.00
55230 Destination International EIC Subscription	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$7,650.00
55240 Trade Journal/Newspapers	\$100.00	\$0.00	\$100.00	0%		\$200.00	\$0.00	\$200.00	0%	0%	\$1,200.00
55250 Conference Direct	\$1,209.00	\$1,208.33	\$0.67	100%		\$2,418.00	\$2,416.66	\$1.34	100%	0%	\$24,900.00
55260 HelmsBriscoe	\$834.00	\$0.00	\$834.00	0%		\$1,668.00	\$0.00	\$1,668.00	10500%	10500%	\$11,000.00
55270 Zoominfo	\$0.00	\$0.00	\$0.00	0%		\$2,750.00	\$2,748.75	\$1.25	100%	0%	\$13,890.00
55280 BOX	\$234.00	\$225.58	\$8.42	96%		\$468.00	\$451.16	\$16.84	96%	0%	\$2,800.00
<b>Subscription Services</b>	<b>\$11,712.00</b>	<b>\$6,376.83</b>	<b>\$5,335.17</b>	<b>54%</b>		<b>\$32,879.00</b>	<b>\$19,312.41</b>	<b>\$13,566.59</b>	<b>59%</b>	<b>12%</b>	<b>\$162,901.00</b>
<b>54000 PURCHASED GOODS &amp; SERVICES CONT.</b>											
<b>Conferences and Trade Shows</b>											
56310 MPI ACE/WEC	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$20,000.00
56320 IMEX	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,400.00
56329 Destination International Marketing Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$2,620.00	(\$2,620.00)	0%	0%	\$0.00
56360 Destination International Annual Convention	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$4,800.00
56370 CalTravel Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$0.00
56371 ESTO Conference	\$0.00	\$1,250.00	(\$1,250.00)	1250%		\$0.00	\$1,250.00	(\$1,250.00)	0%	0%	\$9,500.00
56380 TEAMS Conference & Expo	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,500.00
56381 Prestige Show	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$4,500.00
56382 Holiday Showcase	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,000.00
56383 CalSAE Elevate Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$4,500.00
56384 Destination California	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,000.00
56390 Connect Spring Marketplace	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,000.00
56391 U.S Travel Summer Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$0.00
56392 CalSAE Seasonal Spectacular	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,500.00
56393 PCMA Convening Leaders	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,900.00
56394 Visit Outlook Forum	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,500.00
56395 Simpleview Annual Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,800.00
56396 Destinations International - CEO Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,000.00
56397 Visit California CEO Mission	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,500.00
56398 Helms Briscoe Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$800.00
56399 MPINCC ACE	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$72,700.00
<b>Conferences and Trade Shows</b>	<b>\$0.00</b>	<b>\$1,250.00</b>	<b>(\$1,250.00)</b>			<b>\$0.00</b>	<b>\$3,870.00</b>	<b>(\$3,870.00)</b>		<b>5%</b>	
<b>56400 Business Development</b>	<b>\$20,833.00</b>	<b>\$0.00</b>	<b>\$20,833.00</b>	<b>0%</b>		<b>\$41,666.00</b>	<b>\$0.00</b>	<b>\$41,666.00</b>	<b>0%</b>	<b>0%</b>	<b>\$250,000.00</b>
<b>56500 Advertising &amp; Promotion</b>	<b>\$5,834.00</b>	<b>\$1,951.37</b>	<b>\$3,882.63</b>	<b>33%</b>		<b>\$11,668.00</b>	<b>\$10,409.70</b>	<b>\$1,258.30</b>	<b>89%</b>	<b>15%</b>	<b>\$70,000.00</b>
<b>Travel &amp; Entertainment</b>											
56610 Destination International Annual Convention	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$4,946.91	(\$4,946.91)	4946%	0%	\$0.00
56611 CalTravel Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,340.00
56620 MPI ACE/WEC	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,730.00
56621 TEAMS Conference + Expo	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,270.00
56622 Connect Spring Marketplace	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,090.00
56633 PCMA Convening Leaders	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,725.00
56635 CalSEA Seasonal Spectacular	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,025.00
56640 IMEX North America	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$6,220.00
56641 Prestige Show	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$385.00
56645 Visit California Outlook Forum	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,335.00
56649 Simpleview Annual Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$880.00
56655 Destination International - CEO Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,560.00
56660 Visit California CEO Mission	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,955.00
56665 Helms Briscoe	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,370.00
56669 Destinations International - Marketing Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$4,536.00
56671 ESTO Conference	\$0.00	\$3,225.25	\$0.00	0%		\$0.00	\$3,225.25	(\$3,225.25)	0%	0%	\$0.00
56675 Quarterly Sales Trips	\$2,655.00	\$10.00	\$2,645.00	0%		\$3,455.00	\$10.00	\$3,445.00	0%	0%	\$30,000.00
56679 Client Entertainment	\$2,400.00	\$906.94	\$1,493.06	38%		\$4,800.00	\$1,045.44	\$3,754.56	0%	4%	\$28,800.00
56681 Holiday Showcase	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,000.00
56682 CALSAE Elevate Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,835.00
56683 Destination California	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,900.00
56684 Conference Direct Partners Meeting	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,600.00
56690 Mileage Reimbursement	\$279.00	\$0.00	\$279.00	0%		\$558.00	\$0.00	\$558.00	0%	0%	\$3,340.00
56691 U.S Travel Summer Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$0.00
<b>Travel &amp; Entertainment</b>	<b>\$5,334.00</b>	<b>\$4,142.19</b>	<b>\$1,191.81</b>	<b>78%</b>		<b>\$8,813.00</b>	<b>\$9,227.60</b>	<b>2.31</b>	<b>105%</b>	<b>8%</b>	<b>\$112,896.00</b>

Report Ending Date: 08/31/2024 FY 2024/25 FUNDING ALLOCATION	Aug-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$263,063.00	\$143,108.38	\$119,954.62	54%		\$565,289.00	\$291,732.92	\$273,556.08	52%	8%	\$3,565,396.00
<b>Support Services</b>											
56810 Client Events + Entertainment	\$10,000.00	\$500.00	\$9,500.00	5%		\$20,000.00	\$500.00	\$19,500.00	3%	0%	\$120,000.00
56812 Client Activations	\$500.00	\$0.00	\$500.00	0%		\$1,000.00	\$0.00	\$1,000.00	0%	0%	\$6,000.00
56813 Personalized Greetings	\$200.00	\$0.00	\$200.00	0%		\$400.00	\$0.00	\$400.00	0%	0%	\$2,400.00
56820 Site Visits	\$1,400.00	\$0.00	\$1,400.00	0%		\$2,800.00	\$0.00	\$2,800.00	0%	0%	\$16,800.00
56830 Familiarization Trips	\$0.00	\$0.00	\$0.00	0%		\$30,000.00	\$17,883.41	\$12,116.59	0%	30%	\$60,000.00
56831 Promotional Items	\$833.00	\$445.01	\$387.99	53%		\$1,666.00	\$445.01	\$1,220.99	27%	4%	\$10,000.00
56832 Tradeshow Activations	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$20,000.00
56833 Tradeshow Shipping	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$6,800.00
<b>Support Services</b>	<b>\$12,933.00</b>	<b>\$945.01</b>	<b>\$11,987.99</b>	<b>7%</b>		<b>\$55,866.00</b>	<b>\$18,828.42</b>	<b>\$37,037.58</b>	<b>34%</b>	<b>8%</b>	<b>\$242,000.00</b>
<b>TOTAL PURCHASED GOODS &amp; SERVICES EXPENSE</b>	<b>\$114,501.00</b>	<b>\$60,562.43</b>	<b>\$53,938.57</b>	<b>53%</b>		<b>\$268,165.00</b>	<b>\$138,166.67</b>	<b>\$129,998.33</b>	<b>52%</b>	<b>8%</b>	<b>\$1,626,673.00</b>
<b>58000 Contingency</b>	<b>\$6,500.00</b>	<b>\$0.00</b>	<b>\$6,500.00</b>	<b>0%</b>		<b>\$13,000.00</b>	<b>\$0.00</b>	<b>\$13,000.00</b>	<b>0%</b>	<b>0%</b>	<b>\$78,000.00</b>
<b>60000 City Administrative Fee</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>0%</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>%</b>	<b>0%</b>	<b>\$52,000.00</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$263,063.00</b>	<b>\$143,108.38</b>	<b>\$119,954.62</b>	<b>54%</b>		<b>\$565,289.00</b>	<b>\$291,732.92</b>	<b>\$273,556.08</b>	<b>52%</b>	<b>8%</b>	<b>\$3,565,396.00</b>
<b>SURPLUS(DEFICIT)</b>		<b>\$119,954.62</b>					<b>\$273,556.08</b>				

**Silicon Valley/Santa Clara DMO, Inc.**  
**FY 2024/25 REMAINING BUDGET BY PROGRAM JULY 2024 TO AUGUST 2024**

<b>PROGRAM</b>	<b>ANNUAL BUDGET</b>	<b>YTD BUDGET</b>	<b>YTD ACTUAL</b>	<b>YTD VARIANCE</b>	<b>YTD %</b>	<b>ANNUAL %</b>	<b>REMAINING ANNUAL</b>
ADMINISTRATION	860,035.00	139,480.00	82,936.66	56,543.34	59%	10%	777,098.34
CITY ADMINISTRATION FEES	52,000.00	-	-	-	0%	0%	52,000.00
CONTINGENCY	78,000.00	13,000.00	-	13,000.00	0%	0%	78,000.00
CONVENTION SALES	1,711,115.00	275,114.00	124,045.84	151,068.16	45%	7%	1,587,069.16
MARKETING & COMMUNICATION	864,246.00	137,695.00	84,750.42	52,944.58	62%	10%	779,495.58
							-
<b>TOTAL</b>	<b>3,565,396.00</b>	<b>565,289.00</b>	<b>291,732.92</b>	<b>273,556.08</b>	<b>52%</b>	<b>8%</b>	<b>3,273,663.08</b>



**Silicon Valley/Santa Clara DMO, Inc.**  
**FY 2024/25 YEAR-TO-DATE (YTD) SUMMARY BY ORG**  
**July 2024 - August 2024**

	FY 2024/25 Budget	YTD Budget	YTD Actual	YTD Variance	YTD	Annual	Remaining Annual
<b>FY 2024/25 FUNDING ALLOCATION</b>	<b>\$3,565,396</b>	<b>\$565,289</b>	<b>\$291,733</b>	<b>\$273,556</b>	<b>52%</b>	<b>8%</b>	<b>\$3,273,663</b>
<b>Personnel</b>							
51100 Salary	\$1,253,519	\$196,994	\$130,556	\$66,438	16%	10%	1,122,962.74
51200 Payroll Taxes	\$104,262	\$15,346	\$10,266	\$5,080	67%	10%	93,996.09
51300 Employee Benefits	\$192,036	\$28,708	\$11,264	\$17,444	39%	6%	180,771.92
51310 Health	\$150,900	\$22,788	\$6,470	\$16,318	28%	4%	144,429.51
51400 401K Fee	\$41,136	\$5,920	\$4,794	\$1,126	81%	12%	36,342.41
51600 Employee Incentives	\$245,826	\$40,936	\$0	\$40,936	0%	0%	245,826.00
51700 Other	\$13,080	\$2,140	\$1,480	\$660	69%	11%	11,600.00
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$1,808,723</b>	<b>\$284,124</b>	<b>\$153,566</b>	<b>\$130,558</b>	<b>54%</b>	<b>8%</b>	<b>1,655,156.75</b>
<b>Purchased Goods and Services Expense</b>							
54400 Contract Services	\$622,994	\$102,653	\$65,057	\$37,596	63%	10%	557,936.88
54600 Operating Expenses	\$29,010	\$4,830	\$3,242	\$1,588	67%	11%	25,767.56
54700 Insurance	\$10,059	\$1,674	\$2,246	(\$572)	134%	22%	7,813.18
55000 Memberships	\$54,113	\$8,116	\$5,973	\$2,143	74%	11%	48,139.84
55201 Subscription Services	\$162,901	\$32,879	\$19,312	\$13,567	59%	12%	143,588.59
56300 Conferences and Trade Shows	\$72,700	\$0	\$3,870	(\$3,870)	0%	5%	68,830.00
56400 Business Development	\$250,000	\$41,666	\$0	\$41,666	0%	0%	250,000.00
56600 Travel & Entertainment	\$112,896	\$8,813	\$9,228	(\$415)	105%	8%	103,668.40
56500 Advertising & Promotion	\$70,000	\$11,668	\$10,410	\$1,258	89%	15%	59,590.30
56800 Support Services	\$242,000	\$55,866	\$18,828	\$37,038	34%	8%	223,171.58
<b>TOTAL PURCHASED GOODS &amp; SERVICES EXPENSE</b>	<b>\$1,626,673</b>	<b>\$268,165</b>	<b>\$138,167</b>	<b>\$129,998</b>	<b>52%</b>	<b>8%</b>	<b>1,488,506.33</b>
<b>58000 CONTINGENCY</b>	<b>\$78,000</b>	<b>\$13,000</b>	<b>\$0</b>	<b>\$13,000</b>	<b>0%</b>	<b>0%</b>	<b>78,000.00</b>
<b>60000 CITY ADMINISTRATIVE FEE</b>	<b>\$52,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>0%</b>	<b>52,000.00</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$3,565,396</b>	<b>\$565,289</b>	<b>\$291,733</b>	<b>\$273,556</b>	<b>52%</b>	<b>8%</b>	<b>3,273,663.08</b>

**Silicon Valley/Santa Clara DMO, Inc.**  
**FY 2024/25 YEAR-TO-DATE (YTD) SUMMARY BY PROGRAM AUGUST 2024**

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
<b>CONVENTION SALES, INCENTIVES &amp; SERVICES</b>						
<b>51000 Personnel</b>	<b>\$ 823,788.00</b>	<b>\$ 127,506.00</b>	<b>\$ 60,500.93</b>	<b>\$ 67,005.07</b>	<b>47%</b>	<b>7%</b>
51100 Salary	\$ 560,500.00	\$ 87,582.00	\$ 52,902.08	\$ 34,679.92	60%	9%
51600 Incentives	\$ 117,200.00	\$ 19,500.00	\$ -	\$ 19,500.00	0%	0%
51300 Benefits	\$ 93,114.00	\$ 13,006.00	\$ 2,874.89	\$ 10,131.11	22%	3%
51310 Health	\$ 76,830.00	\$ 10,998.00	\$ 1,253.01	\$ 9,744.99	11%	2%
51400 401K Fee	\$ 16,284.00	\$ 2,008.00	\$ 1,621.88	\$ 386.12	81%	10%
51200 Payroll Taxes	\$ 48,054.00	\$ 6,598.00	\$ 4,483.96	\$ 2,114.04	68%	9%
51710 Other-Cell Phone Stipend	\$ 1,920.00	\$ 320.00	\$ 240.00	\$ 80.00	75%	13%
51722 Other-relocation	\$ 3,000.00	\$ 500.00	\$ -	\$ 500.00	0%	0%
<b>Convention Sales, Incentives &amp; Services Expenses</b>	<b>\$ 887,327.00</b>	<b>\$ 147,608.00</b>	<b>\$ 63,544.91</b>	<b>\$ 84,063.09</b>	<b>43%</b>	<b>7%</b>
Contract Services	\$ 57,600.00	\$ 9,600.00	\$ 10,440.00	\$ (840.00)	109%	18%
54460 Baronfeld Consulting, LLC.	\$ 57,600.00	\$ 9,600.00	\$ 10,440.00	\$ (840.00)	109%	18%
Memberships	\$ 48,993.00	\$ 8,116.00	\$ 5,973.16	\$ 2,142.84	74%	12%
55120 PCMA	\$ 2,080.00	\$ 346.00	\$ 833.34	\$ (487.34)	241%	40%
55130 MPI ACE/WEC	\$ 5,000.00	\$ 830.00	\$ 1,000.00	\$ (170.00)	120%	20%
55140 CALSAE	\$ 800.00	\$ 134.00	\$ 110.66	\$ 23.34	83%	14%
55150 California Travel Association	\$ 2,153.00	\$ 318.00	\$ -	\$ 318.00	0%	0%
55155 Sales & Marketing Executives International	\$ 800.00	\$ 134.00	\$ -	\$ 134.00	0%	0%
55160 San Francisco Travel Association	\$ 5,250.00	\$ 874.00	\$ -	\$ 874.00	0%	0%
55165 SITE Global	\$ 500.00	\$ 82.00	\$ -	\$ 82.00	0%	0%
55166 Association Forum	\$ 410.00	\$ 66.00	\$ -	\$ 66.00	0%	0%
55167 U.S. Travel Board Membership	\$ 32,000.00	\$ 5,332.00	\$ 4,029.16	\$ 1,302.84	76%	13%
Subscription Services	\$ 103,138.00	\$ 23,547.00	\$ 15,205.73	\$ 8,341.27	65%	15%
55212 Knowland	\$ 15,228.00	\$ 2,538.00	\$ -	\$ 2,538.00	0%	0%
55220 CVENT	\$ 35,320.00	\$ 13,705.00	\$ 9,589.16	\$ 4,115.84	70%	27%
55250 Conference Direct	\$ 24,900.00	\$ 2,418.00	\$ 2,416.66	\$ 1.34	100%	10%
55260 HelmsBriscoe	\$ 11,000.00	\$ 1,668.00	\$ -	\$ 1,668.00	0%	0%
55270 Zoominfo	\$ 13,890.00	\$ 2,750.00	\$ 2,748.75	\$ 1.25	100%	20%
55280 BOX	\$ 2,800.00	\$ 468.00	\$ 451.16	\$ 16.84	96%	16%
56400 Business Development	\$ 250,000.00	\$ 41,666.00	\$ -	\$ 41,666.00	0%	0%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Conferences and Tradeshows	\$ 72,700.00	\$ -	\$ 3,870.00	\$ (3,870.00)	0%	5%
56310 MPI ACE/WEC		\$ -	\$ -	\$ -	0%	0%
56320 IMEX	\$ 20,000.00	\$ -	\$ -	\$ -	0%	0%
56329 Destination International Marketing Summit	\$ 2,400.00	\$ -	\$ -	\$ -	0%	0%
56360 Destination International Annual Convention	\$ -	\$ -	\$ 2,620.00	\$ (2,620.00)	0%	0%
56370 CalTravel Summit	\$ 4,800.00	\$ -	\$ -	\$ -	0%	0%
56371 ESTO Conference	\$ -	\$ -	\$ 1,250.00	\$ (1,250.00)	0%	0%
56380 TEAMS Conference & Expo	\$ 9,500.00	\$ -	\$ -	\$ -	0%	0%
56381 Prestige Show	\$ 1,500.00	\$ -	\$ -	\$ -	0%	0%
56382 Holiday Showcase	\$ 4,500.00	\$ -	\$ -	\$ -	0%	0%
56383 CalSAE Elevate Conference	\$ 1,000.00	\$ -	\$ -	\$ -	0%	0%
56384 Destination California	\$ 4,500.00	\$ -	\$ -	\$ -	0%	0%
56390 Connect Spring Marketplace	\$ 1,000.00	\$ -	\$ -	\$ -	0%	0%
56391 U.S Travel Summer Summit	\$ -	\$ -	\$ -	\$ -	0%	0%
56392 CalSAE Seasonal Spectacular	\$ 2,500.00	\$ -	\$ -	\$ -	0%	0%
56393 PCMA Convening Leaders	\$ 2,500.00	\$ -	\$ -	\$ -	0%	0%
56394 Visit Outlook Forum	\$ 3,900.00	\$ -	\$ -	\$ -	0%	0%
56395 Simpleview Annual Summit	\$ 1,500.00	\$ -	\$ -	\$ -	0%	0%
56396 Destinations International - CEO Summit	\$ 1,800.00	\$ -	\$ -	\$ -	0%	0%
56397 Visit California CEO Mission	\$ 5,000.00	\$ -	\$ -	\$ -	0%	0%
56398 Helms Briscoe Conference	\$ 5,500.00	\$ -	\$ -	\$ -	0%	0%
56399 MPINCC ACE	\$ 800.00	\$ -	\$ -	\$ -	0%	0%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Travel & Entertainment	\$ 112,896.00	\$ 8,813.00	\$ 9,227.60	\$ (414.60)	105%	8%
56610 Destination International Annual Convention	\$ -	\$ -	\$ 4,946.91	\$ (4,946.91)	0%	0%
56611 CalTravel Summit	\$ 5,340.00	\$ -	\$ -	\$ -	0%	0%
56620 MPI ACE/WEC	\$ 1,730.00	\$ -	\$ -	\$ -	0%	0%
56621 TEAMS Conference + Expo	\$ 2,270.00	\$ -	\$ -	\$ -	0%	0%
56622 Connect Spring Marketplace	\$ 3,090.00	\$ -	\$ -	\$ -	0%	0%
56633 PCMA Convening Leaders	\$ 2,725.00	\$ -	\$ -	\$ -	0%	0%
56635 CalSEA Seasonal Spectacular	\$ 1,025.00	\$ -	\$ -	\$ -	0%	0%
56640 IMEX North America	\$ 6,220.00	\$ -	\$ -	\$ -	0%	0%
56641 Prestige Show	\$ 385.00	\$ -	\$ -	\$ -	0%	0%
56645 Visit California Outlook Forum	\$ 5,335.00	\$ -	\$ -	\$ -	0%	0%
56649 Simpleview Annual Summit	\$ 880.00	\$ -	\$ -	\$ -	0%	0%
56655 Destination International - CEO Summit	\$ 2,560.00	\$ -	\$ -	\$ -	0%	0%
56660 Visit California CEO Mission	\$ 2,955.00	\$ -	\$ -	\$ -	0%	0%
56665 Helms Briscoe	\$ 2,370.00	\$ -	\$ -	\$ -	0%	0%
56669 Destinations International - Marketing Summit	\$ 4,536.00	\$ -	\$ -	\$ -	0%	0%
56671 ESTO Conference	\$ -	\$ -	\$ 3,225.25	\$ (3,225.25)	0%	0%
56675 Quarterly Sales Trips	\$ 30,000.00	\$ 3,455.00	\$ 10.00	\$ 3,445.00	0%	0%
56679 Client Entertainment	\$ 28,800.00	\$ 4,800.00	\$ 1,045.44	\$ 3,754.56	22%	4%
56681 Holiday Showcase	\$ 3,000.00			\$ -	0%	0%
56682 CALSAE Elevate Conference	\$ 1,835.00			\$ -	0%	0%
56683 Destination California	\$ 1,900.00			\$ -	0%	0%
56684 Conference Direct Partners Meeting	\$ 2,600.00			\$ -	0%	0%
56690 Mileage Reimbursement	\$ 3,340.00	\$ 558.00		\$ 558.00	0%	0%
56691 U.S Travel Summer Summit	\$ -			\$ -	0%	0%
Support Services	\$ 242,000.00	\$ 55,866.00	\$ 18,828.42	\$ 37,037.58	34%	8%
56810 Client Events + Entertainment	\$ 120,000.00	\$ 20,000.00	\$ 500.00	\$ 19,500.00	3%	0%
56812 Client Activations	\$ 6,000.00	\$ 1,000.00	\$ -	\$ 1,000.00	0%	0%
56813 Personalized Greetings	\$ 2,400.00	\$ 400.00	\$ -	\$ 400.00	0%	0%
56820 Site Visits	\$ 16,800.00	\$ 2,800.00	\$ -	\$ 2,800.00	0%	0%
56830 Familiarization Trips	\$ 60,000.00	\$ 30,000.00	\$ 17,883.41	\$ 12,116.59	60%	30%
56831 Promotional Items	\$ 10,000.00	\$ 1,666.00	\$ 445.01	\$ 1,220.99	27%	4%
56832 Tradeshow Activations	\$ 20,000.00	\$ -	\$ -	\$ -	0%	0%
56833 Tradeshow Shipping	\$ 6,800.00	\$ -	\$ -	\$ -	0%	0%
<b>TOTAL CONVENTION SALES, INCENTIVES &amp; SERVICES</b>	<b>\$ 1,711,115.00</b>	<b>\$ 275,114.00</b>	<b>\$ 124,045.84</b>	<b>\$ 151,068.16</b>	<b>45%</b>	<b>7%</b>

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
<b>MARKETING &amp; COMMUNICATIONS</b>						
<b>Personnel</b>	\$ 488,766.00	\$ 74,182.00	\$ 49,155.69	\$ 25,026.31	66%	10%
51100 Salary	\$ 322,750.00	\$ 47,956.00	\$ 41,475.41	\$ 6,480.59	86%	13%
51600 Incentives	\$ 66,938.00	\$ 11,156.00	\$ -	\$ 11,156.00	0%	0%
51300 Benefits	\$ 62,670.00	\$ 9,662.00	\$ 4,499.49	\$ 5,162.51	47%	7%
51310 Health	\$ 48,510.00	\$ 7,530.00	\$ 2,442.38	\$ 5,087.62	32%	5%
51400 401K Fee	\$ 14,160.00	\$ 2,132.00	\$ 2,057.11	\$ 74.89	96%	15%
51200 Payroll Taxes	\$ 35,208.00	\$ 5,248.00	\$ 3,020.79	\$ 2,227.21	58%	9%
51710 Other-Cell Phone Stipend	\$ 1,200.00	\$ 160.00	\$ 160.00	\$ -	100%	13%
<b>Marketing Expenses</b>	\$ 375,480.00	\$ 63,513.00	\$ 35,594.73	\$ 27,918.27	56%	9%
Contract Services	\$ 305,480.00	\$ 51,845.00	\$ 25,185.03	\$ 26,659.97	49%	8%
54411 Marketing Services Contract - We the Creative	\$ 33,000.00	\$ 5,500.00	\$ 1,750.00	\$ 3,750.00	32%	5%
54412 Digital Marketing (PPC, SEO + Social Media Ads)	\$ 70,000.00	\$ 11,666.00	\$ 8,514.12	\$ 3,151.88	73%	12%
54413 Influencer Marketing	\$ 21,500.00	\$ 3,584.00	\$ 1,394.82	\$ 2,189.18	39%	6%
54415 Photography	\$ 5,000.00	\$ 832.00	\$ -	\$ 832.00	0%	0%
54416 Videography	\$ 10,000.00	\$ 1,666.00	\$ -	\$ 1,666.00	0%	0%
54417 Branding services	\$ 5,000.00	\$ 832.00	\$ -	\$ 832.00	0%	0%
54419 Website Hosting & SEO - Madden Media	\$ 30,480.00	\$ 5,390.00	\$ 3,520.90	\$ 1,869.10	65%	12%
54491 OmniChannel Marketing Project - Madden Media	\$ 105,000.00	\$ 17,500.00	\$ 7,840.00	\$ 9,660.00	45%	7%
54492 VibeMap	\$ 7,500.00	\$ 1,875.00	\$ 1,875.00	\$ -	100%	25%
54493 Content Creation Fund	\$ 18,000.00	\$ 3,000.00	\$ 290.19	\$ 2,709.81	10%	2%
56510 Advertising	\$ 70,000.00	\$ 11,668.00	\$ 10,409.70	\$ 1,258.30	89%	15%
<b>TOTAL MARKETING &amp; COMMUNICATIONS</b>	\$ 864,246.00	\$ 137,695.00	\$ 84,750.42	\$ 52,944.58	62%	10%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
<b>ADMINISTRATION</b>						
<b>Personnel</b>	\$ 496,169.00	\$ 82,436.00	\$ 43,909.63	\$ 38,526.37	53%	9%
51100 Salary	\$ 370,269.00	\$ 61,456.00	\$ 36,178.77	\$ 25,277.23	59%	10%
51600 Incentives	\$ 61,688.00	\$ 10,280.00	\$ -	\$ 10,280.00	0%	0%
51300 Benefits	\$ 36,252.00	\$ 6,040.00	\$ 3,889.70	\$ 2,150.30	64%	11%
51310 Health	\$ 25,560.00	\$ 4,260.00	\$ 2,775.10	\$ 1,484.90	65%	11%
51400 401K Fee	\$ 10,692.00	\$ 1,780.00	\$ 1,114.60	\$ 665.40	63%	10%
51200 Payroll Taxes	\$ 21,000.00	\$ 3,500.00	\$ 2,761.16	\$ 738.84	79%	13%
51710 Other-Cell Phone Stipend	\$ 960.00	\$ 160.00	\$ 80.00	\$ 80.00	50%	8%
51730 Other-Car Allowance	\$ 6,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	100%	17%
<b>Administrative Expenses</b>	\$ 363,866.00	\$ 57,044.00	\$ 39,027.03	\$ 18,016.97	68%	11%
Contract Services	\$ 259,914.00	\$ 41,208.00	\$ 29,432.09	\$ 11,775.91	71%	11%
54410-10 Accounting Services	\$ 56,000.00	\$ 9,332.00	\$ 9,225.76	\$ 106.24	99%	16%
54410-20 PP&Co. Tax Preparation	\$ 5,500.00	\$ 916.00	\$ -	\$ 916.00	0%	0%
54410-30 City of Santa Clara Fiscal Sponsorship	\$ 9,500.00	\$ 1,580.00	\$ 1,532.80	\$ 47.20	97%	16%
54420 Legal Services	\$ 35,000.00	\$ 5,832.00	\$ 4,707.50	\$ 1,124.50	81%	13%
54425 SmartCity IT Services	\$ 5,574.00	\$ 928.00	\$ 556.00	\$ 372.00	60%	10%
54430 Payroll Services	\$ 7,340.00	\$ 1,220.00	\$ 862.50	\$ 357.50	71%	12%
54440 Audit	\$ 15,000.00	\$ 2,500.00	\$ -	\$ 2,500.00	0%	0%
54466 Internal Meetings & Training	\$ 30,000.00	\$ 2,900.00	\$ 1,051.53	\$ 1,848.47	36%	4%
54470 Professional Services	\$ 84,000.00	\$ 14,000.00	\$ 11,496.00	\$ 2,504.00	82%	14%
54480 HR Services	\$ 12,000.00	\$ 2,000.00	\$ -	\$ 2,000.00	0%	0%
Operating Expenses	\$ 29,010.00	\$ 4,830.00	\$ 3,242.44	\$ 1,587.56	67%	11%
54605 Banking Fees	\$ 480.00	\$ 80.00	\$ 91.67	\$ (11.67)	115%	19%
54610 Software Licenses	\$ 10,750.00	\$ 1,790.00	\$ 1,490.72	\$ 299.28	83%	14%
54620 Postage	\$ 1,000.00	\$ 166.00	\$ -	\$ 166.00	0%	0%
54640 Licenses	\$ 180.00	\$ 30.00	\$ -	\$ 30.00	0%	0%
54660 Office Supplies	\$ 8,000.00	\$ 1,332.00	\$ 310.05	\$ 1,021.95	23%	4%
54670 DMO Office Rent	\$ 8,100.00	\$ 1,350.00	\$ 1,350.00	\$ -	100%	17%
54690 Recruitment	\$ 500.00	\$ 82.00	\$ -	\$ 82.00	0%	0%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Insurance	\$ 10,059.00	\$ 1,674.00	\$ 2,245.82	\$ (571.82)	134%	22%
54710 Workers Compensation	\$ 2,160.00	\$ 360.00	\$ 360.00	\$ -	100%	17%
54720 Business Owners Liability and Property	\$ 2,050.00	\$ 342.00	\$ 334.66	\$ 7.34	98%	16%
54730 Professional Cyber Liability	\$ 3,667.00	\$ 610.00	\$ 706.50	\$ (96.50)	116%	19%
54740 Management Liability	\$ 2,182.00	\$ 362.00	\$ 844.66	\$ (482.66)	233%	39%
Memberships	\$ 5,120.00	\$ -	\$ -	\$ -	0%	0%
55110 Destiinations International	\$ 5,120.00	\$ -	\$ -	\$ -	0%	0%
Subscription Services	\$ 59,763.00	\$ 9,332.00	\$ 4,106.68	\$ 5,225.32	44%	7%
55210 Act On	\$ 10,283.00	\$ 1,700.00	\$ 1,596.00	\$ 104.00	94%	16%
55213 CoStar Realty Information	\$ 20,000.00	\$ 3,332.00	\$ -	\$ 3,332.00	0%	0%
55214 Annual Subscription	\$ 14,330.00	\$ 2,300.00	\$ 2,510.68	\$ (210.68)	109%	18%
55215 Additional Support Hours	\$ 6,300.00	\$ 1,800.00	\$ -	\$ 1,800.00	0%	0%
55230 Destination International EIC Subscription	\$ 7,650.00	\$ -	\$ -	\$ -	0%	0%
55240 Trade Journal/Newspapers	\$ 1,200.00	\$ 200.00	\$ -	\$ 200.00	0%	0%
<b>TOTAL ADMINISTRATION</b>	<b>\$ 860,035.00</b>	<b>\$ 139,480.00</b>	<b>\$ 82,936.66</b>	<b>\$ 56,543.34</b>	<b>59%</b>	<b>10%</b>
<b>58000 Contingency</b>	<b>\$ 78,000.00</b>	<b>\$ 13,000.00</b>	<b>\$ -</b>	<b>\$ 13,000.00</b>	<b>0%</b>	<b>0%</b>
<b>60000 City Administration Fee</b>	<b>\$ 52,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>0%</b>
<b>TOTAL OPERATING BUDGET</b>	<b>\$ 3,565,396.00</b>	<b>\$ 565,289.00</b>	<b>\$ 291,732.92</b>	<b>\$ 273,556.08</b>	<b>52%</b>	<b>8%</b>

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

	Total
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1005 City - TID Account	2,445,631.92
1010 Checking-Operating-Wells	6,604.82
1015 Checking Bridge Bank	1,245,504.92
1070 Current Year Reserves	678,001.00
<b>Total Bank Accounts</b>	<b>\$ 4,375,742.66</b>
<b>Accounts Receivable</b>	
13100 TID Receivable	0.00
13101 Refunds	0.00
13110 Contributions Receivable	0.00
<b>Total Accounts Receivable</b>	<b>\$ 0.00</b>
<b>Other Current Assets</b>	
14100 Prepaid Expenses	94,180.66
14110 Prepaid Insurance	14,645.20
14120 Prepaid Annualized Software	2,603.17
14130 Prepaid Memberships	10,278.32
14150 Sales Tax on Purchases	0.00
14200 Employee Benefits	3,444.35
<b>Total Other Current Assets</b>	<b>\$ 125,151.70</b>
<b>Total Current Assets</b>	<b>\$ 4,500,894.36</b>
<b>TOTAL ASSETS</b>	<b>\$ 4,500,894.36</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
30000 Accounts Payable (A/P)	222,427.78
<b>Total Accounts Payable</b>	<b>\$ 222,427.78</b>
<b>Credit Cards</b>	
30050 Bridge Bank CC	22,515.93
<b>Total Credit Cards</b>	<b>\$ 22,515.93</b>
<b>Other Current Liabilities</b>	
30100 Accrued Expenses	274,225.00
30110 Accrued Payroll Liability	0.00
<b>Total 30100 Accrued Expenses</b>	<b>\$ 274,225.00</b>
30200 Deferred Revenue	0.00
<b>Total Other Current Liabilities</b>	<b>\$ 274,225.00</b>
<b>Total Current Liabilities</b>	<b>\$ 519,168.71</b>
<b>Total Liabilities</b>	<b>\$ 519,168.71</b>
<b>Equity</b>	
30300 Change in Net Assets	4,251,264.57
Net Income	-269,538.92
<b>Total Equity</b>	<b>\$ 3,981,725.65</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 4,500,894.36</b>

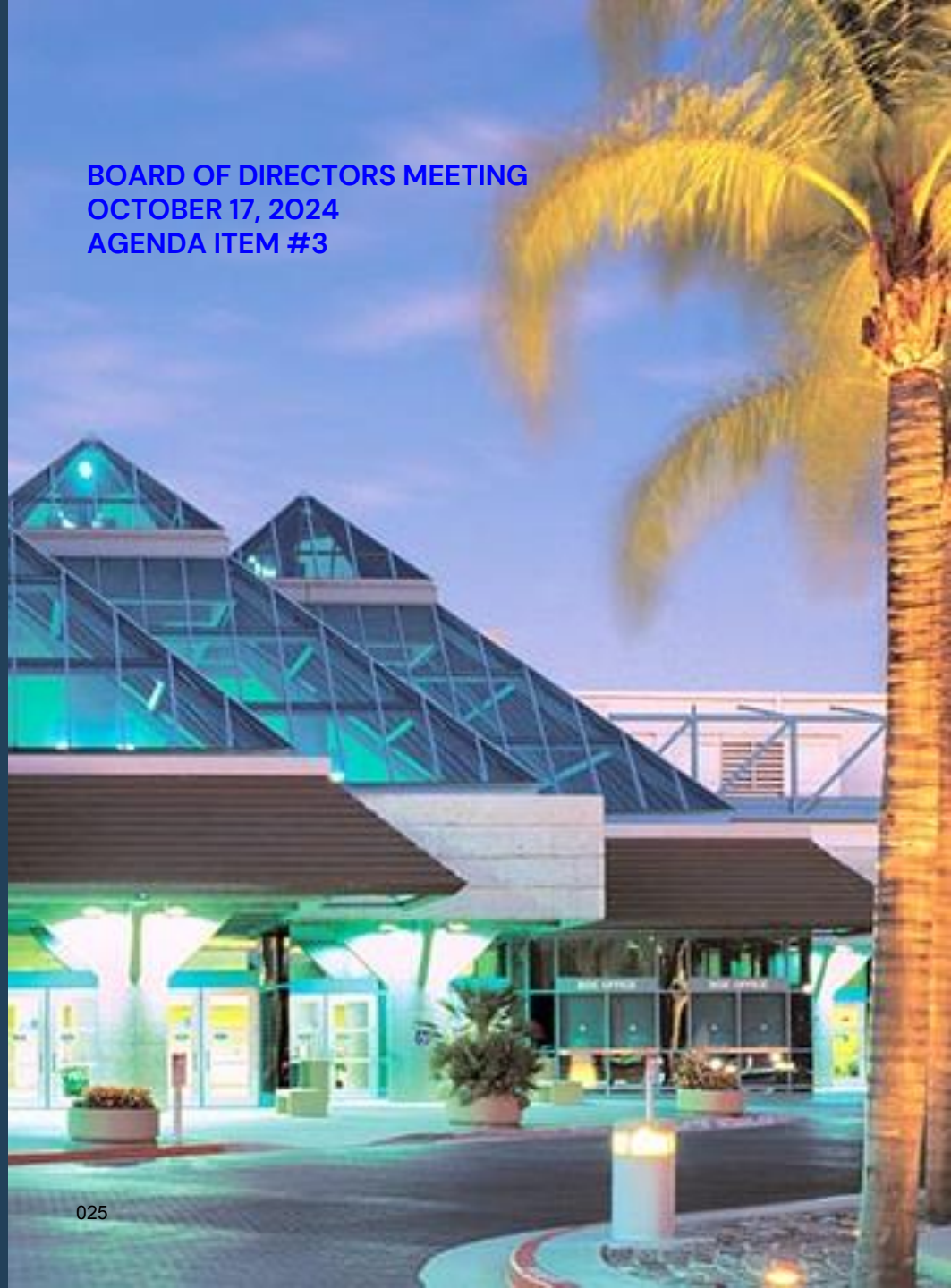


DISCOVER  
SANTA  
CLARA®

AUGUST 2024  
SALES ACTIVITY RECAP

UPDATED: 10-11-2024

BOARD OF DIRECTORS MEETING  
OCTOBER 17, 2024  
AGENDA ITEM #3





## MONTHLY TOTALS BY EVENT PRIORITY TYPE

	P 1 - P 2	P 3	P 4	P 5	DMO Self-Contained
Current Active Prospects	18	99	106	256	1
August	P 1 - P 2	P 3	P 4	P 5	DMO Self-Contained
Actively Researching	17	3	0	0	0
New Prospects	8	7	4	16	2
New Tentatives	5	4	4	11	0
New Definites	0	4	9	14	0

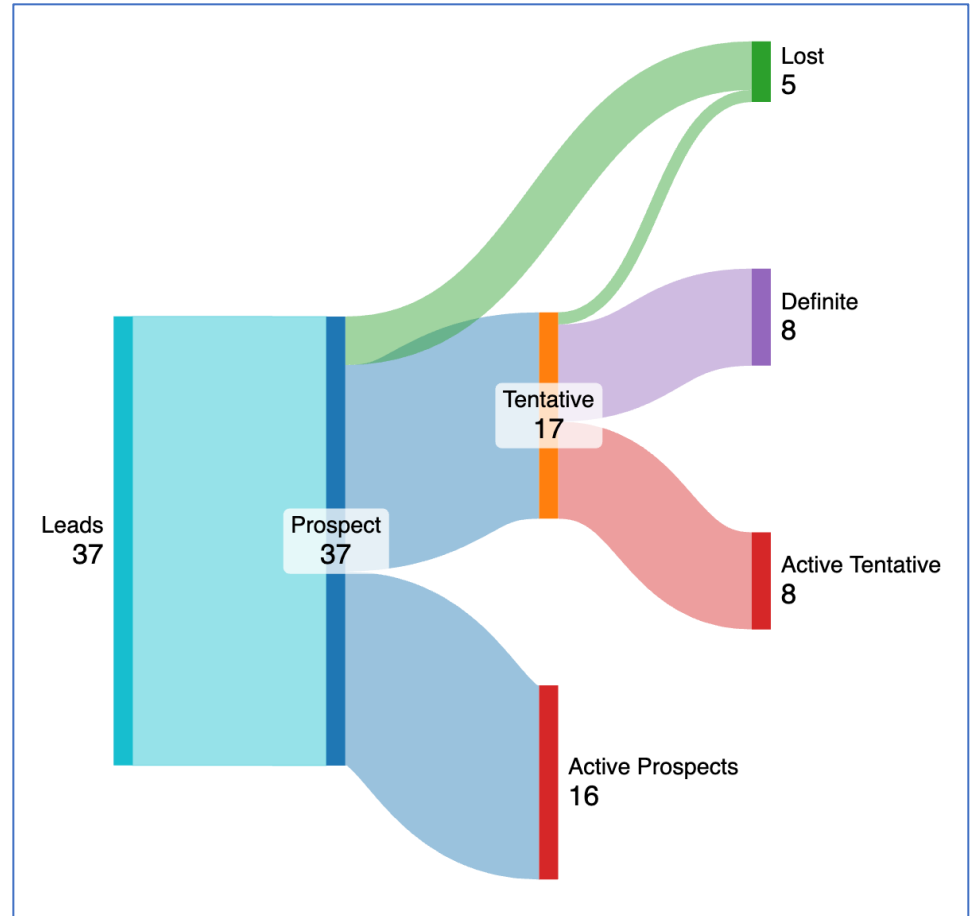
## August Prospect Pipeline Current Status

### Flow Breakdown

- Total Leads in Prospect Status: 37 (100%)
- Prospect Leads turned to Tentative: 17 (46%)
- Prospect Leads Lost: 4 (11%)
- Prospect Leads Turned Down: 0 (0%)
- Prospect Leads to DMO Self-Contained: 0 (0%)
- Tentative Leads Lost: 1 (3%)
- Tentative Leads Turned Down: 0 (0%)
- Tentative Leads to DMO Self-Contained: 0 (0%)
- Tentative Leads Turned Definite: 8 (22%)
- DMO Self-Contained Leads Turned Down: 0 (0%)
- Remaining Active Prospects: 16 (43%)
- Remaining Active Tentatives: 8 (22%)

### Status Definitions

- **Prospect:** Beginning lead status, client communication has been initiated.
- **Tentative:** Lead is in the process of being sourced for meeting space and guest rooms at the SCTID partner hotels if applicable.
- **Definite:** Event has been booked and contract has been signed.
- **Turned Down:** DMO has chosen to not pursue a lead.
- **Lost:** Client has chosen to not pursue contracting with DMO.
- **DMO Self-Contained:** Lead flipped to TID Partner.





**Silicon Valley/Santa Clara DMO Inc.**

**Performance Measures**

	2024/25 Target	YTD	July	August
1. Event Mix <i>(Consumed)</i>				
Percent of P1 Events	1.0%	0%	0%	0%
Number of P1 Events	2	0	0	0
Percent of P2 Events	2.0%	0%	0%	0%
Number of P2 Events	4	0	0	0
2. Number of Definite Events Booked <i>(booked in the year for future years)</i>				
Number of P1 Events	2	0	0	0
Number of P2 Events	4	0	0	0
3. Convention Center Gross Revenue <i>(P1 &amp; P2)</i>	\$1,900,000	\$0	\$0	\$0
4. Number of Room Nights Booked <i>(for future years)</i>	6,197	0	0	0
5. Number of Room Nights Consumed	4,506	0	0	0
6. Number of Weeks Impacted <i>(Consumed)</i>	2	0	0	0
7. Customer Service Survey Results <i>(overall satisfaction)</i>	85%	N/A	-	0%
8. Number of Prospects (active) <i>(non-culmulative P1 &amp; P2)</i>	140	18	18	18
9. Economic Impact (Consumed P1 and P2 events)	\$5,491,164	\$0	\$0	\$0

# Booked	YTD	July	August
P1	0	0	0
P2	0	0	0
P3	7	3	4
P4	14	5	9
P5	21	7	14
<b>TOTAL</b>	<b>42</b>	<b>15</b>	<b>27</b>



# Discover Santa Clara Dashboard – AUGUST 2024

SCCC (All Priorities)	Beg	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total YTD	Month Avg	Annual Avg	3 Year Pace
Researching	237	0	1											238	0.5	6	255
Prospects	162	37	37											236	37	444	1,494

## Meeting & Convention Sales

Incremental Booked Business*	Current Month	Year to Date	Goal	% to Goal
<b>Priority 1 (P1)</b>				
Number of Groups	0	0	2	0%
<b>Priority 2 (P2)</b>				
Number of Groups	0	0	4	0%
<b>Convention Center Revenue from Bookings</b>	<b>Current Month</b>	<b>Year to Date</b>	<b>Goal</b>	<b>% to Goal</b>
Overall	\$0	\$0	\$1,900,000	0%

Notable P1 & P2 Bookings for August	Projected Building Spend	F&B	Room Nights	Notes
Notable P1 & P2 Lost Leads for August	Projected Building Spend (Includes Est. F&B Spend)	F&B	Room Nights	Lost Reason

<b>LOST P1 &amp; P2 LEAD REVENUE TOTALS</b>	Lost P1 & P2 Leads = 0	Total Lost P1 & P2 Est. Building Spend (Includes Est. F&B Revenue) = \$0	Total Lost. P1 & P2 Est. F&B Revenue = \$0	Total Lost. P1 & P2 Est. Room Nights = 0
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### Glossary of Terms & Definitions:

**Prospect:** A group who will fit in the SCCC, fit the overall parameters of the SCCC.

**Tentative:** A group who has agreed to the overall parameters required and space is being held at SCCC.

**Booking:** A group who has agreed to the overall parameters required and has a signed contract with the SCCC.

**P1 Mid-Week** (700+ on Peak / \$650k+)

**P1 Weekend** (250+ on peak / \$250k+)

**P2 Mid-Week** (350-699 on peak / \$400k - \$649k)

**P2 Weekend** (150-249 on peak / \$100k)



## STAFF REPORT TO THE BOARD OF DIRECTORS

**DATE:** October 17, 2024  
**TO:** Board of Directors  
**FROM:** Christine Lawson, CEO  
**SUBJECT:** Request CEO Authority to Adjust Team Member External Titles for Market Alignment.

**BOARD OF DIRECTORS MEETING  
OCTOBER 17, 2024  
AGENDA ITEM #4**

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### BACKGROUND

Currently, Discover Santa Clara® (DMO) uses a set of internally approved titles for all team members, as outlined in our organizational structure document. These internal titles were approved by the Board and reflect each team member's core responsibilities. As the DMO continues to evolve and engage with external partners, including clients and industry peers, using external titles is about recognizing our team members' actions and achievements, while enhancing their roles to reflect the value they bring. Additionally, aligning with industry standards is also important, and while titles do vary widely, roles like "National Sales Manager" vs. "Sales Manager" are common across competitive DMOs.

The ability to adjust titles also allows the CEO, to provide enhancements and recognition to team members without increasing title tracks or impacting salary ranges, helping to retain talent in a highly competitive landscape.

To address this, we have developed corresponding external titles for each role, which better reflect their marketplace functions without altering job responsibilities or compensation tracks. These external titles are intended for use on business cards, in meetings, and during industry engagements to ensure clarity and professional standing. A table outlining current internal, and the corresponding external titles is inserted into the discussion section of this report.

### DISCUSSION

The CEO is seeking Board approval to adjust the titles of some or all team members from their internal titles to the proposed external titles as outlined in the table below. These adjustments will not alter the Board-approved salary ranges or job descriptions in any meaningful way. They are solely intended to provide the CEO with the flexibility to position the team more competitively in the marketplace.

In the event that a change to an actual title track is proposed (e.g., from Manager to Director or Director to Vice President), the CEO will seek Board approval on a case-by-case basis before making such changes.

**Additional Rationale:**

- **Marketplace Competitiveness:** Aligning titles with external standards will enhance how our team is perceived by clients, industry partners, and peers.
- **Flexibility:** The ability to adjust titles without prior Board approval provides operational agility to respond to market demands in real-time.
- **Consistency:** Ensuring that team members have titles that reflect their responsibilities externally helps maintain consistency in how we are perceived as an organization.
- **Team Retention:** Offering title enhancements without salary track changes can help retain valuable talent in a competitive industry.

Team Member	Internal Title	Basic Responsibilities	External Title
Christine Lawson	President & CEO	Leads strategy, manages resources, and engages stakeholders to promote the destination and drive tourism growth.	President & CEO
TBA	Business Operations Manager	Oversees operational efficiency, manages contracts, and supports administrative functions to ensure smooth organizational performance.	Business Operations Manager
Teipo Brown, Jr.	Director of Sales	Leads and executes sales strategies, oversees partnerships, manages client engagement and service delivery. Direct oversight of sales team.	Director of Sales & Destination Services
Katelyn Studebaker	Director of Marketing	Drives brand strategy, oversees marketing campaigns/projects, and ensures effective promotion. Direct oversight of marketing team.	Director of Marketing & Communications
Sherry Bastani	Sales Manager	Drives client engagement, manages sales efforts, and generates leads to attract events and increase destination bookings from assigned markets.	National Sales Manager
Andressa Gomes	Sales Manager	Drives client engagement, manages sales efforts, and generates leads to attract events and increase destination bookings from assigned markets.	National Sales Manager
Ben Landis	Marketing Manager	Executes marketing/social media/influencer campaigns, manages content, and supports initiatives to enhance destination visibility and drive tourism.	Senior Marketing Manager
Marwa Abubakr	Manager, Sales Systems & Strategy	Oversees data management, optimizes the CRM system, and analyzes insights to support targeted sales & marketing strategy.	Manager, Data & Strategy

Name TDA	Sales Event Coordinator	Plans and executes sales events, manages logistics, and provides administrative support to the sales team to enhance client engagement and retain group business.	Sales Event Coordinator
Name TBA	Marketing Coordinator	Supports campaign execution, manages content creation, and assists with marketing initiatives to promote the destination and drive engagement.	Marketing Coordinator

The Board is being asked to authorize the CEO to adjust team member titles to better align with industry standards and ensure we remain competitive in the tourism and meetings space. These title adjustments won't impact the Board-approved salary ranges or core job descriptions but will give us the flexibility to update titles as needed to reflect industry trends. This allows for minor adjustments, like shifting from "Director of Marketing & PR" to "Communications," to better suit our team structure and market expectations.

**FINANCIAL IMPACT**

There is no financial impact.

**RECOMMENDATIONS**

Approve and authorize the CEO to adjust externally facing team member titles as needed, with the understanding that any changes to title tracks, salary ranges, or significant job description changes (e.g., Manager to Director) will still require Board approval.





## STAFF REPORT TO THE BOARD OF DIRECTORS

**DATE:** October 17, 2024

**TO:** Board of Directors

**FROM:** Christine Lawson, CEO

**SUBJECT:** Request to Adjust Salary Range and to Introduce an Incentive for the Business & Operations Manager Position.

**BOARD OF DIRECTORS MEETING  
OCTOBER 17, 2024  
AGENDA ITEM #5**

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### **BACKGROUND**

Currently, within the organizational structure of Discover Santa Clara® (DMO) a majority of roles include an incentive, which can be up to 25% of the base salary, as part of the overall compensation package. The open Business & Operations Manager role has an annual Board-approved salary range but does not currently include an incentive payout at this time. To ensure we attract the best possible talent for this critical role, I am requesting Board approval to increase the current maximum salary range by up to 5%. Additionally, I am seeking the flexibility to implement up to a 15% incentive plan tied to clear, CEO-established goals, ensuring a performance-driven approach that aligns with our organizational priorities.

Depending on when this position is filled, the incentive would be prorated for FY 2024/25.

### **DISCUSSION**

The Business & Operations Manager role has been vacant since January. While we filled the position in mid-March, the individual was only in the role for 90 days. This position is essential, as it demands a broad skill set—ranging from administrative expertise to strategic planning and critical thinking. These are crucial for ensuring that the DMO continues to strengthen its foundational capabilities and organizational development.

In August, the CEO made a request to the Board to change the title of this role from "Administrative Services Manager" to "Business & Operations Manager" to help us attract higher-caliber candidates with the right expertise. The title change was approved on August 15, 2024. Since then, we've been in the recruiting process and have identified candidates with strong experience, including some with valuable City experience. While a few candidates have inquired about a significantly higher salary range, our priority remains to maintain the integrity of our current roles and salary structure. With that in mind, The CEO is requesting the flexibility to adjust the "not to exceed" maximum salary range by up to 5%, along with the option to incentivize the role with up to 15% based on performance, allowing for a balanced and competitive approach.

The incentive will be tied to goals set by the CEO, with a focus on planning, organizing, directing, and coordinating the organization's administrative functions. Additionally, the role will contribute to the development and implementation of key administrative policies and procedures. Below are some examples of potential goals that could be tied to the incentive structure.

#### **SAMPLE BUSINESS & OPERATIONS MANAGER GOALS:**

**Goal #1. Optimizing Fiscal Management and Budget Oversight.**

The Business & Operations Manager will be responsible for improving the fiscal control systems, ensuring more efficient and accurate budget development, management, and expense reconciliation processes. Achieving year-over-year improvements in financial transparency and control will be a key measurable outcome.

**Goal #2. Streamlining Contract Negotiations and Administration.**

A key goal is to reduce contract negotiation times and improve the quality of contract management for partnerships, suppliers, and vendors. This role will focus on reducing processing time for key contracts, ensuring timely project execution and compliance with organizational goals.

**Goal #3. Strengthening Board Communication and Coordination.**

The Business & Operations Manager will work to enhance the efficiency of Board communications by implementing improved processes for Board packet preparation, meeting coordination, and follow-up. The goal is to achieve a 95% on-time delivery rate for board materials and reports and a measurable improvement in Board member/meeting administrative support.

**Goal #4. Enhancing Partner and Stakeholder Engagement.**

The Business & Operations Manager will prioritize fostering collaborative relationships with key partners, including OVG, Levy, the SCTID Partner Hotels, and the City. The goal will be to increase stakeholder engagement through monthly/quarterly and ongoing touchpoints.

**Goal #5. Implementation of Best Practices in Organizational Development.**

The Business & Operations Manager will develop and implement a minimum of five integrated administrative processes across the DMO that enhance organizational efficiency, compliance, and consistency. These will be focused on reflecting industry best practices, improving internal operations and overall team productivity.

**Goal #6. Leadership in Process Innovation and Strategic Planning.**

The Business & Operations Manager will take charge of implementing innovative administrative policies and procedures that align with the DMO's long-term strategic goals. By the end of the fiscal year, they will lead the development of at least three strategic initiatives that drive operational improvements and contribute to the DMO's mission and objectives.

The Board is being asked to approve incentivizing the Business & Operations Manager role with a potential 15% in addition to their salary which will not exceed the current approved salary range.

**FINANCIAL IMPACT**

Although the proposed potential 15% incentive payout for the Business & Operations Manager position was not initially budgeted, it will not negatively impact our current budget. This is due to the position being vacant for the first 3.5 months of FY 2024/25, along with delays in filling other budgeted positions for this fiscal year. The unallocated salary, along with associated taxes and benefits, provides sufficient coverage for the full 15% incentive, which will be prorated based on the anticipated start date of early to mid-November 2024.

**RECOMMENDATIONS**

Approve and authorize the CEO to increase the current "not to exceed" maximum salary range by 5% and implement up to a 15% performance-based incentive for the Business & Operations Manager position, effective for FY 2024/25.



**BOARD OF DIRECTOR MEETING  
OCTOBER 17, 2024  
AGENDA ITEM #6**

**TO:** Board of Directors

**FROM:** Christine Lawson, CEO

**DATE:** October 17, 2024

**RE:** **Discover Santa Clara® Executive Director Summary – September 19<sup>th</sup> – October 17<sup>th</sup>, 2024**

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**Executive Overview:**

The past few weeks have been exciting and productive for Discover Santa Clara® (DMO), with significant strides across sales, marketing, and administration.

We welcomed our second Sales Manager, Andressa Gomes, who joined us in mid-September from the Walnut Creek DMO. Andressa will focus on the sports and SMERF markets, aligning perfectly with our strategy to drive weekend business in Santa Clara. We've also made progress in recruiting for the Business Operations Manager role, with additional interviews lined up. Our goal is to evaluate candidates and move forward with negotiations soon.

Teipo Brown, our Director of Sales & Destination Services, has been with us for nearly three months, and his impact is already being felt. His fresh ideas and industry connections are helping us strengthen relationships and attract new business to the city.

Our team also attended several key tradeshows: **Destination California** (Corporate Market), the **TEAMS Conference** (Sports Market), and **IMEX America** (Meetings, Events & Incentive Markets). These shows provided excellent exposure for both the DMO and Santa Clara. With over **90 client appointments** completed, the team is currently pursuing approximately **22 new RFPs**, while also deepening relationships and exploring further opportunities with key accounts. We'll continue to track the progress of these leads and assess the overall ROI from these events.



- **Destination California:**
  - Sales Manager conducted **26 client appointments generating 10 leads**
  
- **TEAMS:**
  - Conducted **37 client appointments** in our booth, leading to **12 new RFPs**.
  - Sponsored the TEAMS Annual Golf Tournament pre-tradeshow and hosted the Bloody Mary Bar, spotlighting Discover Santa Clara.®
  - Marketing designed and produced our booth's backwall, featuring new imagery from our recent photoshoot.
  - Engaged attendees with a Virtual Reality NFL Game as part of our tradeshow activation, driving booth traffic and interaction.
  - The Marketing team developed a cadence of automated follow-up emails for all TEAMS leads, resulting in **10 RFP submissions**, and posted both pre-show and post-show updates on LinkedIn.
  
- **IMEX AMERICA:**
  - The team participated in the **MPI Meeting Planner Event** at Top Golf in Las Vegas ahead of the IMEX Show, with **75 planners** in attendance.
  - Instead of hosting a Discover Santa Clara® booth this year, we took a more cost-effective approach by having Sales Manager Sherry Bastani conduct appointments at the SF Travel Booth.
    - Delivered **(8) group presentations** to meeting planners.
    - Held **27 individual appointments** with planners.
  - Director of Sales, Teipo Brown attended the Events Industry Council Dinner, where he networked with planners and industry peers.
  - The Director of Sales also walked the tradeshow floor and held 13 meetings with planners from HelmsBriscoe, Prestige, Global Cynergies, HPN, and more.
  - Our Marketing Manager, Ben Landis, joined an exclusive focus group for destination influencers, hosted by Smart Meetings.
  - CEO attended a "Meetings Mean Business" meeting with the US Travel Coalition, discussing strategies to amplify efforts and resources toward growing the meetings sector.
  - The Marketing team created a pre-show email to all meeting planners, encouraging them to book appointments with Sherry at the SF Travel Booth, and produced two short-form LinkedIn videos. We also posted pre-show content on LinkedIn, requesting appointments.
    - The email received **527 clicks**, **289** of which demonstrated intent to set-up a meeting with our Sales Manager at IMEX, and **10 of those clicks were on the "Submit RFP" call-to-action**.



Our marketing efforts remain focused on the **Omnichannel Ecosystem Project** with our partner, Madden Media. Right now, we're fine-tuning the editorial and design for Santa Clara's very first **Visitors Guide**, while also proofing pages for our **new website**—both of which are on track for an early 2025 launch. In addition, we're collaborating with Vibemap to collect valuable content highlighting local spots, which will be featured on the website's listing pages, helping visitors explore all that Santa Clara has to offer.

- **Content Creation and Results:**
  - Increased Instagram followers from 14,000 to 16,400 through a Like/Follow/Share growth campaign.
  - Produced short-form videos promoting key events like the 49ers vs. Patriots game, Great America's Oktoberfest, the Red Zone Rally at Great America, and the Parade of Champions.
  - Our top-performing organic Instagram post was the Red Zone Rally video, which garnered 79,718 plays and 6,489 interactions (Likes, Shares, Comments, Saves).

#### **Leads and Groups in the Works:**

- Received 40 sales leads through the Cvent portal, including seven P1/P2 leads. This reflects a 40% increase in lead production compared to the same time last year, driven by our aggressive sales prospecting and outreach.
- Actively working leads generated from recent tradeshows and continued outreach efforts.
  - (1) P1 for May 2025
  - (1) P1 for February 2026
  - (4) P2's for May, August, September 2025, and January 2027.
  - (2) P3's for January 2026 and 2027
- Unfortunately, we lost a large sports group in May 2025. Despite months of negotiations, we weren't able to reach mutually beneficial terms. We will work on potentially securing the companies 2026 group.

#### **Financial Update:**

- As of the second month of FY 2024/25, we've utilized 54% of our August budget, leaving us with a surplus of \$119,955. Year-to-date, we've expended 52% of the budget, resulting in a \$273,556 surplus. These funds have been earmarked for new initiatives that weren't originally budgeted but will strengthen the foundation and productivity of the DMO, such as the Tourism Economics reporting stack.



### Community & Stakeholder Engagement:

- The Discover Santa Clara® team, alongside amazing members from our local hotel partners—Embassy Suites Santa Clara, Delta Hotels Santa Clara, and Hyatt Centric Santa Clara—joined forces and spent the afternoon at **Second Harvest of Silicon Valley**, a non-profit committed to ending hunger in our communities. The team sorted and boxed an impressive **5,520 pounds** of produce at Second Harvest of Silicon Valley.
- On October 4th, the DMO hosted our bi-monthly SCTID Director of Sales & Marketing Meeting, where we reviewed current activities and discussed future priorities. We also explored additional reporting needs for the hotels and set plans to schedule an SCTID hotel partner strategy meeting to align on a unified city approach to key business segments, like Sports.
- CEO met with the General Managers of the Marriott Santa Clara, Hilton, and Hyatt Centric, and will continue these one-on-one meetings on a quarterly basis to stay closely aligned with each hotel's needs and ensure we maintain a strong, productive partnership.
- CEO met with Josh Stephens, Senior Manager, Communications and Public Affairs for the 49ers.
- Our DMO Marketing team supported our partners at Great America by participating in a segment on NBC's *California Live, LA* to promote Great America's Oktoberfest. The segment also aired on KNTV-SF (NBC Bay Area), KNSD-SD (NBC San Diego), and KNBC-LA (Los Angeles), reaching nearly 60,000 viewers in total.
- Marketing Manager, Ben Landis participated in the City of Santa Clara's Parade of Champions creating social media Reels to commemorate the event.
- Our new Sales Manager, Andressa Gomes, has been conducting site inspections of our SCTID partner hotels to connect with their sales teams and get a deeper understanding of each property's unique value propositions.

### Upcoming Initiatives & Updates:

- Partnering with **Tourism Economics** to assess the costs of a reporting stack for the DMO, which will provide deeper market insights locally, nationally, and against competitors to support more strategic business decisions and assist our hotel partners.
- Collaborating with **Visiting Media**, an immersive sales software, which may be incorporated into the launch of our new website.
- Advancing the RFP process to identify a **Marketing Agency of Record (AOR)** for the DMO.
- Ongoing efforts to strategize for **Super Bowl LX and FIFA 2026**.
- Finalizing a proposal to **expand the DMO Sales Team's Scope** to include P3 groups.
- Continuing proactive **sales outreach**.