



DISCOVER SANTA CLARA®  
BOARD OF DIRECTORS  
MEETING AGENDA

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December 5, 2024, 1:00 p.m.  
Santa Clara Convention Center, Room 201  
5001 Great America Parkway  
Santa Clara, CA 95050

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The public can participate remotely via Zoom:

<https://us06web.zoom.us/j/86851185964?pwd=HgF9kkWfPf5aH2Zjd86No1qLnjTM3b.1> or by phone at (699) 900 6833.

Meeting ID: 868 5118 5964

Passcode: FBLb8h

**CALL TO ORDER**

**ROLL CALL**

**ACTION BY MAJORITY VOTE**

1. Action to Vote and Approve Member Granter to Participate Remotely in the Board of Directors Meeting in Compliance with the Requirements of AB 2249 Just Cause: Travel while on business of the DMO or the Board of Directors or another state or local agency (but not travel for vacation purposes).

**Recommendation:** Approve Member Granter to participate remotely in the Board of Directors meeting in compliance with the requirements of AB 2449 Just Cause: Travel while on business of the DMO or the Board of Directors or another state or local agency (but not travel for vacation purposes).

2. Action to Vote and Approve Vice-Chair Carr to Participate Remotely in the Board of Directors Meeting in Compliance with the Requirements of AB 2249 Just Cause: Caregiving of a Parent.

**Recommendation:** Approve Vice-Chair Carr to participate remotely in the Board of Directors meeting in compliance with the requirements of AB 2449 Just Cause: Caregiving of a Parent.

**PUBLIC COMMENT**

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

**SPECIAL ORDER OF BUSINESS**

3. Recognition of Newly Elected Board Members and Announcement of the Board of Directors Officers for FY 2024/25.

### **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.

4. Action on the Minutes of:
  - Discover Santa Clara® Board of Directors – October 17, 2024

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

5. Action on the September 2024 Monthly Financial Report.

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

6. Action on the September and October 2024 Sales Activity Report.

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

7. Action on Discover Santa Clara’s® FY 2024/25 1<sup>st</sup> Quarter Report.

**Recommendation:** Approve and note and file Discover Santa Clara’s FY 2024/25 1<sup>st</sup> Quarter 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**

8. Action on the Proposed Adjusted Salary Range and Title Change from Business & Operations Manager to Director of Business Operations and Maintain Approved Incentive.

**Recommendation(s):** Approve and authorize the Chief Executive Officer to:

1. Increase the current not-to-exceed” salary range by an additional 15% from the previously approved cap.

2. Maintain a 15% performance-based incentive for the positions, effective for FY 2024/25.
3. Approve the title change from Business & Operations Manager to Director of Business Operations.

9. Action on the Proposed Marketing Coordinator Job Description.

**Recommendation:** Approve the proposed Marketing Coordinator job description.

10. Discussion and Action on the Board of Director's Meeting Schedule for Calendar Year 2025.

**Recommendation:** Establish and Approve the Board of Directors Meeting Schedule for Calendar Year 2025.

11. Informational Report on Discover Santa Clara's® Expanded Sales Scope for Management of P3 Group Bookings.

**Recommendation:** Note and file the Informational Report on Discover Santa Clara's Expanded Sales Scope for Management of P3 Group Bookings.

12. Chief Executive Officer Updates.

**COMMITTEE UPDATES**

**BOARD MEMBER OPEN FORUM**

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

**GENERAL ANNOUNCEMENTS**

**ADJOURNMENT**

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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.

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## ATTACHMENTS



DISCOVER SANTA CLARA®  
BOARD OF DIRECTORS  
MEETING MINUTES

BOARD OF DIRECTORS  
DECEMBER 5, 2024  
AGENDA ITEM #4

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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=z27ISRZq5Qu4etEIH6s3S8bN2TqC6.1>

Meeting ID: 863 8719 9050

Passcode: 748555

**CALL TO ORDER**

Chair Lentz called the meeting to order at 1:09 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 Mendez 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.

**CONSENT AGENDA**

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**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.

**A motion was made by Member Granter, seconded by Member Nader 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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#### **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:** Approve and Authorize the Chief Executive Officer to adjust external job titles as needed without changes to approved title tracks, salary ranges or job descriptions.

CEO Lawson requested to make title changes without Board approval. This would allow for title changes that align with other DMOs without changes to job descriptions and salaries. CEO Lawson indicated that any title changes would be included in her monthly reports, and she would notify the SCTID partners of same. CEO Lawson added that title changes are made so they are all encompassing of the role. The ability to make title changes would be so they can be in alignment with other larger DMOs which provides additional credibility.

**A motion was made by Member Granter, seconded by Member Moreno to approve and authorize the Chief Executive Office to adjust external job titles as needed without changes to approved title tracks, salary ranges or job descriptions.**

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

**Absent:** None

5. Action to Approve Adjustment to the Business & Operations Manager Salary Range and the Addition of Incentive Pay.

**Recommendation:** Approve and Authorize the Chief Executive Officer to adjust the Business & Operations Manager Salary Range and add Incentive Pay.

CEO Lawson reported that the Business & Operations Manager position has been vacant for month and the title was recently changed in August. The DMO is currently in the recruiting process and there may be a couple of potential candidates and there may be the need to offer higher salary than anticipated. CEO Lawson requested to increase the range up to 5% (from \$125k) and the ability to provide incentive pay up to 15%. Incentive pay would be based on developed goals for the position and CEO Lawson reviewed the examples as indicated in the staff report. The extra costs would be absorbed in the current budget as there are vacancies savings due to staffing vacancies. Additionally, incentive pay would be prorated based on time in the position.

**A motion was made by Member Nader, seconded by Member Henry to approve and authorize the Chief Executive Office to adjust the Business & Operations Manager salary range and add incentive pay.**

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

**Absent:** None

6. Chief Executive Officer Monthly Update.

CEO Lawson provided an overview of the DMO's monthly activities.

## **COMMITTEE UPDATES**

### **BOARD MEMBER OPEN FORUM**

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

The Board discussed changing the November meeting date due to the Thanksgiving Holiday.



**GENERAL ANNOUNCEMENTS**

**ADJOURNMENT**

The meeting adjourned at 1:44 p.m. The next regularly scheduled meeting is on **November 21, 2024.**

DRAFT



BOARD OF DIRECTORS  
DECEMBER 5, 2024  
AGENDA ITEM #5

## Financials

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

Prepared by  
Krisch & Company

Prepared on  
October 31, 2024

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

**September 2024**

<b>Income</b>	<b>Amount</b>
41000 TID	\$0.00
47000 Interest	\$8,561.00

**Year to Date**

<b>Amount</b>
\$0.00
\$30,755.00

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

Report Ending Date: 09/30/2024 FY 2024/25 FUNDING ALLOCATION	Sep-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$315,938.00	\$228,027.69	\$87,910.31	72%		\$881,227.00	\$560,736.61	\$320,490.39	64%	16%	\$3,565,396.00
<b>51000 PERSONNEL</b>											
Salary											
Total 51100 Salary	\$98,497.00	\$80,354.51	\$18,142.49	82%		\$295,491.00	\$210,910.77	\$84,580.23	71%	17%	\$1,253,519.00
51200 Payroll Taxes											
Total 51200 Payroll Taxes	\$7,673.00	\$4,843.29	\$2,829.71	63%		\$23,019.00	\$15,109.20	\$7,909.80	66%	14%	\$104,262.00
51300 Employee Benefits											
51310 Health											
Total 51310 Health	\$11,394.00	\$3,259.48	\$8,134.52	29%		\$34,182.00	\$9,729.97	\$24,452.03	28%	6%	\$150,900.00
51400 401K Fee											
Total 51400 401K Fee	\$2,960.00	\$1,805.59	\$1,154.41	61%		\$8,880.00	\$6,599.18	\$2,280.82	74%	16%	\$41,136.00
Total 51300 Employee Benefits	\$14,354.00	\$5,065.07	\$9,288.93	35%		\$43,062.00	\$16,329.15	\$26,732.85	38%	9%	\$192,036.00
51600 Employee Incentives											
Total 51600 Employee Incentives	\$20,488.00	\$20,488.00	\$0.00	100%		\$61,424.00	\$61,464.00	(\$40.00)	100%	25%	\$245,826.00
Other											
Other	\$1,070.00	\$740.00	\$330.00	69%		\$3,210.00	\$2,220.00	\$990.00	69%	17%	\$13,080.00
<b>TOTAL 51000 PERSONNEL EXPENSE</b>	<b>\$142,082.00</b>	<b>\$111,490.87</b>	<b>\$30,591.13</b>	<b>78%</b>		<b>\$426,206.00</b>	<b>\$306,033.12</b>	<b>\$120,172.88</b>	<b>72%</b>	<b>17%</b>	<b>\$1,808,723.00</b>

Report Ending Date: 09/30/2024 FY 2024/25 FUNDING ALLOCATION	Sep-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$315,938.00	\$228,027.69	\$87,910.31	72%		\$881,227.00	\$560,736.61	\$320,490.39	64%	16%	\$3,565,396.00
<b>54000 PURCHASED GOODS &amp; SERVICES</b>											
<b>Contract Services</b>											
54410-10 Accounting Services	\$4,666.00	\$3,594.22	\$1,071.78	77%		\$13,998.00	\$12,819.98	\$1,178.02	92%	23%	\$56,000.00
54410-20 PP&Co. Tax Preparation	\$458.00	\$0.00	\$458.00	0%		\$1,374.00	\$0.00	\$1,374.00	0%	0%	\$5,500.00
54410-30 City of Santa Clara Fiscal Sponsorship	\$792.00	\$766.40	\$25.60	97%		\$2,372.00	\$2,299.20	\$72.80	97%	24%	\$9,500.00
54411 Marketing	\$22,290.00	\$12,569.33	\$9,720.67	56%		\$68,745.00	\$34,233.46	\$34,511.54	50%	12%	\$275,000.00
54419 Website Hosting & SEO - Madden Media	\$2,695.00	\$1,700.00	\$995.00	63%		\$8,085.00	\$5,220.90	\$2,864.10	65%	17%	\$30,480.00
54420 Legal Services	\$2,916.00	\$1,860.00	\$1,056.00	64%		\$8,748.00	\$6,567.50	\$2,180.50	75%	19%	\$35,000.00
54425 SmartCity IT Services	\$464.00	\$278.00	\$186.00	60%		\$1,392.00	\$834.00	\$558.00	60%	15%	\$5,574.00
54430 Payroll Services	\$612.00	\$558.44	\$53.56	91%		\$1,832.00	\$1,420.94	\$411.06	78%	19%	\$7,340.00
54440 Audit	\$1,250.00	\$0.00	\$1,250.00	0%		\$3,750.00	\$0.00	\$3,750.00	0%	0%	\$15,000.00
54460 Baronfeld Consulting, LLC.	\$4,800.00	\$5,040.00	(\$240.00)	105%		\$14,400.00	\$15,480.00	(\$1,080.00)	108%	27%	\$7,600.00
54466 Internal Meetings & Training	\$6,000.00	\$344.27	\$5,655.73	6%		\$8,900.00	\$1,395.80	\$7,504.20	16%	5%	\$30,000.00
54470 Professional Services	\$7,000.00	\$9,006.30	(\$2,006.30)	129%		\$21,000.00	\$20,502.30	\$497.70	98%	24%	\$84,000.00
54480 HR Services	\$1,000.00	\$0.00	\$1,000.00	0%		\$3,000.00	\$0.00	\$3,000.00	0%	0%	\$12,000.00
<b>Contract Services</b>	<b>\$54,943.00</b>	<b>\$35,716.96</b>	<b>\$19,226.04</b>	<b>65%</b>		<b>\$157,596.00</b>	<b>\$100,774.08</b>	<b>\$56,821.92</b>	<b>64%</b>	<b>16%</b>	<b>\$622,994.00</b>
<b>Operating Expenses</b>											
54605 Banking Fees	\$40.00	\$0.00	\$40.00	0%		\$120.00	\$91.67	\$28.33	76%	19%	\$480.00
54610 Software Licenses	\$895.00	\$895.26	(\$0.26)	100%		\$2,685.00	\$2,385.98	\$299.02	89%	22%	\$10,750.00
54620 Postage	\$83.00	\$0.00	\$83.00	0%		\$249.00	\$0.00	\$249.00	0%	0%	\$1,000.00
54640 Licenses	\$15.00	\$0.00	\$15.00	0%		\$45.00	\$0.00	\$45.00	0%	0%	\$180.00
54660 Office Supplies	\$666.00	\$846.41	(\$180.41)	127%		\$1,998.00	\$1,156.46	\$841.54	58%	14%	\$8,000.00
54670 DMO Office Services	\$675.00	\$675.00	\$0.00	100%		\$2,025.00	\$2,025.00	\$0.00	100%	25%	\$8,100.00
54690 Recruitment	\$41.00	\$0.00	\$41.00	0%		\$123.00	\$0.00	\$123.00	0%	0%	\$500.00
<b>Operating Expenses</b>	<b>\$2,415.00</b>	<b>\$2,416.67</b>	<b>(\$1.67)</b>	<b>100%</b>		<b>\$7,245.00</b>	<b>\$5,659.11</b>	<b>\$1,585.89</b>	<b>78%</b>	<b>20%</b>	<b>\$29,010.00</b>
<b>Insurance</b>											
54710 Workers Compensation	\$180.00	\$180.00	\$0.00	100%		\$540.00	\$540.00	\$0.00	100%	25%	\$2,160.00
54720 Business Owners Liability and Property	\$171.00	\$3,965.33	(\$3,794.33)	2319%		\$513.00	\$4,299.99	(\$3,786.99)	838%	210%	\$2,050.00
54730 Professional Cyber Liability	\$305.00	\$353.25	(\$48.25)	116%		\$915.00	\$1,059.75	(\$144.75)	116%	29%	\$3,667.00
54740 Management Liability	\$181.00	\$422.33	(\$241.33)	233%		\$543.00	\$1,266.99	(\$723.99)	233%	58%	\$2,182.00
<b>Insurance</b>	<b>\$837.00</b>	<b>\$4,920.91</b>	<b>(\$4,083.91)</b>	<b>588%</b>		<b>\$2,511.00</b>	<b>\$7,166.73</b>	<b>(\$4,655.73)</b>	<b>285%</b>	<b>71%</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%		\$519.00	\$1,250.01	(\$731.01)	241%	60%	\$2,080.00
55130 MPI ACE/WEC	\$417.00	\$0.00	\$417.00	0%		\$1,247.00	\$1,000.00	\$247.00	80%	20%	\$5,000.00
55140 CALSAE	\$67.00	\$55.33	\$11.67	83%		\$201.00	\$165.99	\$35.01	83%	21%	\$800.00
55150 California Travel Association	\$159.00	\$0.00	\$159.00	0%		\$477.00	\$0.00	\$477.00	0%	0%	\$2,153.00
55155 Sales & Marketing Executives International	\$67.00	\$0.00	\$67.00	0%		\$201.00	\$0.00	\$201.00	0%	0%	\$800.00
55160 San Francisco Travel Association	\$437.00	\$0.00	\$437.00	0%		\$1,311.00	\$0.00	\$1,311.00	0%	0%	\$5,250.00
55165 SITE Global	\$41.00	\$0.00	\$41.00	0%		\$123.00	\$0.00	\$123.00	0%	0%	\$500.00
55166 Association Forum	\$33.00	\$0.00	\$33.00	0%		\$99.00	\$0.00	\$99.00	0%	0%	\$410.00
55167 U.S. Travel Board Membership	\$2,666.00	\$2,014.58	\$651.42	76%		\$7,998.00	\$6,043.74	\$1,954.26	76%	19%	\$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>\$12,176.00</b>	<b>\$8,459.74</b>	<b>\$3,716.26</b>	<b>69%</b>	<b>16%</b>	<b>\$54,113.00</b>

Report Ending Date: 09/30/2024 FY 2024/25 FUNDING ALLOCATION	Sep-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$315,938.00	\$228,027.69	\$87,910.31	72%		\$881,227.00	\$560,736.61	\$320,490.39	64%	16%	\$3,565,396.00
<b>Subscription Services</b>											
55210 Act On	\$850.00	\$798.00	\$52.00	94%		\$2,550.00	\$2,394.00	\$156.00	94%	23%	\$10,283.00
55212 Knowland	\$1,269.00	\$1,255.34	\$13.66	99%		\$3,807.00	\$0.00	\$3,807.00	0%	0%	\$15,228.00
55213 CoStar Realty Information	\$1,666.00	\$0.00	\$1,666.00	0%		\$4,998.00	\$0.00	\$4,998.00	0%	0%	\$20,000.00
55214 Annual Subscription	\$1,150.00	\$0.00	\$1,150.00	0%		\$3,450.00	\$3,766.02	(\$316.02)	109%	26%	\$14,330.00
55215 Additional Support Hours	\$900.00	\$0.00	\$900.00	0%		\$2,700.00	\$0.00	\$2,700.00	0%	0%	\$6,300.00
55220 CVENT	\$0.00	\$3,889.58	(\$3,889.58)	3890%		\$13,705.00	\$13,478.74	\$226.26	98%	38%	\$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	\$80.00	\$20.00	80%		\$300.00	\$80.00	\$220.00	27%	7%	\$1,200.00
55250 Conference Direct	\$1,209.00	\$1,208.33	\$0.67	100%		\$3,627.00	\$3,624.99	\$2.01	100%	0%	\$24,900.00
55260 HelmsBriscoe	\$834.00	\$0.00	\$834.00	0%		\$2,502.00	\$0.00	\$2,502.00	0%	0%	\$11,000.00
55270 Zoominfo	\$2,750.00	\$2,748.75	\$1.25	100%		\$5,500.00	\$5,497.50	\$2.50	100%	0%	\$13,890.00
55280 BOX	\$234.00	\$225.58	\$8.42	96%		\$702.00	\$676.74	\$25.26	96%	0%	\$2,800.00
<b>Subscription Services</b>	<b>\$10,962.00</b>	<b>\$10,205.58</b>	<b>\$756.42</b>	<b>93%</b>		<b>\$43,841.00</b>	<b>\$29,517.99</b>	<b>\$14,323.01</b>	<b>67%</b>	<b>18%</b>	<b>\$162,901.00</b>
<b>54000 PURCHASED GOODS &amp; SERVICES CONT.</b>											
<b>Conferences and Trade Shows</b>											
56310 MPI ACE/WEC											
56320 IMEX	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$20,000.00
56329 Destination International Marketing Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,400.00
56360 Destination International Annual Convention	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$2,620.00	(\$2,620.00)	2620%	2620%	\$0.00
56370 CalTravel Summit	\$4,800.00	\$4,392.00	\$408.00	92%		\$4,800.00	\$4,392.00	\$408.00	92%	92%	\$4,800.00
56371 ESTO Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$1,250.00	(\$1,250.00)	1250%	1250%	\$0.00
56380 TEAMS Conference & Expo	\$9,500.00	\$8,372.41	\$1,127.59	88%		\$9,500.00	\$8,372.41	\$1,127.59	88%	88%	\$9,500.00
56381 Prestige Show	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,500.00
56382 Holiday Showcase	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$4,500.00
56383 CalSAE Elevate Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,000.00
56384 Destination California	\$4,500.00	\$4,500.00	\$0.00	100%		\$4,500.00	\$4,500.00	\$0.00	100%	100%	\$4,500.00
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%	\$2,500.00
56394 Visit Outlook Forum	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,900.00
56395 Simpleview Annual Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,500.00
56396 Destinations International - CEO Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,800.00
56397 Visit California CEO Mission	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,000.00
56398 Helms Briscoe Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,500.00
56399 MPINCC ACE	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$800.00
<b>Conferences and Trade Shows</b>	<b>\$18,800.00</b>	<b>\$17,264.41</b>	<b>\$1,535.59</b>	<b>92%</b>		<b>\$18,800.00</b>	<b>\$21,134.41</b>	<b>(\$2,334.41)</b>	<b>112%</b>	<b>29%</b>	<b>\$72,700.00</b>
<b>56400 Business Development</b>	<b>\$20,833.00</b>	<b>\$0.00</b>	<b>\$20,833.00</b>	<b>0%</b>		<b>\$62,499.00</b>	<b>\$0.00</b>	<b>\$62,499.00</b>	<b>0%</b>	<b>0%</b>	<b>\$250,000.00</b>
<b>56500 Advertising &amp; Promotion</b>	<b>\$5,834.00</b>	<b>\$12,632.49</b>	<b>(\$6,798.49)</b>	<b>217%</b>		<b>\$17,502.00</b>	<b>\$23,042.19</b>	<b>(\$5,540.19)</b>	<b>132%</b>	<b>33%</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	\$5,340.00	\$6,498.20	(\$1,158.20)	122%		\$5,340.00	\$6,498.20	(\$1,158.20)	122%	122%	\$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	\$2,270.00	\$4,974.84	(\$2,704.84)	219%		\$2,270.00	\$4,974.84	(\$2,704.84)	219%	219%	\$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	\$0.00	\$0.00	0%		\$0.00	\$3,225.25	(\$3,225.25)	3225%	3225%	\$0.00
56675 Quarterly Sales Trips	\$2,650.00	\$1,131.70	\$1,518.30	43%		\$6,105.00	\$1,141.70	\$4,963.30	19%	4%	\$30,000.00
56679 Client Entertainment	\$2,400.00	\$1,237.45	\$1,162.55	52%		\$7,200.00	\$2,282.89	\$4,917.11	32%	8%	\$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	\$1,900.00	\$1,193.24	\$706.76	63%		\$1,900.00	\$1,193.24	\$706.76	63%	63%	\$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%		\$837.00	\$0.00	\$837.00	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>\$14,839.00</b>	<b>\$15,035.43</b>	<b>(\$196.43)</b>	<b>101%</b>		<b>\$23,652.00</b>	<b>\$24,263.03</b>	<b>\$4,335.88</b>	<b>103%</b>	<b>21%</b>	<b>\$112,896.00</b>

Report Ending Date: 09/30/2024	Sep-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
<b>FY 2024/25 FUNDING ALLOCATION</b>	<b>\$315,938.00</b>	<b>\$228,027.69</b>	<b>\$87,910.31</b>	<b>72%</b>		<b>\$881,227.00</b>	<b>\$560,736.61</b>	<b>\$320,490.39</b>	64%	16%	<b>\$3,565,396.00</b>
<b>Support Services</b>											
56810 Client Events + Entertainment	\$10,000.00	\$2,421.00	\$7,579.00	24%		\$30,000.00	\$2,921.00	\$27,079.00	10%	2%	\$120,000.00
56812 Client Activations	\$500.00	\$0.00	\$500.00	0%		\$1,500.00	\$0.00	\$1,500.00	0%	0%	\$6,000.00
56813 Personalized Greetings	\$200.00	\$0.00	\$200.00	0%		\$600.00	\$0.00	\$600.00	0%	0%	\$2,400.00
56820 Site Visits	\$1,400.00	\$0.00	\$1,400.00	0%		\$4,200.00	\$0.00	\$4,200.00	0%	0%	\$16,800.00
56830 Familiarization Trips	\$0.00	\$0.00	\$0.00	0%		\$30,000.00	\$17,883.41	\$12,116.59	60%	30%	\$60,000.00
56831 Promotional Items	\$833.00	\$0.00	\$833.00	0%		\$2,499.00	\$445.01	\$2,053.99	18%	4%	\$10,000.00
56832 Tradeshow Activations	\$6,000.00	\$9,908.62	(\$3,908.62)	165%		\$6,000.00	\$9,908.62	(\$3,908.62)	165%	50%	\$20,000.00
56833 Tradeshow Shipping	\$1,500.00	\$3,528.17	(\$2,028.17)	235%		\$1,500.00	\$3,528.17	(\$2,028.17)	235%	52%	\$6,800.00
<b>Support Services</b>	<b>\$20,433.00</b>	<b>\$15,857.79</b>	<b>\$4,575.21</b>	<b>78%</b>		<b>\$76,299.00</b>	<b>\$34,686.21</b>	<b>\$41,612.79</b>	<b>45%</b>	<b>14%</b>	<b>\$242,000.00</b>
<b>TOTAL PURCHASED GOODS &amp; SERVICES EXPENSE</b>	<b>\$153,956.00</b>	<b>\$116,536.82</b>	<b>\$37,419.18</b>	<b>76%</b>		<b>\$422,121.00</b>	<b>\$254,703.49</b>	<b>\$167,417.51</b>	<b>60%</b>	<b>16%</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>\$19,500.00</b>	<b>\$0.00</b>	<b>\$19,500.00</b>	<b>0%</b>	<b>0%</b>	<b>\$78,000.00</b>
<b>60000 City Administrative Fee</b>	<b>\$13,400.00</b>	<b>\$0.00</b>	<b>\$13,400.00</b>	<b>0%</b>		<b>\$13,400.00</b>	<b>\$0.00</b>	<b>\$13,400.00</b>	<b>0%</b>	<b>0%</b>	<b>\$52,000.00</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$315,938.00</b>	<b>\$228,027.69</b>	<b>\$87,910.31</b>	<b>72%</b>		<b>\$881,227.00</b>	<b>\$560,736.61</b>	<b>\$320,490.39</b>	<b>64%</b>	<b>16%</b>	<b>\$3,565,396.00</b>
<b>SURPLUS(DEFICIT)</b>		<b>\$87,910.31</b>					<b>\$320,490.39</b>				

**Silicon Valley/Santa Clara DMO, Inc.**  
**FY 2024/25 REMAINING BUDGET BY PROGRAM JULY 2024 TO SEPTEMBER 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	213,774.00	145,578.33	68,195.67	68%	17%	714,456.67
CITY ADMINISTRATION FEES	52,000.00	13,400.00	-	13,400.00	0%	0%	52,000.00
CONTINGENCY	78,000.00	19,500.00	-	19,500.00	0%	0%	78,000.00
CONVENTION SALES	1,711,115.00	428,948.00	253,659.46	175,288.54	59%	15%	1,457,455.54
MARKETING & COMMUNICATION	864,246.00	205,605.00	161,498.82	44,106.18	79%	19%	702,747.18
							-
<b>TOTAL</b>	<b>3,565,396.00</b>	<b>881,227.00</b>	<b>560,736.61</b>	<b>320,490.39</b>	<b>64%</b>	<b>16%</b>	<b>3,004,659.39</b>



**Silicon Valley/Santa Clara DMO, Inc.**  
**FY 2024/25 YEAR-TO-DATE (YTD) SUMMARY BY ORG**  
**July 2024 - September 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>\$881,227</b>	<b>\$560,737</b>	<b>\$320,490</b>	<b>64%</b>	<b>16%</b>	<b>\$3,004,659</b>
<b>Personnel</b>							
51100 Salary	\$1,253,519	\$295,491	\$210,911	\$84,580	24%	17%	1,042,608.23
51200 Payroll Taxes	\$104,262	\$23,019	\$15,109	\$7,910	66%	14%	89,152.80
51300 Employee Benefits	\$192,036	\$43,062	\$16,329	\$26,733	38%	9%	175,706.85
51310 Health	\$150,900	\$34,182	\$9,730	\$24,452	28%	6%	141,170.03
51400 401K Fee	\$41,136	\$8,880	\$6,599	\$2,281	74%	16%	34,536.82
51600 Employee Incentives	\$245,826	\$61,424	\$61,464	(\$40)	100%	25%	184,362.00
51700 Other	\$13,080	\$3,210	\$2,220	\$990	69%	17%	10,860.00
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$1,808,723</b>	<b>\$426,206</b>	<b>\$306,033</b>	<b>\$120,173</b>	<b>72%</b>	<b>17%</b>	<b>1,502,689.88</b>
<b>Purchased Goods and Services Expense</b>							
54400 Contract Services	\$622,994	\$157,596	\$100,774	\$56,822	64%	16%	522,219.92
54600 Operating Expenses	\$29,010	\$7,245	\$5,659	\$1,586	78%	20%	23,350.89
54700 Insurance	\$10,059	\$2,511	\$7,167	(\$4,656)	285%	71%	2,892.27
55000 Memberships	\$54,113	\$12,176	\$8,460	\$3,716	69%	16%	45,653.26
55201 Subscription Services	\$162,901	\$43,841	\$29,518	\$14,323	67%	18%	133,383.01
56300 Conferences and Trade Shows	\$72,700	\$18,800	\$21,134	(\$2,334)	0%	29%	51,565.59
56400 Business Development	\$250,000	\$62,499	\$0	\$62,499	0%	0%	250,000.00
56600 Travel & Entertainment	\$112,896	\$23,652	\$24,263	(\$611)	103%	21%	88,632.97
56500 Advertising & Promotion	\$70,000	\$17,502	\$23,042	(\$5,540)	132%	33%	46,957.81
56800 Support Services	\$242,000	\$76,299	\$34,686	\$41,613	45%	14%	207,313.79
<b>TOTAL PURCHASED GOODS &amp; SERVICES EXPENSE</b>	<b>\$1,626,673</b>	<b>\$422,121</b>	<b>\$254,703</b>	<b>\$167,418</b>	<b>60%</b>	<b>16%</b>	<b>1,371,969.51</b>
<b>58000 CONTINGENCY</b>	<b>\$78,000</b>	<b>\$19,500</b>	<b>\$0</b>	<b>\$19,500</b>	<b>0%</b>	<b>0%</b>	<b>78,000.00</b>
<b>60000 CITY ADMINISTRATIVE FEE</b>	<b>\$52,000</b>	<b>\$13,400</b>	<b>\$0</b>	<b>\$13,400</b>	<b>0%</b>	<b>0%</b>	<b>52,000.00</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$3,565,396</b>	<b>\$881,227</b>	<b>\$560,737</b>	<b>\$320,490</b>	<b>64%</b>	<b>16%</b>	<b>3,004,659.39</b>

**Silicon Valley/Santa Clara DMO, Inc.**  
**FY 2024/25 YEAR-TO-DATE (YTD) SUMMARY BY PROGRAM SEPTEMBER 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>\$ 191,279.00</b>	<b>\$ 126,358.10</b>	<b>\$ 64,920.90</b>	<b>66%</b>	<b>15%</b>
51100 Salary	\$ 560,500.00	\$ 131,373.00	\$ 85,597.33	\$ 45,775.67	65%	15%
51600 Incentives	\$ 117,200.00	\$ 29,270.00	\$ 29,310.00	\$ (40.00)	100%	25%
51300 Benefits	\$ 93,114.00	\$ 19,509.00	\$ 4,337.15	\$ 15,171.85	22%	5%
51310 Health	\$ 76,830.00	\$ 16,497.00	\$ 1,903.75	\$ 14,593.25	12%	2%
51400 401K Fee	\$ 16,284.00	\$ 3,012.00	\$ 2,433.40	\$ 578.60	81%	15%
51200 Payroll Taxes	\$ 48,054.00	\$ 9,897.00	\$ 6,753.62	\$ 3,143.38	68%	14%
51710 Other-Cell Phone Stipend	\$ 1,920.00	\$ 480.00	\$ 360.00	\$ 120.00	75%	19%
51722 Other-relocation	\$ 3,000.00	\$ 750.00	\$ -	\$ 750.00	0%	0%
<b>Convention Sales, Incentives &amp; Services Expenses</b>	<b>\$ 887,327.00</b>	<b>\$ 237,669.00</b>	<b>\$ 127,301.36</b>	<b>\$ 110,367.64</b>	<b>54%</b>	<b>14%</b>
Contract Services	\$ 57,600.00	\$ 14,400.00	\$ 15,480.00	\$ (1,080.00)	108%	27%
54460 Baronfeld Consulting, LLC.	\$ 57,600.00	\$ 14,400.00	\$ 15,480.00	\$ (1,080.00)	108%	27%
Memberships	\$ 48,993.00	\$ 12,176.00	\$ 8,459.74	\$ 3,716.26	69%	17%
55120 PCMA	\$ 2,080.00	\$ 519.00	\$ 1,250.01	\$ (731.01)	241%	60%
55130 MPI ACE/WEC	\$ 5,000.00	\$ 1,247.00	\$ 1,000.00	\$ 247.00	80%	20%
55140 CALSAE	\$ 800.00	\$ 201.00	\$ 165.99	\$ 35.01	83%	21%
55150 California Travel Association	\$ 2,153.00	\$ 477.00	\$ -	\$ 477.00	0%	0%
55155 Sales & Marketing Executives International	\$ 800.00	\$ 201.00	\$ -	\$ 201.00	0%	0%
55160 San Francisco Travel Association	\$ 5,250.00	\$ 1,311.00	\$ -	\$ 1,311.00	0%	0%
55165 SITE Global	\$ 500.00	\$ 123.00	\$ -	\$ 123.00	0%	0%
55166 Association Forum	\$ 410.00	\$ 99.00	\$ -	\$ 99.00	0%	0%
55167 U.S. Travel Board Membership	\$ 32,000.00	\$ 7,998.00	\$ 6,043.74	\$ 1,954.26	76%	19%
Subscription Services	\$ 103,138.00	\$ 29,843.00	\$ 23,277.97	\$ 6,565.03	78%	23%
55212 Knowland	\$ 15,228.00	\$ 3,807.00	\$ -	\$ 3,807.00	0%	0%
55220 CVENT	\$ 35,320.00	\$ 13,705.00	\$ 13,478.74	\$ 226.26	98%	38%
55250 Conference Direct	\$ 24,900.00	\$ 3,627.00	\$ 3,624.99	\$ 2.01	100%	15%
55260 HelmsBriscoe	\$ 11,000.00	\$ 2,502.00	\$ -	\$ 2,502.00	0%	0%
55270 Zoominfo	\$ 13,890.00	\$ 5,500.00	\$ 5,497.50	\$ 2.50	100%	40%
55280 BOX	\$ 2,800.00	\$ 702.00	\$ 676.74	\$ 25.26	96%	24%
56400 Business Development	\$ 250,000.00	\$ 62,499.00	\$ -	\$ 62,499.00	0%	0%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Conferences and Tradeshows	\$ 72,700.00	\$ 18,800.00	\$ 21,134.41	\$ (2,334.41)	3870%	29%
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)	2620%	2620%
56370 CalTravel Summit	\$ 4,800.00	\$ 4,800.00	\$ 4,392.00	\$ 408.00	92%	92%
56371 ESTO Conference	\$ -	\$ -	\$ 1,250.00	\$ (1,250.00)	1250%	1250%
56380 TEAMS Conference & Expo	\$ 9,500.00	\$ 9,500.00	\$ 8,372.41	\$ 1,127.59	88%	88%
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	\$ 4,500.00	\$ 4,500.00	\$ -	100%	100%
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	\$ 23,652.00	\$ 24,263.03	\$ (611.03)	103%	21%
56610 Destination International Annual Convention	\$ -	\$ -	\$ 4,946.91	\$ (4,946.91)	4947%	4947%
56611 CalTravel Summit	\$ 5,340.00	\$ 5,340.00	\$ 6,498.20	\$ (1,158.20)	122%	122%
56620 MPI ACE/WEC	\$ 1,730.00	\$ -	\$ -	\$ -	0%	0%
56621 TEAMS Conference + Expo	\$ 2,270.00	\$ 2,270.00	\$ 4,974.84	\$ (2,704.84)	219%	219%
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)	3225%	3225%
56675 Quarterly Sales Trips	\$ 30,000.00	\$ 6,105.00	\$ 1,141.70	\$ 4,963.30	19%	4%
56679 Client Entertainment	\$ 28,800.00	\$ 7,200.00	\$ 2,282.89	\$ 4,917.11	32%	8%
56681 Holiday Showcase	\$ 3,000.00			\$ -	0%	0%
56682 CALSAE Elevate Conference	\$ 1,835.00			\$ -	0%	0%
56683 Destination California	\$ 1,900.00	\$ 1,900.00	\$ 1,193.24	\$ 706.76	63%	63%
56684 Conference Direct Partners Meeting	\$ 2,600.00			\$ -	0%	0%
56690 Mileage Reimbursement	\$ 3,340.00	\$ 837.00		\$ 837.00	0%	0%
56691 U.S Travel Summer Summit	\$ -			\$ -	0%	0%
Support Services	\$ 242,000.00	\$ 76,299.00	\$ 34,686.21	\$ 41,612.79	45%	14%
56810 Client Events + Entertainment	\$ 120,000.00	\$ 30,000.00	\$ 2,921.00	\$ 27,079.00	10%	2%
56812 Client Activations	\$ 6,000.00	\$ 1,500.00	\$ -	\$ 1,500.00	0%	0%
56813 Personalized Greetings	\$ 2,400.00	\$ 600.00	\$ -	\$ 600.00	0%	0%
56820 Site Visits	\$ 16,800.00	\$ 4,200.00	\$ -	\$ 4,200.00	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	\$ 2,499.00	\$ 445.01	\$ 2,053.99	18%	4%
56832 Tradeshow Activations	\$ 20,000.00	\$ 6,000.00	\$ 9,908.62	\$ (3,908.62)	165%	50%
56833 Tradeshow Shipping	\$ 6,800.00	\$ 1,500.00	\$ 3,528.17	\$ (2,028.17)	235%	52%
<b>TOTAL CONVENTION SALES, INCENTIVES &amp; SERVICES</b>	<b>\$ 1,711,115.00</b>	<b>\$ 428,948.00</b>	<b>\$ 253,659.46</b>	<b>\$ 175,288.54</b>	<b>59%</b>	<b>15%</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	\$ 111,273.00	\$ 99,002.27	\$ 12,270.73	89%	20%
51100 Salary	\$ 322,750.00	\$ 71,934.00	\$ 71,057.72	\$ 876.28	99%	22%
51600 Incentives	\$ 66,938.00	\$ 16,734.00	\$ 16,734.00	\$ -	100%	25%
51300 Benefits	\$ 62,670.00	\$ 14,493.00	\$ 6,437.50	\$ 8,055.50	44%	10%
51310 Health	\$ 48,510.00	\$ 11,295.00	\$ 3,663.57	\$ 7,631.43	32%	8%
51400 401K Fee	\$ 14,160.00	\$ 3,198.00	\$ 2,773.93	\$ 424.07	87%	20%
51200 Payroll Taxes	\$ 35,208.00	\$ 7,872.00	\$ 4,533.05	\$ 3,338.95	58%	13%
51710 Other-Cell Phone Stipend	\$ 1,200.00	\$ 240.00	\$ 240.00	\$ -	100%	20%
<b>Marketing Expenses</b>	\$ 375,480.00	\$ 94,332.00	\$ 62,496.55	\$ 31,835.45	66%	17%
Contract Services	\$ 305,480.00	\$ 76,830.00	\$ 39,454.36	\$ 37,375.64	51%	13%
54411 Marketing Services Contract - We the Creative	\$ 33,000.00	\$ 8,250.00	\$ 1,750.00	\$ 6,500.00	21%	5%
54412 Digital Marketing (PPC, SEO + Social Media Ads)	\$ 70,000.00	\$ 17,499.00	\$ 12,544.30	\$ 4,954.70	72%	18%
54413 Influencer Marketing	\$ 21,500.00	\$ 5,376.00	\$ 1,621.94	\$ 3,754.06	30%	8%
54415 Photography	\$ 5,000.00	\$ 1,248.00	\$ -	\$ 1,248.00	0%	0%
54416 Videography	\$ 10,000.00	\$ 2,499.00	\$ -	\$ 2,499.00	0%	0%
54417 Branding services	\$ 5,000.00	\$ 1,248.00	\$ -	\$ 1,248.00	0%	0%
54419 Website Hosting & SEO - Madden Media	\$ 30,480.00	\$ 8,085.00	\$ 5,220.90	\$ 2,864.10	65%	17%
54491 OmniChannel Marketing Project - Madden Media	\$ 105,000.00	\$ 26,250.00	\$ 12,290.00	\$ 13,960.00	47%	12%
54492 VibeMap	\$ 7,500.00	\$ 1,875.00	\$ 1,875.00	\$ -	100%	25%
54493 Content Creation Fund	\$ 18,000.00	\$ 4,500.00	\$ 4,152.22	\$ 347.78	92%	23%
56510 Advertising	\$ 70,000.00	\$ 17,502.00	\$ 23,042.19	\$ (5,540.19)	132%	33%
<b>TOTAL MARKETING &amp; COMMUNICATIONS</b>	\$ 864,246.00	\$ 205,605.00	\$ 161,498.82	\$ 44,106.18	79%	19%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
<b>ADMINISTRATION</b>						
<b>Personnel</b>	\$ 496,169.00	\$ 123,654.00	\$ 80,672.75	\$ 42,981.25	65%	16%
51100 Salary	\$ 370,269.00	\$ 92,184.00	\$ 54,255.72	\$ 37,928.28	59%	15%
51600 Incentives	\$ 61,688.00	\$ 15,420.00	\$ 15,420.00	\$ -	100%	25%
51300 Benefits	\$ 36,252.00	\$ 9,060.00	\$ 5,554.50	\$ 3,505.50	61%	15%
51310 Health	\$ 25,560.00	\$ 6,390.00	\$ 4,162.65	\$ 2,227.35	65%	16%
51400 401K Fee	\$ 10,692.00	\$ 2,670.00	\$ 1,391.85	\$ 1,278.15	52%	13%
51200 Payroll Taxes	\$ 21,000.00	\$ 5,250.00	\$ 3,822.53	\$ 1,427.47	73%	18%
51710 Other-Cell Phone Stipend	\$ 960.00	\$ 240.00	\$ 120.00	\$ 120.00	50%	13%
51730 Other-Car Allowance	\$ 6,000.00	\$ 1,500.00	\$ 1,500.00	\$ -	100%	25%
<b>Administrative Expenses</b>	\$ 363,866.00	\$ 90,120.00	\$ 64,905.58	\$ 25,214.42	72%	18%
Contract Services	\$ 259,914.00	\$ 66,366.00	\$ 45,839.72	\$ 20,526.28	69%	18%
54410-10 Accounting Services	\$ 56,000.00	\$ 13,998.00	\$ 12,819.98	\$ 1,178.02	92%	23%
54410-20 PP&Co. Tax Preparation	\$ 5,500.00	\$ 1,374.00	\$ -	\$ 1,374.00	0%	0%
54410-30 City of Santa Clara Fiscal Sponsorship	\$ 9,500.00	\$ 2,372.00	\$ 2,299.20	\$ 72.80	97%	24%
54420 Legal Services	\$ 35,000.00	\$ 8,748.00	\$ 6,567.50	\$ 2,180.50	75%	19%
54425 SmartCity IT Services	\$ 5,574.00	\$ 1,392.00	\$ 834.00	\$ 558.00	60%	15%
54430 Payroll Services	\$ 7,340.00	\$ 1,832.00	\$ 1,420.94	\$ 411.06	78%	19%
54440 Audit	\$ 15,000.00	\$ 3,750.00	\$ -	\$ 3,750.00	0%	0%
54466 Internal Meetings & Training	\$ 30,000.00	\$ 8,900.00	\$ 1,395.80	\$ 7,504.20	16%	5%
54470 Professional Services	\$ 84,000.00	\$ 21,000.00	\$ 20,502.30	\$ 497.70	98%	24%
54480 HR Services	\$ 12,000.00	\$ 3,000.00	\$ -	\$ 3,000.00	0%	0%
Operating Expenses	\$ 29,010.00	\$ 7,245.00	\$ 5,659.11	\$ 1,585.89	78%	20%
54605 Banking Fees	\$ 480.00	\$ 120.00	\$ 91.67	\$ 28.33	76%	19%
54610 Software Licenses	\$ 10,750.00	\$ 2,685.00	\$ 2,385.98	\$ 299.02	89%	22%
54620 Postage	\$ 1,000.00	\$ 249.00	\$ -	\$ 249.00	0%	0%
54640 Licenses	\$ 180.00	\$ 45.00	\$ -	\$ 45.00	0%	0%
54660 Office Supplies	\$ 8,000.00	\$ 1,998.00	\$ 1,156.46	\$ 841.54	58%	14%
54670 DMO Office Rent	\$ 8,100.00	\$ 2,025.00	\$ 2,025.00	\$ -	100%	25%
54690 Recruitment	\$ 500.00	\$ 123.00	\$ -	\$ 123.00	0%	0%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Insurance	\$ 10,059.00	\$ 2,511.00	\$ 7,166.73	\$ (4,655.73)	285%	71%
54710 Workers Compensation	\$ 2,160.00	\$ 540.00	\$ 540.00	\$ -	100%	25%
54720 Business Owners Liability and Property	\$ 2,050.00	\$ 513.00	\$ 4,299.99	\$ (3,786.99)	838%	210%
54730 Professional Cyber Liability	\$ 3,667.00	\$ 915.00	\$ 1,059.75	\$ (144.75)	116%	29%
54740 Management Liability	\$ 2,182.00	\$ 543.00	\$ 1,266.99	\$ (723.99)	233%	58%
Memberships	\$ 5,120.00	\$ -	\$ -	\$ -	0%	0%
55110 Destinations International	\$ 5,120.00	\$ -	\$ -	\$ -	0%	0%
Subscription Services	\$ 59,763.00	\$ 13,998.00	\$ 6,240.02	\$ 7,757.98	45%	10%
55210 Act On	\$ 10,283.00	\$ 2,550.00	\$ 2,394.00	\$ 156.00	94%	23%
55213 CoStar Realty Information	\$ 20,000.00	\$ 4,998.00	\$ -	\$ 4,998.00	0%	0%
55214 Annual Subscription	\$ 14,330.00	\$ 3,450.00	\$ 3,766.02	\$ (316.02)	109%	26%
55215 Additional Support Hours	\$ 6,300.00	\$ 2,700.00	\$ -	\$ 2,700.00	0%	0%
55230 Destination International EIC Subscription	\$ 7,650.00	\$ -	\$ -	\$ -	0%	0%
55240 Trade Journal/Newspapers	\$ 1,200.00	\$ 300.00	\$ 80.00	\$ 220.00	27%	7%
<b>TOTAL ADMINISTRATION</b>	<b>\$ 860,035.00</b>	<b>\$ 213,774.00</b>	<b>\$ 145,578.33</b>	<b>\$ 68,195.67</b>	<b>68%</b>	<b>17%</b>
<b>58000 Contingency</b>	<b>\$ 78,000.00</b>	<b>\$ 19,500.00</b>	<b>\$ -</b>	<b>\$ 19,500.00</b>	<b>0%</b>	<b>0%</b>
<b>60000 City Administration Fee</b>	<b>\$ 52,000.00</b>	<b>\$ 13,400.00</b>	<b>\$ -</b>	<b>\$ 13,400.00</b>	<b>0%</b>	<b>0%</b>
<b>TOTAL OPERATING BUDGET</b>	<b>\$ 3,565,396.00</b>	<b>\$ 881,227.00</b>	<b>\$ 560,736.61</b>	<b>\$ 320,490.39</b>	<b>64%</b>	<b>16%</b>

**Silicon Valley/Santa Clara DMO, Inc.**  
**Balance Sheet**  
As of September 30, 2024

	Total
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1005 City - TID Account	2,379,631.34
1010 Checking-Operating-Wells	6,604.82
1015 Checking Bridge Bank	1,033,581.53
1070 Current Year Reserves	678,001.00
<b>Total Bank Accounts</b>	<b>\$ 4,097,818.69</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	70,364.24
14110 Prepaid Insurance	9,724.29
14120 Prepaid Annualized Software	2,310.52
14130 Prepaid Memberships	7,791.74
14150 Sales Tax on Purchases	0.00
14200 Employee Benefits	3,485.48
<b>Total Other Current Assets</b>	<b>\$ 93,676.27</b>
<b>Total Current Assets</b>	<b>\$ 4,191,494.96</b>
<b>TOTAL ASSETS</b>	<b>\$ 4,191,494.96</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
30000 Accounts Payable (A/P)	181,646.62
<b>Total Accounts Payable</b>	<b>\$ 181,646.62</b>
<b>Credit Cards</b>	
30050 Bridge Bank CC	40,837.40
<b>Total Credit Cards</b>	<b>\$ 40,837.40</b>
<b>Other Current Liabilities</b>	
30100 Accrued Expenses	248,409.00
30110 Accrued Payroll Liability	0.00
<b>Total 30100 Accrued Expenses</b>	<b>\$ 248,409.00</b>
30200 Deferred Revenue	0.00
<b>Total Other Current Liabilities</b>	<b>\$ 248,409.00</b>
<b>Total Current Liabilities</b>	<b>\$ 470,893.02</b>
<b>Total Liabilities</b>	<b>\$ 470,893.02</b>
<b>Equity</b>	
30300 Change in Net Assets	4,250,583.55
Net Income	-529,981.61
<b>Total Equity</b>	<b>\$ 3,720,601.94</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 4,191,494.96</b>

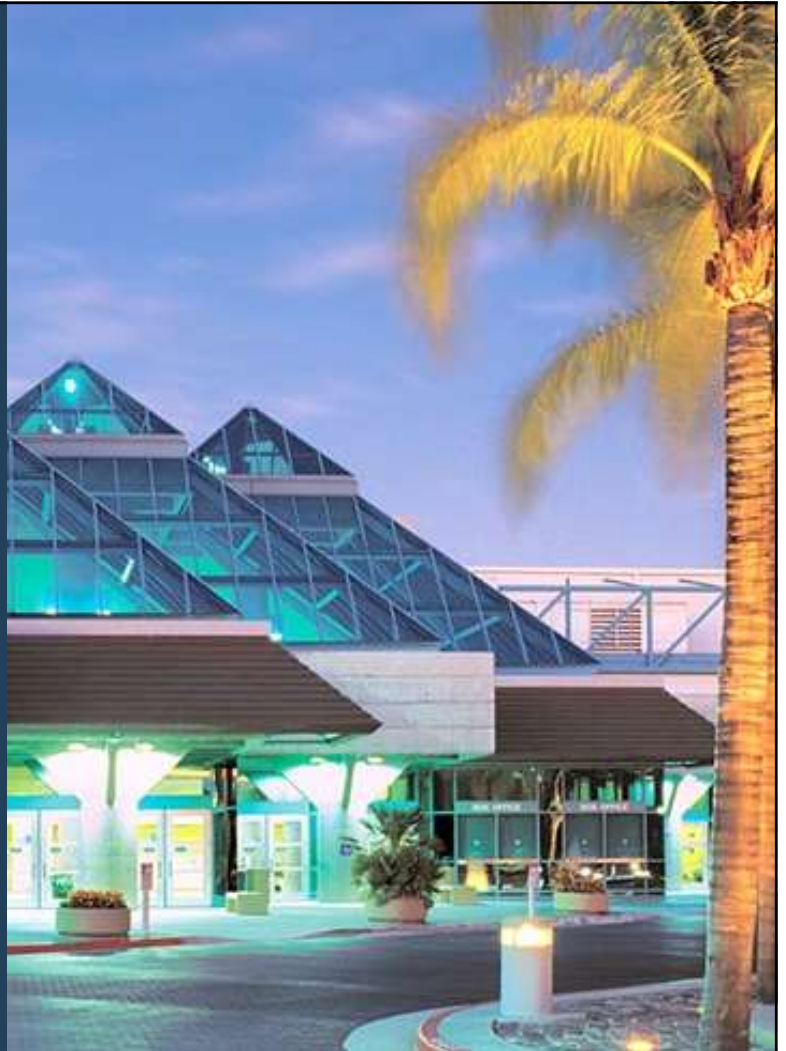


BOARD OF DIRECTORS  
DECEMBER 5, 2024  
AGENDA ITEM #6

DISCOVER  
**SANTA  
CLARA**®

SEPTEMBER 2024  
SALES ACTIVITY RECAP

UPDATED: 10-15-2024





**MONTHLY TOTALS BY EVENT PRIORITY TYPE**

	P 1 - P 2	P 3	P 4	P 5	DMO Self-Contained
Current Active Prospects	21	99	109	262	1
September	P 1 - P 2	P 3	P 4	P 5	DMO Self-Contained
Actively Researching	17	3	0	0	0
New Prospects	6	6	4	24	0
New Tentatives	3	5	1	12	0
New Definites	0	3	6	16	0



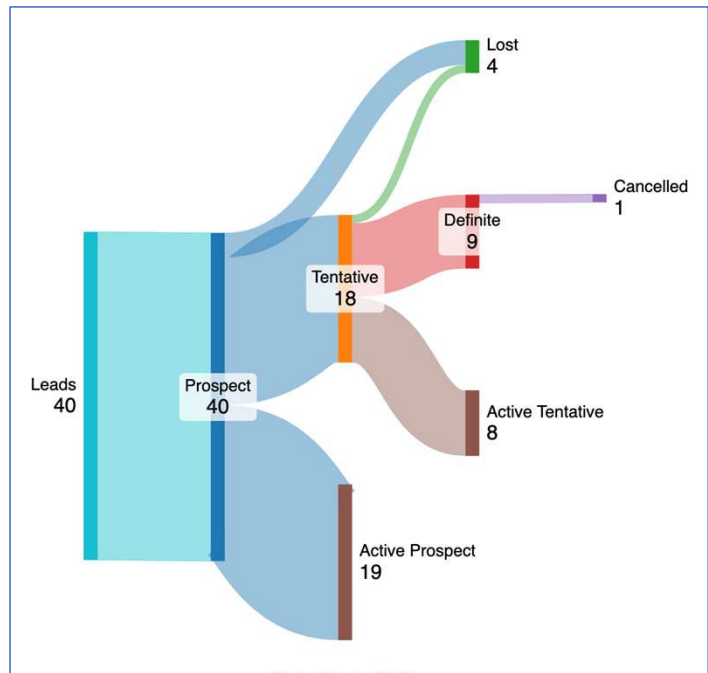
## September Prospect Pipeline Current Status

### Flow Breakdown

- Total Leads in Prospect Status: 40 (100%)
- Prospect Leads turned to Tentative: 18 (45%)
- Prospect Leads Lost: 3 (8%)
- 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: 9 (23%)
- Definite Leads Turned Cancelled: 1 (3%)
- DMO Self-Contained Leads Turned Down: 0 (0%)
- Remaining Active Prospects: 19 (48%)
- Remaining Active Tentatives: 8 (20%)

### 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	September
<b>1. Event Mix (Consumed)</b>					
Percent of P1 Events	1.0%	0%	0%	0%	0%
Number of P1 Events	2	0	0	0	0
Percent of P2 Events	2.0%	0%	0%	0%	0%
Number of P2 Events	4	0	0	0	0
<b>2. Number of Definite Events Booked (booked in the year for future years)</b>					
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)	\$1,900,000	\$0	\$0	\$0	\$0
4. Number of Room Nights Booked (for future years)	6,197	0	0	0	0
5. Number of Room Nights Consumed	4,506	0	0	0	0
6. Number of Weeks Impacted (Consumed)	2	0	0	0	0
7. Customer Service Survey Results (overall satisfaction)	85%	N/A	-	-	-
8. Number of Prospects (active) (non-cumulative P1 & P2)	140	19	18	18	21
9. Economic Impact (Consumed P1 and P2 events)	\$5,491,164	\$0	\$0	\$0	\$0

# Booked	YTD	July	August	September
P1	0	0	0	0
P2	0	0	0	0
P3	10	3	4	3
P4	20	5	9	6
P5	37	7	14	16
<b>TOTAL</b>	<b>67</b>	<b>15</b>	<b>27</b>	<b>25</b>



## Discover Santa Clara Dashboard – SEPTEMBER 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	0										238	0.3333	4	249
Prospects	162	37	37	40										276	38	456	1,530

### 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>				
Overall	\$0	\$0	\$1,900,000	0%

Notable P1 & P2 Bookings for September	Projected Building Spend	F&B	Room Nights	Notes
Notable P1 & P2 Lost Leads for September	Projected Building Spend (Includes Est. F&B Spend)	F&B	Room Nights	Lost Reason
P1 Mid-Week (700+ on Peak / \$650k+)	-	-	4970	Alternate City Selected.
P1 Mid-Week (700+ on Peak / \$650k+)	-	-	4093	RFP Cancelled.
P1 Weekend (250+ on peak / \$250k+)	\$270,000	\$150,000	2770	Alternate City Selected.

<b>LOST P1 &amp; P2 LEAD REVENUE TOTALS</b>	<b>Lost P1 &amp; P2 Leads = 7</b>	<b>Total Lost P1 &amp; P2 Est. Building Spend (Includes Est. F&amp;B Revenue) = \$455,153</b>	<b>Total Lost P1 &amp; P2 Est. F&amp;B Revenue = \$335,067</b>	<b>Total Lost P1 &amp; P2 Est. Room Nights = 17,220</b>
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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)**

DISCOVER  
SANTA  
CLARA®

BOARD OF DIRECTORS  
DECEMBER 5, 2024  
AGENDA ITEM #6

OCTOBER 2024  
SALES ACTIVITY RECAP

UPDATED: 11-25-2024





## MONTHLY TOTALS BY EVENT PRIORITY TYPE

	P1-P2	P3	P4	P5	DMO Self-Contained
Current Active Prospects	23	95	112	264	1
October	P1-P2	P3	P4	P5	DMO Self-Contained
Actively Researching	14	3	0	0	0
New Prospects	16	5	8	30	4
New Tentatives	5	6	4	22	0
New Definites	2	6	1	30	2



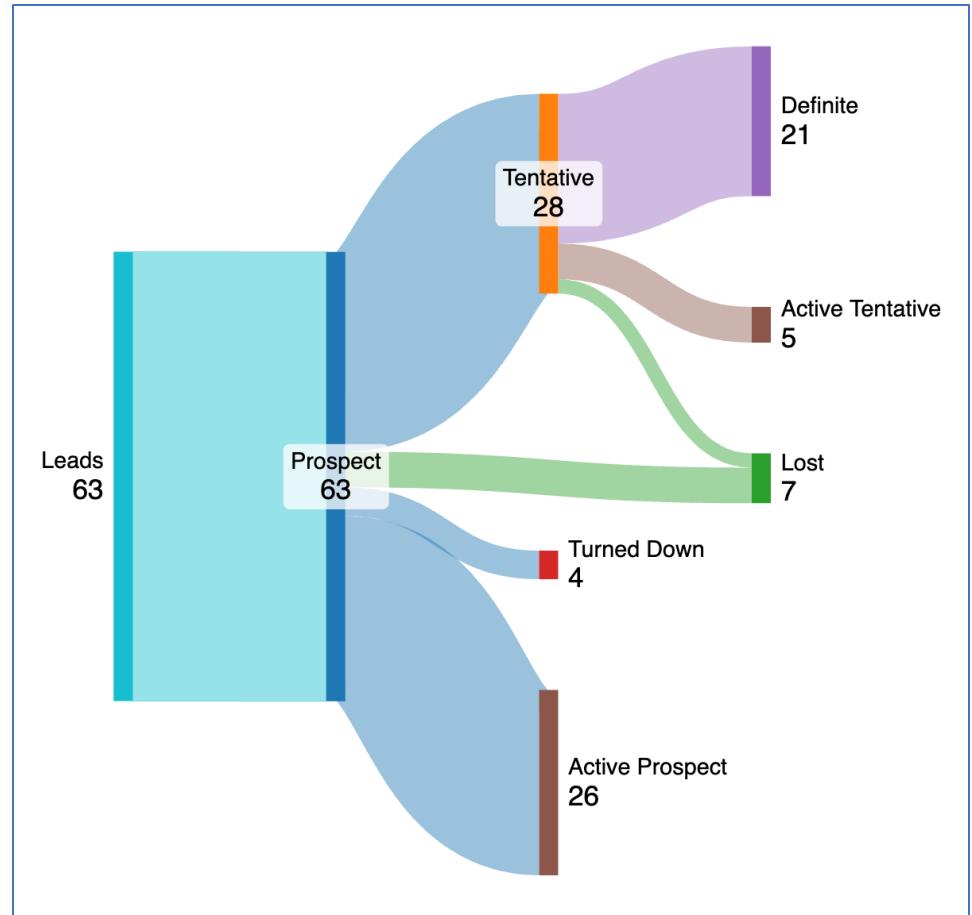
# October Prospect Pipeline Current Status

## Flow Breakdown

- Total Leads in Prospect Status: 63 (100%)
- Prospect Leads turned to Tentative: 28 (44%)
- Prospect Leads Lost: 5 (8%)
- Prospect Leads Turned Down: 4 (6%)
- Prospect Leads to DMO Self-Contained: 0 (0%)
- Tentative Leads Lost: 2 (3%)
- Tentative Leads Turned Down: 0 (0%)
- Tentative Leads to DMO Self-Contained: 0 (0%)
- Tentative Leads Turned Definite: 21 (33%)
- Definite Leads Turned Cancelled: 0 (0%)
- DMO Self-Contained Leads Turned Down: 0 (0%)
- Remaining Active Prospects: 26 (41%)
- Remaining Active Tentatives: 5 (8%)

## 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.







<b>Silicon Valley/Santa Clara DMO Inc.</b>						
<b>Performance Measures</b>						
	<b>2024/25 Target</b>	<b>YTD</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>
<b>1. Event Mix (Consumed)</b>						
Percent of P1 Events	1.0%	0%	0%	0%	0%	0%
Number of P1 Events	2	0	0	0	0	-
Percent of P2 Events	2.0%	0%	0%	0%	0%	0%
Number of P2 Events	4	1	0	0	0	1
<b>2. Number of Definite Events Booked (booked in the year for future years)</b>						
Number of P1 Events	2	0	0	0	0	-
Number of P2 Events	4	2	0	0	0	2
<b>3. Convention Center Gross Revenue (P1 &amp; P2)</b>	<b>\$1,900,000</b>	<b>\$118,113</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$118,113</b>
<b>4. Number of Room Nights Booked (for future years)</b>	<b>6,197</b>	<b>2,035</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,035</b>
<b>5. Number of Room Nights Consumed</b>	<b>4,506</b>	<b>779</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>779</b>
<b>6. Number of Weeks Impacted (Consumed)</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>7. Customer Service Survey Results (overall satisfaction)</b>	<b>85%</b>	<b>N/A</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>8. Number of Prospects (active) (non-culmulative P1 &amp; P2)</b>	<b>140</b>	<b>20</b>	<b>18</b>	<b>18</b>	<b>21</b>	<b>23</b>
<b>9. Economic Impact (Consumed P1 and P2 events)</b>	<b>\$5,491,164</b>	<b>\$595,466</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$595,466</b>

# Booked	<b>YTD</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>
P1	0	0	0	0	0
P2	2	0	0	0	2
P3	16	3	4	3	6
P4	21	5	9	6	1
P5	67	7	14	16	30
<b>TOTAL</b>	<b>106</b>	<b>15</b>	<b>27</b>	<b>25</b>	<b>39</b>

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# Discover Santa Clara Dashboard – October 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	0	0									238	0.25	3	246
Prospects	162	37	37	40	63									339	44	531	1,755

## 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	2	2	4	50%
<b>Convention Center Revenue from Bookings</b>				
Overall	\$0	\$0	\$1,900,000	0%

Notable P1 & P2 Bookings for October	Projected Building Spend	F&B	Room Nights	Notes
P2 Weekend (150-249 on peak / \$100k)	\$132,642	\$20,000	420	
P2 Weekend (150-249 on peak / \$100k)	\$123,768	\$85,000	1,615	
Notable P1 & P2 Lost Leads for October	Projected Building Spend (Includes Est. F&B Spend)	F&B	Room Nights	Lost Reason
P1 Mid-Week (700+ on Peak / \$650k+)	-	-	2,350	Alternate city selected.
P1 Mid-Week (700+ on Peak / \$650k+)	-	-	3,110	Alternate city selected.
P1 Mid-Week (700+ on Peak / \$650k+)	-	-	2,335	Alternate city selected.

<b>LOST P1 &amp; P2 LEAD REVENUE TOTALS</b>	Lost P1 & P2 Leads = 11	Total Lost P1 & P2 Est. Building Spend (Includes Est. F&B Revenue) = \$300,143	Total Lost. P1 & P2 Est. F&B Revenue = \$143,000	Total Lost. P1 & P2 Est. Room Nights = 22,688
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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)

**DISCOVER  
SANTA  
CLARRA®**

**FY 2024/25**

**Quarterly Report**

**1<sup>st</sup> Quarter Ended September 30, 2024**



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## Executive Summary

The first quarter of FY 2024/25 has set a solid foundation for Discover Santa Clara® as we continued to push forward with ambitious sales, marketing, and operational goals. Our focus on expanding our presence in key markets, driving lead generation, and solidifying internal processes has yielded promising results, even as we navigate a competitive landscape.

This quarter, we welcomed two essential new team members: Teipo Brown, Jr., our new Director of Sales & Destination Services, and Andressa Gomes, our Sales Manager. Teipo brings a wealth of experience and strong client relationships that will strengthen our approach to managing citywide conventions. Andressa's dedicated focus on the sports and SMERF (Social, Military, Educational, Religious, and Fraternal) markets is a key component in our strategy to drive more weekend business. Their arrival supports and amplifies the outstanding work of Sherry Bastani, our Sales Manager, enhancing our sales efforts and positioning us to compete more effectively on both regional and national levels.

Our ongoing work with Madden Media on the Omnichannel Marketing Ecosystem Project, expertly overseen by our Director of Marketing, Katelyn Studebaker, continues to be transformative. We're fully committed to the timely progress of the first-ever Santa Clara Visitor's Guide and our new website, targeting an early 2025 launch. In addition, the dynamic content developed by our Marketing Manager, Ben Landis, alongside strategic partnerships with local influencers and media like CBS and ABC7, has significantly boosted Santa Clara's profile as a premier destination.

While lead generation has increased significantly, we are keenly aware of the competitive pressures affecting group bookings, particularly with the challenges facing San Francisco. Despite losing a major sports group in May 2025, we are actively negotiating other high priority leads and leveraging our new partnerships to bring more business to Santa Clara.

Looking ahead, we will continue strengthening relationships, refining processes, and expanding our reach through key events like IMEX America and our digital efforts. As we move through the year, our focus remains on securing strategic wins for the City and positioning Santa Clara for long-term success.

A handwritten signature in cursive script, appearing to read "Christine Lawson".

Sincerely,  
Christine Lawson  
CEO

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

## CULTURE STATEMENT

At **Discover Santa Clara**®, we foster a currency of trust, integrity, and unity as part of our shared team, partner, and customer journey. We are committed to work being a blend of hustle and fun, fueled by a dedication to high-performance and a belief that experimentation is the secret sauce for innovation. Personal accountability, authenticity, and feedback guide our actions. Our sense of community extends beyond the four walls of our office to include our partners, clients, and our communities.

## ORGANIZATIONAL SUCCESS: TEAM ACHIEVEMENTS AND INDUSTRY ACCOLADES

- CEO became a Board Circle Level Member of the **U.S. Travel Organization**.
- Director of Marketing named one of the **40 Under 40 2024** recipients by the **Silicon Valley Business Journal**.

## COMMUNITY & STAKEHOLDER ENGAGEMENT

- The CEO was invited and attended the City of Santa Clara’s focus group specific to the **Parks & Recreation Master Plan** in process to guide parks and recreation improvements of existing facilities and plan for future growth and expansion.
- 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.
- Our 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.
- CEO met with **Josh Stephens, Senior Manager, Communications and Public Affairs** for the 49ers. These meetings happen on a quarterly basis to share business focus, needs and discuss opportunities for shared engagement.
- Our new **Sales Manager, Andressa Gomes**, began 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.

## KEY ACCOMPLISHMENTS

### Administration and Operations

Our first quarter initiatives have been centered on strengthening our administration and operations foundation, reinforcing our commitment to building a solid, effective structure for the DMO. As part of these efforts, we are actively recruiting for a Business & Operations Manager, a key role that will further support our drive to strengthen and streamline operations. This work will continue to lay the groundwork for enhanced collaboration and success in the market, which will remain a priority throughout the fiscal year.

- Completed and distributed the **DMO FY 2023/2024 Q3 Report**.
- Completed and delivered team **Annual Reviews** for FY 2023/24.
- Finalized and delivered all team member **FY 2024/25 Goals**.
- CEO initiated and conducted one-on-one meetings with some of the **City Council Members**.
- Initiated work on the **FY 2023/24 Annual Report**.
- CEO and Director of Marketing developed a draft of a proposed **Super Bowl LX Activation Plan**.
- Amended and renewed key **DMO contracts**.
- CEO crafted memo to partners with OVG and Levy to increase the **DMO's Booking Scope** to include P3 groups generated through sales efforts.
- At the August 15, 2024, Board of Directors meeting, the CEO presented a detailed update on their **FY 2023/24 Goal Achievement Status**. This presentation outlined the actions taken over the year to achieve the established goals, aligning with the CEO's annual review.
- Requested **title change** from the current open Administrative Services Manager position to **Business & Operations Manager**, aligning the title with the role's intent and scope. This change was approved on August 15, 2024, at the Board of Directors meeting with the goal of attracting top-tier talent.
- Collaborated with Nancy Thome from the City of Santa Clara to kick off the interview process for the **Business & Operations Manager** position.

### Convention Sales, Incentives and Services

We remain focused on strengthening our sales operations and prospecting efforts while increasing visibility for both Santa Clara and our partners.



Through active participation in tradeshow, conferences, and networking events, we’ve been driving lead growth and connecting with a diverse range of meeting and event planners who are crucial to our success. In addition, the sales team continues to seek out strategic partnerships and new opportunities to deepen our opportunity pool.

At the same time, we’re building upon existing partnerships to uncover business opportunities that benefit our partners and further enhance our position in the marketplace.

### Active Sales Leads and Upcoming Groups Opportunities

- Received **100 sales leads** through the Cvent portal for Q1 (July – September), **25** of which are P1/P2 leads. This reflects a **60% increase** in lead production compared to the same time last year and a **70% increase** in P1/P2 leads, driven by our aggressive sales prospecting and outreach.
- Generated **22 new leads** from tradeshow participation.
- Actively working six **(6) group leads** for future dates, as detailed in the lead table below. The table also includes lost leads.

Group Priority Number	Booking Year	Room Night Potential	Weekend Business	Status	Status Notes
P1	May 2025	1,740	NO	Pending	
P1	Sept 2025	420	YES	Pending	Going to contract.
P1	August 2025	750	YES	Pending	In discussions with group contacts.
P2	February 2027	879	NO	Pending	Site visit scheduled with client.
P3	April 2025	349	YES	Pending	
P3	November 2025	380	YES	Pending	
P3	November 2026	380	YES	Pending	
<b>7 Groups</b>		<b>4,898</b>			

- We lost several groups to competitive locations, including convention centers and larger hotels that offered self-contained venues. This included a significant sports group in May 2025. Despite months of negotiations, we couldn't reach terms that worked for both sides. However, we will focus on potentially securing their 2026 event.

### Additional Sales Activities

- Brought on and onboarded our new Director of Sales, Teipo Brown, Jr., who joined Discover Santa Clara® from the Peninsula DMO, bringing years of valuable experience.



- Hired a new Sales Manager, Andressa Gomes, in September. Before joining Discover Santa Clara®, she worked with the Walnut Creek DMO.
- Conducted three notable site visits with prospective clients to secure contracts for P1 and P2 groups.
- Hosted a **HelmsBriscoe Familiarization Trip (FAM)** on July 17–18, entertaining 13 Global Account Directors and Meeting Planners. The event included participation from SCTID hotel partners, such as AC, Embassy Suites, Hyatt Regency, the Marriott, OVG, and Levy.
  - Organized a lunch and Customer Advisory Board Meeting with the group at the Marriott Hotel.
  - Hosted an evening reception at the Convention Center.
  - Treated the guests to a Rolling Stones concert at Levi’s® Stadium.
  - Hyatt hosted breakfast the following morning.
- The Sales Team collaborated with Team San Jose for a meeting with the **San Jose Sports Authority** to build relationships and explore future business opportunities.
- The Sales and Marketing team attended high-profile and diverse **industry conferences** to gain insight into trends and network with colleagues and clients.
  - U.S. Travel Summer Summit
  - Destination International Conference
  - ESTO Marketing Conference
  - CalTravel Summit

(Refer to Appendix O1 for U.S. Travel & ESTO Conference Highlights).
- 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** were 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 **800+ target accounts** yet to be prospected and qualified for potential business opportunities in Santa Clara.
  - Support of Tradeshow attendee qualification and **appointment confirmations for both TEAMS and IMEX America.**
  - As of September 30, 2024, Baronfeld has successfully reached out to over **8,225 clients** and identified **92 potential group opportunities.**
- Began engaging data resource partners to explore opportunities for enhancing our **reporting capabilities, data capture, and insights** into our competitive position in the marketplace.
- Hosted **bi-monthly meetings with DMO and SCTID Directors of Sales & Marketing** to update on current activities, outline future priorities, and address the needs of our hotel partners.

- Organized and participated in prominent tradeshows, **Destination California** and **TEAMS** enabling the team to showcase Santa Clara and connect with clients.
  - **Destination California:**
    - Sales Manager conducted **26 client appointments generating 10 leads.**
  - **TEAMS:**
    - We 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.
- The Sales & Marketing team is exploring a partnership with **Visiting Media’s** technology platform, which enhances productivity and customer engagement through immersive tools like 360° photos and 3D models, streamlining the booking process for faster, more efficient sales.

## Marketing and Communications

In the first quarter, our marketing team made significant strides in moving forward key initiatives while strengthening Santa Clara’s presence. From advancing major projects to forming high-impact partnerships, the team remained focused on creating engaging content, driving interaction, and expanding our reach. A highlight of this quarter was the continued development of our Omnichannel Marketing Ecosystem, alongside exciting collaborations with high-profile influencers and media partners, such as CBS and ABC7, which have brought invaluable exposure to the City.

- The Marketing team remains focused on advancing the Omnichannel Ecosystem Project in partnership with Madden Media. Here are the current priorities and key milestones:
  - Refining the editorial content and design for Santa Clara’s first-ever **Visitor’s Guide** and proofing pages for our **new website**, both set to launch in early 2025 (Refer to Appendix item O2).
  - Working with **Vibemap** to gather rich content that will spotlight local favorites, enhancing the website’s listing pages and giving visitors an authentic feel for everything Santa Clara has to offer.

- Madden Media produced a dynamic **Sizzle Reel** highlighting the key areas and assets of Santa Clara. This reel will serve multiple purposes across sales and marketing, including a hero reel for our new website, with various tailored cuts to engage our different audiences, from sports to dining and more (Refer to Appendix item 03).
- Discover Santa Clara® has entered into an exciting advertising **partnership with CBS**. As a presenting sponsor of *"The San Francisco 49ers Experience,"* our DMO will be seamlessly integrated into the show. This campaign will run from September 18, 2024, through January 19, 2025, and includes the following key elements (Refer to Appendix item 04):
  - CBS will align with the DMO's brand messaging with sponsorship of a weekly custom segment dedicated to the Bay Area's 49ers Faithful Fans.
  - A contest will be promoted, giving viewers a chance to win a weekend getaway in Santa Clara. CBS will produce a 15-second spotlight for each of our 11 SCTID hotels, with one winner selected per hotel. These stays will be bundled with dining certificates from local restaurants and tickets to Great America, creating a memorable experience for each winner. Some of these 15-second spots have already aired and have provided great exposure.
  - CBS will air our brand spots over a 7-week period, from December 2, 2024, through January 13, 2025. Viewers will be directed to our newly launched website for more information.
- DMO partnered with the Hyatt Regency Santa Clara to host an exclusive influencer event on September 6, 2024, designed to promote hotel stays and special activations throughout the 49ers football season. Event was attended by 30 high-profile influencers, achieving impressive social media Instagram feed statistics from Influencer post (Refer to Appendix item 05).
  - 206,092 influencer impressions
  - 10,411 Likes
  - 995 Comments
  - 25 Unique Feed Posts
  - 2,867 Shares
  - 105 Total Stories Posted
  - The influencer content significantly expanded the DMO and the Hyatt Regency Santa Clara's reach to a broad and diverse audience. Each post captured the influencers' unique experiences, with their varied storytelling styles resonating with their distinct followers. **ABC7 News** captured the energy of the event with a two-minute segment, shining a spotlight on the Hyatt Regency, the kick-off of the 49ers season, and Santa Clara as a whole. It was a great moment of visibility for the city and the DMO's efforts. To view full news segment, refer to Appendix item 06.

## Content

The Marketing Team has been diligently shaping a dynamic online presence across social media platforms, blogs, and email marketing channels. With a strong focus on engaging our diverse audience, we've crafted compelling content tailored to the unique strengths of each platform.

By leveraging strategic storytelling and targeted outreach, we've deepened connections and expanded our brand's digital reach, resulting in notable performance analytic increases on LinkedIn, Instagram, and Facebook as outlined below.

- **Instagram.** This remains our strongest organic platform, with a **16.9%** increase in followers compared to FY 2023/24 Q4, reaching a total of **16,389** followers. The platform generated **124,740** impressions and a solid engagement rate of **5.80%**, driven by event and experiential content, making it our top-performing channel overall.
  - **Total Followers:** 16,389
  - **Impressions:** 124,740
  - **Accounts Reached:** 88,221
  - **Likes:** 3,386
  - **Post Saves:** 671
  - **Comments:** 243
  - **Shares:** 2,011
  - **Total Interactions:** 6,311
  - **Average Engagement Rate:** 5.80%
- **LinkedIn.** Q1 delivered strong results, particularly with content highlighting employees at events, which achieved an impressive **13.86%** engagement rate. The platform also saw a **23%** growth in followers compared to FY 2023/24 Q4, bringing our total to **1,478** followers.
  - **Total Followers:** 1,478
  - **Organic Impressions:** 28,087
  - **Sponsored Impressions:** 54,383
  - **Total Impressions:** 82,470
  - **Reactions:** 1,139
  - **Comments:** 130
  - **Reposts:** 23
  - **Clicks:** 3,953
  - **Average Engagement Rate:** 13.86%
- **Facebook.** Facebook followers increased **1.3%** compared to FY 2023/24 Q4, bringing the total to **3,089**. However, organic reach remains limited by the platform's algorithm, with only **3.36%**. Despite this, paid ads—particularly those promoting monthly event roundups—performed strongly, generating the bulk of Facebook's total impressions.

- **Total Followers:** 3,089
- **Organic Impressions:** 2,511
- **Paid Impressions:** 73,338
- **Total Impressions:** 74,726
- **Reactions:** 249
- **Comments:** 16
- **Clicks:** 3,249
- **Shares:** 15
- **Average Engagement Rate:** 5.40%
- **Blog.** Four original blog posts were published covering a range of topics, from *Spooky Season in Santa Clara*, *IMEX 2024 Top 10 Tips to Conquer Conference Chaos*, *49er's Game Day Guide* and *Monthly Santa Clara Event Roundups* (Refer to Appendix item 07).
- **Email.** Six email newsletters were distributed, reaching our full subscriber list and specific segments. Highlights included emails like our *49ers Game Day updates* and monthly *Event Roundups*, which enhanced our long-form blog content. Additionally, we shared original messages to introduce our new Director of Sales and to support ad sales for the upcoming Santa Clara Visitor Guide.

## KEY PERFORMANCE INDICATORS (KPIs) PROGRESS UPDATE

Although the DMO did not secure any P1 or P2 group bookings in the first quarter, the team did see a P2 weekend group in September, generating 323 consumed room nights and \$145,153 in Convention Center revenue. Additionally, the DMO successfully booked three P2 groups last fiscal year for 2025, with some expected to materialize within the remainder of this fiscal year. We are also in the final stages of negotiating additional group opportunities that could count toward our booking goals. Lead growth continues to show positive momentum, driven by our sales outreach, active participation in tradeshow, and ongoing client engagement.

By the close of the first quarter, we had 19 active prospects, maintaining a monthly pipeline of 12 or more. Our goal is to reach 140 active prospects by the end of the fiscal year.

We did not have our first of two full-time Sales Managers until September 2022, and up until mid-September 2024, our DMO faced a vacancy in the second Sales Manager role, which limited our ability to secure high-priority group bookings for P1 and P2 categories over the past fiscal years for consumption this year.

Building a solid pipeline of definite business for in-the-year-for-the-year (ITYFTY) requires consistent effort over time, and this vacancy notably impacted on our progress. However, we were excited to welcome our newest Sales Manager, Andressa Gomes, to the team on September 18, 2024, to support our ongoing sales initiatives.

Andressa, along with our other Sales Manager, Sherry Bastani, will be essential in expanding our outreach to targeted meeting planners and companies, with the goal of bringing citywide events, revenue, and positive economic impact to Santa Clara. Once fully settled into her role, Andressa’s support will be instrumental in achieving our FY 2024/25 goals, which include booking six (6) P1 and P2 groups for ITYFTY consumption and securing six (6) additional P1 and P2 group bookings for future years.

Looking ahead, it’s important to highlight the challenging landscape for group bookings in the Bay Area, particularly with the current issues in San Francisco. The negative press and resulting decline at The Moscone Convention Center is affecting the entire Peninsula, including Santa Clara. In 2024, San Francisco is projected to host just 25 citywide groups, down from 34 in 2023, leading to a 40% year-over-year drop in room night production for the city.

This shift poses a significant challenge for us, as large hotels and SF Travel are absorbing self-contained groups—business that would traditionally be a great fit for the Convention Center. We anticipate this trend will continue through at least 2025, putting added pressure on our efforts to secure group business.

While Salesforce has committed to keeping Dreamforce in San Francisco for the next three years, the broader outlook for corporate events in the city for 2025 is still far from ideal. Although the conference rotation will improve, it won’t return to strong 2023 levels. With San Francisco ramping up its marketing to rebuild group business, the entire Bay Area, including Santa Clara, faces heightened competition during this critical recovery and growth period. Our team will continue to monitor these trends closely and take a competitive stance at the negotiation table to secure business where needed.

Silicon Valley/Santa Clara DMO Inc.					
Performance Measures					
	2024/25 Target	YTD	July	August	September
<b>1. Event Mix (Consumed)</b>					
Percent of P1 Events	1.0%	0%	0%	0%	0%
Number of P1 Events	2	0	0	0	0
Percent of P2 Events	2.0%	2.9%	0%	0%	0%
Number of P2 Events	4	1	0	0	1
<b>2. Number of Definite Events Booked (booked in the year for future years)</b>					
Number of P1 Events	2	0	0	0	0
Number of P2 Events	4	0	0	0	0
<b>3. Convention Center Gross Revenue (P1 &amp; P2)</b>	<b>\$1,900,000</b>	<b>\$145,153</b>	\$0	\$0	\$145,153
<b>4. Number of Room Nights Booked (for future years)</b>	<b>6,197</b>	<b>0</b>	0	0	0
<b>5. Number of Room Nights Consumed</b>	<b>4,506</b>	<b>323</b>	0	0	323
<b>6. Number of Weeks Impacted (Consumed)</b>	<b>2</b>	-	-	-	-
<b>7. Customer Service Survey Results (overall satisfaction)</b>	<b>85%</b>	N/A	-	-	-
<b>8. Number of Prospects (active) (non-culmulative P1 &amp; P2)</b>	<b>140</b>	<b>19</b>	18	18	21
<b>9. Economic Impact (Consumed P1 and P2 events)</b>	<b>\$5,491,164</b>	<b>\$513,712</b>	-	-	\$513,712

## FIRST QUARTER BUDGET SUMMARY

At the close of the first quarter of FY 2024/25, we are currently (\$320,490.39) below budget year-to-date. This variance is largely attributed to savings in salaries and wages due to the staggered hiring of our Director of Sales & Destination Services and our Sales Manager, who joined the team in July and September 2024, respectively. Their delayed onboarding impacted on salary expenses, though both were able to attend key tradeshows scheduled in the first quarter. Additionally, the Business & Operations Manager position remained unfilled throughout the quarter.

At the same time, our marketing efforts are progressing with the development of Santa Clara’s first-ever Visitor’s Guide and the creation of our new DMO website, both set to launch in early 2025. We’re also focused on producing high-quality, market-specific content to promote across our own channels. This includes pre- and post-marketing activities for tradeshows, all aimed at increasing Santa Clara’s visibility as a premier destination. Our goal is to engage customers and generate high-quality leads, with the ultimate aim of converting them into citywide groups that benefit both our partners and the City.

The team is exploring strategic opportunities to reinvest unused Q1 funds into additional sales and marketing initiatives such as additional tradeshows and enhanced sales and reporting platforms that will strengthen our ability to meet this year’s KPIs and lay a solid foundation for future goals.

### FY 2024/25 Operating Budget Summary

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%
<b>TOTAL OPERATING BUDGET</b>	<b>\$ 3,565,396</b>	<b>100%</b>

### Q1 Budget Variance

Report Date: 9/30/2024	Q1 Budget	Q1 Actual	Variance
<b>TOTAL OPERATING EXPENSES</b>	\$881,227	\$560,736.61	\$320,490.39
<b>FUND SURPLUS(DEFICIT)</b>		\$320,490.39	

**YTD Budget Variance**

<b>Report Date: 9/30/2024</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Variance</b>
<b>TOTAL OPERATING EXPENSES</b>	\$881,227	\$560,736.61	\$320,490.39
<b>FUND SURPLUS (DEFICIT)</b>		\$320,490.39	

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

**DSC PROGRAM AND ACTIVITY HIGHLIGHTS**

**Convention Sales, Incentives and Services**

At the close of Q1 FY 2024/25, we marked notable progress in sales. With a fully staffed team, we advanced several key initiatives, participating in the Destination California, U.S. Travel Summer Summit, ESTO, and TEAMS conferences, among other client engagement activities.

We spent 59% of the quarterly Sales budget leaving a balance of \$175,288.54, partly due to the timing of two new hires: our Director of Sales & Destination Services and our second Sales Manager who joined after the fiscal year began. While active at sales conferences and hosting a Helms Briscoe FAM, we allocated funds for additional client entertainment and sales trips to key markets that were not executed.

These unspent funds are being reassigned to support both their original purpose and initiatives outside the current FY 2024/25 budget that will enhance our strategic objectives moving forward.

Our partnership with Baronfeld Consulting remains instrumental in maintaining consistent prospecting and business assessments. They are also crucial in attendee qualification and appointment scheduling during tradeshows, granting us access to influential meeting planners who can bring valuable business to Santa Clara, SCTID hotels, the Convention Center, and our partners. Our strengthened partnerships with ConferenceDirect and HelmsBriscoe have generated new RFPs, re-engaging planners who hadn't considered Santa Clara since before COVID. We look forward to further leveraging these partnerships and their extensive client networks to expand our reach and secure new business. In addition, we are utilizing ZoomInfo, a powerful prospecting tool providing data on over 100 million companies and employees. These resources are already increasing Santa Clara's visibility, lead generation, and bookings.





We are also prioritizing events at Levi’s® Stadium as opportunities to engage current clients with growth potential and to introduce new customers to Santa Clara. This comprehensive approach, coupled with our newly established sales partnerships, underscores our commitment to building essential client relationships, driving lead growth, and expanding the visibility of the city and our partners.

	FY 2024/25 BUDGET	Q1 BUDGET	ACTUAL Q1 EXPENDITURE	VARIANCE	EXPENDED
<b>TOTAL CONVENTION SALES, INCENTIVES &amp; SERVICES</b>	\$1,711,115	\$428,948	\$253,659.46	\$175,288.54	59%

### Marketing and Communications

As noted, our team has been working closely with our partners at Madden Media to finalize key elements of our comprehensive Omnichannel Marketing Ecosystem Project. This quarter's efforts have centered on crafting a Positioning Statement, defining our Brand Voice, developing Headlines, Taglines, Sample Ads, and Elevator Pitches, along with content creation for both the Santa Clara Visitor’s Guide and our new website, both scheduled to debut in early 2025.

The team spent 79% of the quarterly Marketing budget, leaving a balance of \$44,106.18. This remaining amount will be allocated throughout the upcoming quarters, as much of it is tied to the timing of various elements within the Omnichannel Marketing Ecosystem Project. Due to minor adjustments in project timelines, some expenses will appear in later billing cycles.

The team has also established an exciting advertising partnership with CBS, positioning our DMO as a presenting sponsor of *The San Francisco 49ers Experience*. This campaign, running from September 18, 2024, through January 19, 2025, will seamlessly integrate our DMO into the show. Billing for this partnership began in September, but the first installment was delayed, which also contributes to the current budget surplus. The team fully anticipates utilizing the allocated FY 2024/25 budget, with possible additions beyond the initial budget, including the CBS partnership.

	FY 2024/25 BUDGET	Q1 BUDGET	ACTUAL Q1 EXPENDITURE	VARIANCE	EXPENDED
<b>TOTAL MARKETING &amp; COMMUNICATIONS</b>	\$864,246	\$205,605	\$161,498.82	\$44,106.18	79%

## Administration and Operations

The administration and operations budget covers essential areas like administrative personnel costs, office expenses, lobbying, and general administrative expenses, including insurance, legal, and accounting fees. We’re making progress in finalizing our monthly and quarterly accounting processes with the help of our new accounting firm.

We utilized 68% of the quarterly Administration budget, leaving a balance of \$68,195.67. This surplus is primarily due to the vacant Business & Operations Manager position, unfilled since the end of May. We’re actively recruiting and anticipate filling the role by the end of November. With this position in place, we have several projects lined up to reinforce the DMO’s operational foundation, ensuring we continue advancing the business for maximum effectiveness and efficiency.

	FY 2024/25 BUDGET	Q1 BUDGET	ACTUAL Q1 EXPENDITURE	VARIANCE	EXPENDED
<b>TOTAL ADMINISTRATION</b>	\$860,035	\$213,774	\$145,578.33	\$68,195.67	68%

## 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 2024/25 BUDGET	Q1 BUDGET	ACTUAL Q1 EXPENDITURE	VARIANCE	EXPENDED
<b>CONTINGENCY</b>	\$78,000	\$19,500	\$0	\$0	0%

## City Administration Fee

The City of Santa Clara will receive a 2% fee from the assessment collected to cover collection and administration costs, including staffing, legal services, and general office expenses. Since Q1 assessments aren’t due until 30 days post-quarter, we have not recorded the actual City Administration Fee yet.

	FY 2024/25 BUDGET	Q1 BUDGET	ACTUAL Q1 EXPENDITURE	VARIANCE	EXPENDED
CITY ADMINISTRATION FEE	\$52,000	\$13,400	\$0	\$0	0%

## SECOND QUARTER FOCUS

- Sales & Marketing Team to participate in the following conferences and tradeshows.
  - **IMEX America** October 7-10, 2024, in Las Vegas, NV. Largest meetings, events, and incentive show in the U.S.
  - **All Things Meetings** October 23, 2024, in San Francisco, CA. targeting the Corporate Market.
  - **Prestige Meetings & Events Silicon Valley Client Event** October 28, 2024, in Mountain View, CA. targeting the Corporate Market.
  - **MPI Sacramento/Sierra Nevada Awards and Gala**, in Sacramento, CA targeting the State Association Market November 7, 2024, in Sacramento.
  - **Visit California Taste of California Roadshow/Sales Mission** November 12-13, 2024, in Minneapolis and Chicago targeting the Association, Corporate and Third-Party Planner Market.
  - **U.S. Travel Fall Engagement Week** November 18 – 21, 2024, in Washington, DC targeting Tourism Travel Leaders to advocate for tourism policies.
  - **CalSAE Holiday Luncheon** November 21, 2024, in Berkeley, CA. targeting the State Association Market.
  - **CALSAE Holiday Spectacular** December 4-5, 2024, in Sacramento, CA targeting the State Association Market.
  - **Holiday Showcase** December 4-5, 2024, in Chicago, IL targeting the National Association Market.
  - **Madden Media’s Muse Marketing Conference** December 8-11, 2024, in Gulf Shores, AL.
- Finalize and present the **DMO's Expanded Booking Scope Plan** to the Board of Directors, which includes managing P3 groups generated by our sales efforts, alongside P1 and P2 groups.
- Collaborate with **Tourism Economics** to explore reporting stack options that will improve our reporting capabilities and offer deeper insights into the market and our competitors, helping us make more strategic decisions.
- Collaborate with **CoStar** to enhance the DMO's **STR Report** by incorporating market segmentation, day-of-week analysis, and competitive city data. These additions will provide a clearer view of focus areas and insight into competitor performance.

- Plan a brainstorming session with our SCTID Hotel partners to discuss **Super Bowl LX and FIFA** activations. The goal is to explore ways to extend attendees' length-of-stay in Santa Clara, showcasing what our city offers and maximizing the economic impact. Work with **Civitas Advisors** to schedule and conduct training sessions for SCTID hotels, the DMO's Board of Directors, and City partners. The focus will be on the origin and purpose of the SCTID's Management District Plan. Given the significant turnover since the SCTID's inception, these sessions will ensure everyone is aligned on the plan's goals and specific details.
- Coordinate with the General Manager of the Convention Center and Levy Restaurants to organize a strategic offsite for the DMO, OVG, and Levy Sales and Marketing teams. The purpose of the meeting will be to review first-half fiscal year performance and identify collaborative priorities for the second half.
- Sales team to finalize the **Backyard Account Acquisition Plan**, with the goal of mid-November implementation.
- Marketing will continue to prioritize the **Omnichannel Ecosystem Project** with our partner, Madden Media. The key focus is on finalizing all assets and requirements for the launch of the **Santa Clara Visitor's Guide** and the **new website**, ensuring we stay on track for early 2025.
- Initiate an RFP process to select a **Marketing Agency of Record (AOR)** for the DMO. This agency will support our growing needs, take on special projects like Super Bowl 60 and FIFA, and assist in developing a comprehensive Public Relations (PR) and Communications strategy along with the necessary processes.
- Sales & Marketing to finalize the decision on integrating **Visiting Media's immersive sales platform software**, aligning it with the continued development of our new website.
- Sales & Marketing will make a final decision on incorporating a hotel **Online Booking Tool** into our new website. This tool is meant to further support SCTID hotels and improve service offerings and customer experience on the DMO's website.
- Open discussions with Hilton Santa Clara about a potential partnership to host a sports-themed mural, celebrating Super Bowl LX and FIFA World Cup 2026.
- Collaborate with Clear Channel to explore potential advertising opportunities at San Jose International Airport, including an on-site visit to gain insights into available placements.
- Finalize the distribution plan for the Santa Clara Visitor's Guide, covering both domestic and international locations.
- Upcoming Social Media Content to include:
  - 49ers Football.
  - Great America's OktoberFest and Tricks and Treats.
  - City of Santa Clara's Parade of Champions.
  - Santa Clara Restaurants.
  - Weekly SCTID Partner Hotel Spotlights on LinkedIn.

- Upcoming Blog Topics to Include:
  - Top 60 Things to do in Santa Clara.
  - Behind the Scenes with the Santa Clara Convention Centers Executive Chef.
  - Continuing Cadence of Monthly Santa Clara Event Round Ups.
- Compile a list of **potential candidates** to further diversify the DMO's Board of Directors.
- Hire and onboard the **Business & Operations Manager** role.
- Create job descriptions and begin to recruit for both the **Sales Event and Marketing Coordinator roles** budgeted to begin in January 2025.
- Start preparing **mid-year performance reviews** for the team, with a target delivery in mid-January.

## APPENDIX

### Key Performance Indicators Definitions

#### Number of Definite Events

A “definite” event is a future event confirmed with a signed executed Convention Center 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.

## SALES APPENDIX

### Appendix Item O1



#### U.S. Travel Summit & ESTO Conference Highlights

- **Economic Resilience & Global Competitiveness.**  
Tourism drives recovery and competitiveness through innovation, local asset use, and partnerships.
- **Policy Advocacy.**  
Engaging policymakers supports infrastructure, air travel, and visa reforms.
- **Crisis Management Preparedness.**  
Robust communication strategies protect reputations during disruptions.
- **Workforce Development.**  
Investing in training and retention helps address labor shortages, particularly in hospitality.
- **Inclusivity & Diversity.**  
Inclusive marketing reflects diverse travelers and boosts community engagement.
- **Collaboration Across Sectors.**  
Public-private partnerships with local businesses drive unified destination growth.

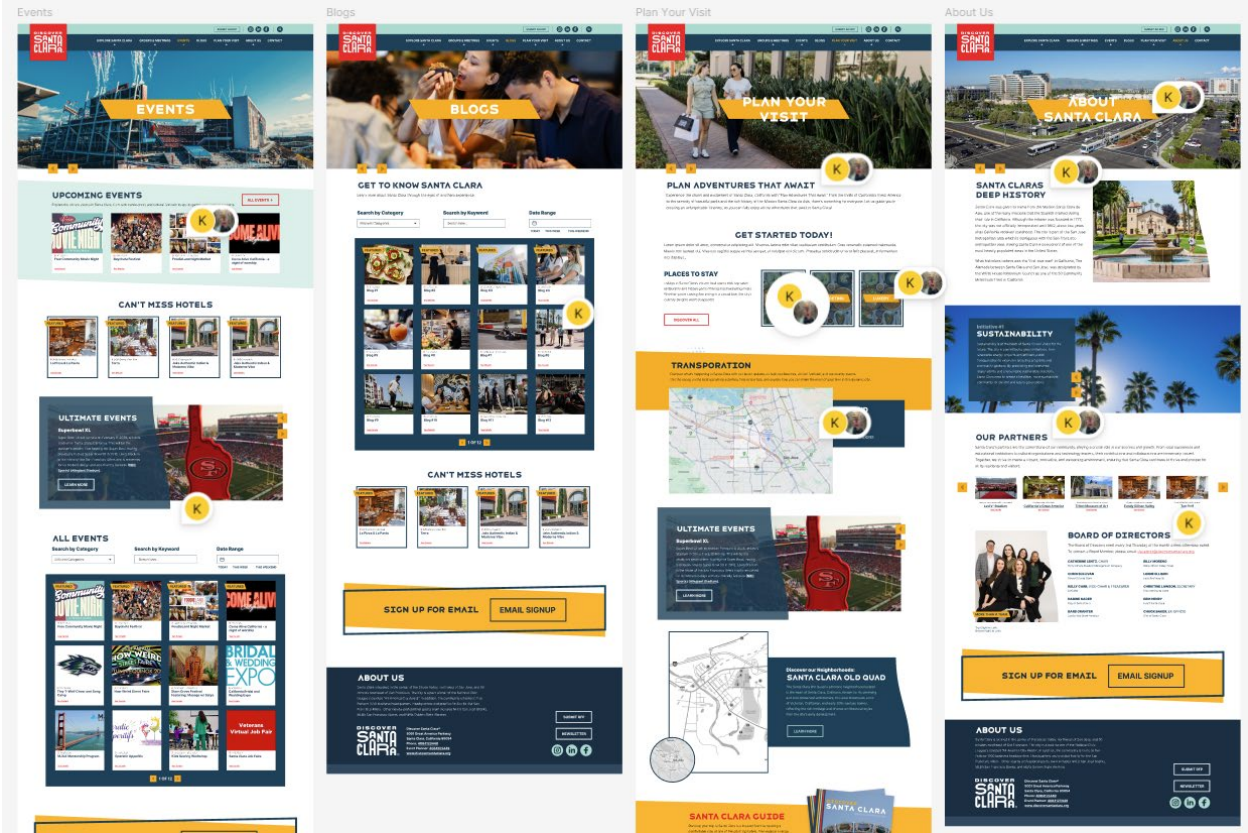


#### U.S. Travel Summit & ESTO Conference Highlights

- **Sustainable Tourism.**  
Eco-friendly practices and green infrastructure are key to balancing growth with environmental care.
- **Digital Transformation & Data-Driven Decision-Making.**  
AI and data analytics create personalized experiences and optimize marketing strategies.
- **Brand Storytelling.**  
Compelling narratives differentiate destinations and resonate with travelers.

MARKETING AND COMMUNICATIONS APPENDIX

Appendix Item O2





Appendix Item O3



Appendix Item O4



### Appendix Item O5

**I did a thing yesterday and it was probably one of...**  
September 7 · Duration 0:36

75K 3.3K 95 181 133

**Overview**

Accounts reached	48,616
Reels interactions	3,736

**I WAS TODAY'S YEARS OLD WHEN I FOUND OUT HYATT SANTA CLARA IS THE PLACE TO BE FOR 49ERS TAILGATE PARTIES**

**Had an awesome time at the @hyattregencysanta...**  
September 7 · Duration 0:24

48K 1.9K 41 2.3K 445

**Overview**

Accounts reached	35,141
Reels interactions	4,666

**Staycation with 49er Faithfuls**  
September 7 · Duration 0:21

184 34 72 26

**Overview**

Views	11,270
Watch time	18h 36m 36s
Interactions	316

**KICK off a tailGREAT party at this hotel a...**  
September 10 · Duration 0:41

625 208 46 33

**Overview**

Views	8,515
Watch time	11h 53m 47s
Interactions	912

### Appendix Item O6



Appendix Item O7



Your Guide to 49ers Game Day

A 49ers game day at Levi's Stadium isn't just about watching football — it's an all-day event full of excitement! Whether you're gearing up before the game or celebrating afterward, there's no shortage of things to do in Santa Clara. This is your roadmap to an unforgettable experience, featuring the best places to eat, tailgate, and relax before and after the game. Ready to make your 49ers game day epic? Let's dive into the ultimate guide for the perfect pre-game and post-game plans in Santa Clara.

DISCOVER MORE



Spooky Season in Santa Clara 2024

As the air gets crisp and the leaves begin to change, it's that time of year again—Spooky Season is upon us! Santa Clara transforms into a haven for all things haunted and festive, with a variety of thrilling events and eerie attractions. Whether you're a fan of jump-scares, costume parties, or paranormal stories, there's something for everyone to enjoy. Check out our guide to the best Halloween happenings in Santa Clara this fall!

DISCOVER MORE



Santa Clara's Event Round-Up

The best place to experience this month's Santa Clara events.

DISCOVER MORE



ATTACHMENT A - DMO FY 2024/25 FIRST QUARTER FINANCIALS

<b>Silicon Valley/Santa Clara DMO, Inc.</b>		
<b>Sep-24</b>		
<b>September 2024</b>		<b>Year to Date</b>
<b>Income</b>	<b>Amount</b>	<b>Amount</b>
41000 TID	\$0.00	\$0.00
47000 Interest	\$8,561.00	\$30,755.00

Silicon Valley/Santa Clara DMO, Inc.  
Sep-24

Report Ending Date: 09/30/2024 FY 2024/25 FUNDING ALLOCATION	Sep-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$315,938.00	\$228,027.69	\$87,910.31	72%		\$881,227.00	\$560,736.61	\$320,490.39	64%	16%	\$3,565,396.00
<b>51000 PERSONNEL</b>											
Salary											
Total 51100 Salary	\$98,497.00	\$80,354.51	\$18,142.49	82%		\$295,491.00	\$210,910.77	\$84,580.23	71%	17%	\$1,253,519.00
51200 Payroll Taxes											
Total 51200 Payroll Taxes	\$7,673.00	\$4,843.29	\$2,829.71	63%		\$23,019.00	\$15,109.20	\$7,909.80	66%	14%	\$104,262.00
51300 Employee Benefits											
51310 Health											
Total 51310 Health	\$11,394.00	\$3,259.48	\$8,134.52	29%		\$34,182.00	\$9,729.97	\$24,452.03	28%	6%	\$150,900.00
51400 401K Fee											
Total 51400 401K Fee	\$2,960.00	\$1,805.59	\$1,154.41	61%		\$8,880.00	\$6,599.18	\$2,280.82	74%	16%	\$41,136.00
Total 51300 Employee Benefits	\$14,354.00	\$5,065.07	\$9,288.93	35%		\$43,062.00	\$16,329.15	\$26,732.85	38%	9%	\$192,036.00
51600 Employee Incentives											
Total 51600 Employee Incentives	\$20,488.00	\$20,488.00	\$0.00	100%		\$61,424.00	\$61,464.00	(\$40.00)	100%	25%	\$245,826.00
Other											
Other	\$1,070.00	\$740.00	\$330.00	69%		\$3,210.00	\$2,220.00	\$990.00	69%	17%	\$13,080.00
<b>TOTAL 51000 PERSONNEL EXPENSE</b>	<b>\$142,082.00</b>	<b>\$111,490.87</b>	<b>\$30,591.13</b>	<b>78%</b>		<b>\$426,206.00</b>	<b>\$306,033.12</b>	<b>\$120,172.88</b>	<b>72%</b>	<b>17%</b>	<b>\$1,808,723.00</b>

Report Ending Date: 09/30/2024 FY 2024/25 FUNDING ALLOCATION	Sep-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$315,938.00	\$228,027.69	\$87,910.31	72%		\$881,227.00	\$560,736.61	\$320,490.39	64%	16%	\$3,565,396.00
<b>54000 PURCHASED GOODS &amp; SERVICES</b>											
<b>Contract Services</b>											
54410-10 Accounting Services	\$4,666.00	\$3,594.22	\$1,071.78	77%		\$13,998.00	\$12,819.98	\$1,178.02	92%	23%	\$56,000.00
54410-20 PP&Co. Tax Preparation	\$458.00	\$0.00	\$458.00	0%		\$1,374.00	\$0.00	\$1,374.00	0%	0%	\$5,500.00
54410-30 City of Santa Clara Fiscal Sponsorship	\$792.00	\$766.40	\$25.60	97%		\$2,372.00	\$2,299.20	\$72.80	97%	24%	\$9,500.00
54411 Marketing	\$22,290.00	\$12,569.33	\$9,720.67	56%		\$68,745.00	\$34,233.46	\$34,511.54	50%	12%	\$275,000.00
54419 Website Hosting & SEO - Madden Media	\$2,695.00	\$1,700.00	\$995.00	63%		\$8,085.00	\$5,220.90	\$2,864.10	65%	17%	\$30,480.00
54420 Legal Services	\$2,916.00	\$1,860.00	\$1,056.00	64%		\$8,748.00	\$6,567.50	\$2,180.50	75%	19%	\$35,000.00
54425 SmartCity IT Services	\$464.00	\$278.00	\$186.00	60%		\$1,392.00	\$834.00	\$558.00	60%	15%	\$5,574.00
54430 Payroll Services	\$612.00	\$558.44	\$53.56	91%		\$1,832.00	\$1,420.94	\$411.06	78%	19%	\$7,340.00
54440 Audit	\$1,250.00	\$0.00	\$1,250.00	0%		\$3,750.00	\$0.00	\$3,750.00	0%	0%	\$15,000.00
54460 Baronfeld Consulting, LLC.	\$4,800.00	\$5,040.00	(\$240.00)	105%		\$14,400.00	\$15,480.00	(\$1,080.00)	108%	27%	\$7,600.00
54466 Internal Meetings & Training	\$6,000.00	\$344.27	\$5,655.73	6%		\$8,900.00	\$1,395.80	\$7,504.20	16%	5%	\$30,000.00
54470 Professional Services	\$7,000.00	\$9,006.30	(\$2,006.30)	129%		\$21,000.00	\$20,502.30	\$497.70	98%	24%	\$84,000.00
54480 HR Services	\$1,000.00	\$0.00	\$1,000.00	0%		\$3,000.00	\$0.00	\$3,000.00	0%	0%	\$12,000.00
<b>Contract Services</b>	<b>\$54,943.00</b>	<b>\$35,716.96</b>	<b>\$19,226.04</b>	<b>65%</b>		<b>\$157,596.00</b>	<b>\$100,774.08</b>	<b>\$56,821.92</b>	<b>64%</b>	<b>16%</b>	<b>\$622,994.00</b>
<b>Operating Expenses</b>											
54605 Banking Fees	\$40.00	\$0.00	\$40.00	0%		\$120.00	\$91.67	\$28.33	76%	19%	\$480.00
54610 Software Licenses	\$895.00	\$895.26	(\$0.26)	100%		\$2,685.00	\$2,385.98	\$299.02	89%	22%	\$10,750.00
54620 Postage	\$83.00	\$0.00	\$83.00	0%		\$249.00	\$0.00	\$249.00	0%	0%	\$1,000.00
54640 Licenses	\$15.00	\$0.00	\$15.00	0%		\$45.00	\$0.00	\$45.00	0%	0%	\$180.00
54660 Office Supplies	\$666.00	\$846.41	(\$180.41)	127%		\$1,998.00	\$1,156.46	\$841.54	58%	14%	\$8,000.00
54670 DMO Office Services	\$675.00	\$675.00	\$0.00	100%		\$2,025.00	\$2,025.00	\$0.00	100%	25%	\$8,100.00
54690 Recruitment	\$41.00	\$0.00	\$41.00	0%		\$123.00	\$0.00	\$123.00	0%	0%	\$500.00
<b>Operating Expenses</b>	<b>\$2,415.00</b>	<b>\$2,416.67</b>	<b>(\$1.67)</b>	<b>100%</b>		<b>\$7,245.00</b>	<b>\$5,659.11</b>	<b>\$1,585.89</b>	<b>78%</b>	<b>20%</b>	<b>\$29,010.00</b>
<b>Insurance</b>											
54710 Workers Compensation	\$180.00	\$180.00	\$0.00	100%		\$540.00	\$540.00	\$0.00	100%	25%	\$2,160.00
54720 Business Owners Liability and Property	\$171.00	\$3,965.33	(\$3,794.33)	2319%		\$513.00	\$4,299.99	(\$3,786.99)	838%	210%	\$2,050.00
54730 Professional Cyber Liability	\$305.00	\$353.25	(\$48.25)	116%		\$915.00	\$1,059.75	(\$144.75)	116%	29%	\$3,667.00
54740 Management Liability	\$181.00	\$422.33	(\$241.33)	233%		\$543.00	\$1,266.99	(\$723.99)	233%	58%	\$2,182.00
<b>Insurance</b>	<b>\$837.00</b>	<b>\$4,920.91</b>	<b>(\$4,083.91)</b>	<b>588%</b>		<b>\$2,511.00</b>	<b>\$7,166.73</b>	<b>(\$4,655.73)</b>	<b>285%</b>	<b>71%</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%		\$519.00	\$1,250.01	(\$731.01)	241%	60%	\$2,080.00
55130 MPI ACE/WEC	\$417.00	\$0.00	\$417.00	0%		\$1,247.00	\$1,000.00	\$247.00	80%	20%	\$5,000.00
55140 CALSAE	\$67.00	\$55.33	\$11.67	83%		\$201.00	\$165.99	\$35.01	83%	21%	\$800.00
55150 California Travel Association	\$159.00	\$0.00	\$159.00	0%		\$477.00	\$0.00	\$477.00	0%	0%	\$2,153.00
55155 Sales & Marketing Executives International	\$67.00	\$0.00	\$67.00	0%		\$201.00	\$0.00	\$201.00	0%	0%	\$800.00
55160 San Francisco Travel Association	\$437.00	\$0.00	\$437.00	0%		\$1,311.00	\$0.00	\$1,311.00	0%	0%	\$5,250.00
55165 SITE Global	\$41.00	\$0.00	\$41.00	0%		\$123.00	\$0.00	\$123.00	0%	0%	\$500.00
55166 Association Forum	\$33.00	\$0.00	\$33.00	0%		\$99.00	\$0.00	\$99.00	0%	0%	\$410.00
55167 U.S. Travel Board Membership	\$2,666.00	\$2,014.58	\$651.42	76%		\$7,998.00	\$6,043.74	\$1,954.26	76%	19%	\$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>\$12,176.00</b>	<b>\$8,459.74</b>	<b>\$3,716.26</b>	<b>69%</b>	<b>16%</b>	<b>\$54,113.00</b>

Report Ending Date: 09/30/2024 FY 2024/25 FUNDING ALLOCATION	Sep-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$315,938.00	\$228,027.69	\$87,910.31	72%		\$881,227.00	\$560,736.61	\$320,490.39	64%	16%	\$3,565,396.00
<b>Subscription Services</b>											
55210 Act On	\$850.00	\$798.00	\$52.00	94%		\$2,550.00	\$2,394.00	\$156.00	94%	23%	\$10,283.00
55212 Knowland	\$1,269.00	\$1,255.34	\$13.66	99%		\$3,807.00	\$0.00	\$3,807.00	0%	0%	\$15,228.00
55213 CoStar Realty Information	\$1,666.00	\$0.00	\$1,666.00	0%		\$4,998.00	\$0.00	\$4,998.00	0%	0%	\$20,000.00
55214 Annual Subscription	\$1,150.00	\$0.00	\$1,150.00	0%		\$3,450.00	\$3,766.02	(\$316.02)	109%	26%	\$14,330.00
55215 Additional Support Hours	\$900.00	\$0.00	\$900.00	0%		\$2,700.00	\$0.00	\$2,700.00	0%	0%	\$6,300.00
55220 CVENT	\$0.00	\$3,889.58	(\$3,889.58)	3890%		\$13,705.00	\$13,478.74	\$226.26	98%	38%	\$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	\$80.00	\$20.00	80%		\$300.00	\$80.00	\$220.00	27%	7%	\$1,200.00
55250 Conference Direct	\$1,209.00	\$1,208.33	\$0.67	100%		\$3,627.00	\$3,624.99	\$2.01	100%	0%	\$24,900.00
55260 HelmsBriscoe	\$834.00	\$0.00	\$834.00	0%		\$2,502.00	\$0.00	\$2,502.00	0%	0%	\$11,000.00
55270 Zoominfo	\$2,750.00	\$2,748.75	\$1.25	100%		\$5,500.00	\$5,497.50	\$2.50	100%	0%	\$13,890.00
55280 BOX	\$234.00	\$225.58	\$8.42	96%		\$702.00	\$676.74	\$25.26	96%	0%	\$2,800.00
<b>Subscription Services</b>	<b>\$10,962.00</b>	<b>\$10,205.58</b>	<b>\$756.42</b>	<b>93%</b>		<b>\$43,841.00</b>	<b>\$29,517.99</b>	<b>\$14,323.01</b>	<b>67%</b>	<b>18%</b>	<b>\$162,901.00</b>
<b>54000 PURCHASED GOODS &amp; SERVICES CONT.</b>											
<b>Conferences and Trade Shows</b>											
56310 MPI ACE/WEC											
56320 IMEX	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$20,000.00
56329 Destination International Marketing Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,400.00
56360 Destination International Annual Convention	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$2,620.00	(\$2,620.00)	2620%	2620%	\$0.00
56370 CalTravel Summit	\$4,800.00	\$4,392.00	\$408.00	92%		\$4,800.00	\$4,392.00	\$408.00	92%	92%	\$4,800.00
56371 ESTO Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$1,250.00	(\$1,250.00)	1250%	1250%	\$0.00
56380 TEAMS Conference & Expo	\$9,500.00	\$8,372.41	\$1,127.59	88%		\$9,500.00	\$8,372.41	\$1,127.59	88%	88%	\$9,500.00
56381 Prestige Show	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,500.00
56382 Holiday Showcase	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$4,500.00
56383 CalSAE Elevate Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,000.00
56384 Destination California	\$4,500.00	\$4,500.00	\$0.00	100%		\$4,500.00	\$4,500.00	\$0.00	100%	100%	\$4,500.00
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%	\$2,500.00
56394 Visit Outlook Forum	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,900.00
56395 Simpleview Annual Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,500.00
56396 Destinations International - CEO Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,800.00
56397 Visit California CEO Mission	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,000.00
56398 Helms Briscoe Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,500.00
56399 MPINCC ACE	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$800.00
<b>Conferences and Trade Shows</b>	<b>\$18,800.00</b>	<b>\$17,264.41</b>	<b>\$1,535.59</b>	<b>92%</b>		<b>\$18,800.00</b>	<b>\$21,134.41</b>	<b>(\$2,334.41)</b>	<b>112%</b>	<b>29%</b>	<b>\$72,700.00</b>
<b>56400 Business Development</b>	<b>\$20,833.00</b>	<b>\$0.00</b>	<b>\$20,833.00</b>	<b>0%</b>		<b>\$62,499.00</b>	<b>\$0.00</b>	<b>\$62,499.00</b>	<b>0%</b>	<b>0%</b>	<b>\$250,000.00</b>
<b>56500 Advertising &amp; Promotion</b>	<b>\$5,834.00</b>	<b>\$12,632.49</b>	<b>(\$6,798.49)</b>	<b>217%</b>		<b>\$17,502.00</b>	<b>\$23,042.19</b>	<b>(\$5,540.19)</b>	<b>132%</b>	<b>33%</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	\$5,340.00	\$6,498.20	(\$1,158.20)	122%		\$5,340.00	\$6,498.20	(\$1,158.20)	122%	122%	\$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	\$2,270.00	\$4,974.84	(\$2,704.84)	219%		\$2,270.00	\$4,974.84	(\$2,704.84)	219%	219%	\$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	\$0.00	\$0.00	0%		\$0.00	\$3,225.25	(\$3,225.25)	3225%	3225%	\$0.00
56675 Quarterly Sales Trips	\$2,650.00	\$1,131.70	\$1,518.30	43%		\$6,105.00	\$1,141.70	\$4,963.30	19%	4%	\$30,000.00
56679 Client Entertainment	\$2,400.00	\$1,237.45	\$1,162.55	52%		\$7,200.00	\$2,282.89	\$4,917.11	32%	8%	\$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	\$1,900.00	\$1,193.24	\$706.76	63%		\$1,900.00	\$1,193.24	\$706.76	63%	63%	\$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%		\$837.00	\$0.00	\$837.00	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>\$14,839.00</b>	<b>\$15,035.43</b>	<b>(\$196.43)</b>	<b>101%</b>		<b>\$23,652.00</b>	<b>\$24,263.03</b>	<b>\$4,335.88</b>	<b>103%</b>	<b>21%</b>	<b>\$112,896.00</b>

Report Ending Date: 09/30/2024	Sep-24				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
<b>FY 2024/25 FUNDING ALLOCATION</b>	<b>\$315,938.00</b>	<b>\$228,027.69</b>	<b>\$87,910.31</b>	<b>72%</b>		<b>\$881,227.00</b>	<b>\$560,736.61</b>	<b>\$320,490.39</b>	64%	16%	<b>\$3,565,396.00</b>
<b>Support Services</b>											
56810 Client Events + Entertainment	\$10,000.00	\$2,421.00	\$7,579.00	24%		\$30,000.00	\$2,921.00	\$27,079.00	10%	2%	\$120,000.00
56812 Client Activations	\$500.00	\$0.00	\$500.00	0%		\$1,500.00	\$0.00	\$1,500.00	0%	0%	\$6,000.00
56813 Personalized Greetings	\$200.00	\$0.00	\$200.00	0%		\$600.00	\$0.00	\$600.00	0%	0%	\$2,400.00
56820 Site Visits	\$1,400.00	\$0.00	\$1,400.00	0%		\$4,200.00	\$0.00	\$4,200.00	0%	0%	\$16,800.00
56830 Familiarization Trips	\$0.00	\$0.00	\$0.00	0%		\$30,000.00	\$17,883.41	\$12,116.59	60%	30%	\$60,000.00
56831 Promotional Items	\$833.00	\$0.00	\$833.00	0%		\$2,499.00	\$445.01	\$2,053.99	18%	4%	\$10,000.00
56832 Tradeshow Activations	\$6,000.00	\$9,908.62	(\$3,908.62)	165%		\$6,000.00	\$9,908.62	(\$3,908.62)	165%	50%	\$20,000.00
56833 Tradeshow Shipping	\$1,500.00	\$3,528.17	(\$2,028.17)	235%		\$1,500.00	\$3,528.17	(\$2,028.17)	235%	52%	\$6,800.00
<b>Support Services</b>	<b>\$20,433.00</b>	<b>\$15,857.79</b>	<b>\$4,575.21</b>	<b>78%</b>		<b>\$76,299.00</b>	<b>\$34,686.21</b>	<b>\$41,612.79</b>	<b>45%</b>	<b>14%</b>	<b>\$242,000.00</b>
<b>TOTAL PURCHASED GOODS &amp; SERVICES EXPENSE</b>	<b>\$153,956.00</b>	<b>\$116,536.82</b>	<b>\$37,419.18</b>	<b>76%</b>		<b>\$422,121.00</b>	<b>\$254,703.49</b>	<b>\$167,417.51</b>	<b>60%</b>	<b>16%</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>\$19,500.00</b>	<b>\$0.00</b>	<b>\$19,500.00</b>	<b>0%</b>	<b>0%</b>	<b>\$78,000.00</b>
<b>60000 City Administrative Fee</b>	<b>\$13,400.00</b>	<b>\$0.00</b>	<b>\$13,400.00</b>	<b>0%</b>		<b>\$13,400.00</b>	<b>\$0.00</b>	<b>\$13,400.00</b>	<b>0%</b>	<b>0%</b>	<b>\$52,000.00</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$315,938.00</b>	<b>\$228,027.69</b>	<b>\$87,910.31</b>	<b>72%</b>		<b>\$881,227.00</b>	<b>\$560,736.61</b>	<b>\$320,490.39</b>	<b>64%</b>	<b>16%</b>	<b>\$3,565,396.00</b>
<b>SURPLUS(DEFICIT)</b>		<b>\$87,910.31</b>					<b>\$320,490.39</b>				



**Silicon Valley/Santa Clara DMO, Inc.**  
**FY 2024/25 REMAINING BUDGET BY PROGRAM JULY 2024 TO SEPTEMBER 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	213,774.00	145,578.33	68,195.67	68%	17%	714,456.67
CITY ADMINISTRATION FEES	52,000.00	13,400.00	-	13,400.00	0%	0%	52,000.00
CONTINGENCY	78,000.00	19,500.00	-	19,500.00	0%	0%	78,000.00
CONVENTION SALES	1,711,115.00	428,948.00	253,659.46	175,288.54	59%	15%	1,457,455.54
MARKETING & COMMUNICATION	864,246.00	205,605.00	161,498.82	44,106.18	79%	19%	702,747.18
							-
<b>TOTAL</b>	<b>3,565,396.00</b>	<b>881,227.00</b>	<b>560,736.61</b>	<b>320,490.39</b>	<b>64%</b>	<b>16%</b>	<b>3,004,659.39</b>

**Silicon Valley/Santa Clara DMO, Inc.**  
**FY 2024/25 YEAR-TO-DATE (YTD) SUMMARY BY ORG**  
**July 2024 - September 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>\$881,227</b>	<b>\$560,737</b>	<b>\$320,490</b>	<b>64%</b>	<b>16%</b>	<b>\$3,004,659</b>
<b>Personnel</b>							
51100 Salary	\$1,253,519	\$295,491	\$210,911	\$84,580	24%	17%	1,042,608.23
51200 Payroll Taxes	\$104,262	\$23,019	\$15,109	\$7,910	66%	14%	89,152.80
51300 Employee Benefits	\$192,036	\$43,062	\$16,329	\$26,733	38%	9%	175,706.85
51310 Health	\$150,900	\$34,182	\$9,730	\$24,452	28%	6%	141,170.03
51400 401K Fee	\$41,136	\$8,880	\$6,599	\$2,281	74%	16%	34,536.82
51600 Employee Incentives	\$245,826	\$61,424	\$61,464	(\$40)	100%	25%	184,362.00
51700 Other	\$13,080	\$3,210	\$2,220	\$990	69%	17%	10,860.00
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$1,808,723</b>	<b>\$426,206</b>	<b>\$306,033</b>	<b>\$120,173</b>	<b>72%</b>	<b>17%</b>	<b>1,502,689.88</b>
<b>Purchased Goods and Services Expense</b>							
54400 Contract Services	\$622,994	\$157,596	\$100,774	\$56,822	64%	16%	522,219.92
54600 Operating Expenses	\$29,010	\$7,245	\$5,659	\$1,586	78%	20%	23,350.89
54700 Insurance	\$10,059	\$2,511	\$7,167	(\$4,656)	285%	71%	2,892.27
55000 Memberships	\$54,113	\$12,176	\$8,460	\$3,716	69%	16%	45,653.26
55201 Subscription Services	\$162,901	\$43,841	\$29,518	\$14,323	67%	18%	133,383.01
56300 Conferences and Trade Shows	\$72,700	\$18,800	\$21,134	(\$2,334)	0%	29%	51,565.59
56400 Business Development	\$250,000	\$62,499	\$0	\$62,499	0%	0%	250,000.00
56600 Travel & Entertainment	\$112,896	\$23,652	\$24,263	(\$611)	103%	21%	88,632.97
56500 Advertising & Promotion	\$70,000	\$17,502	\$23,042	(\$5,540)	132%	33%	46,957.81
56800 Support Services	\$242,000	\$76,299	\$34,686	\$41,613	45%	14%	207,313.79
<b>TOTAL PURCHASED GOODS &amp; SERVICES EXPENSE</b>	<b>\$1,626,673</b>	<b>\$422,121</b>	<b>\$254,703</b>	<b>\$167,418</b>	<b>60%</b>	<b>16%</b>	<b>1,371,969.51</b>
<b>58000 CONTINGENCY</b>	<b>\$78,000</b>	<b>\$19,500</b>	<b>\$0</b>	<b>\$19,500</b>	<b>0%</b>	<b>0%</b>	<b>78,000.00</b>
<b>60000 CITY ADMINISTRATIVE FEE</b>	<b>\$52,000</b>	<b>\$13,400</b>	<b>\$0</b>	<b>\$13,400</b>	<b>0%</b>	<b>0%</b>	<b>52,000.00</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$3,565,396</b>	<b>\$881,227</b>	<b>\$560,737</b>	<b>\$320,490</b>	<b>64%</b>	<b>16%</b>	<b>3,004,659.39</b>

**Silicon Valley/Santa Clara DMO, Inc.**  
**FY 2024/25 YEAR-TO-DATE (YTD) SUMMARY BY PROGRAM SEPTEMBER 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>\$ 191,279.00</b>	<b>\$ 126,358.10</b>	<b>\$ 64,920.90</b>	<b>66%</b>	<b>15%</b>
51100 Salary	\$ 560,500.00	\$ 131,373.00	\$ 85,597.33	\$ 45,775.67	65%	15%
51600 Incentives	\$ 117,200.00	\$ 29,270.00	\$ 29,310.00	\$ (40.00)	100%	25%
51300 Benefits	\$ 93,114.00	\$ 19,509.00	\$ 4,337.15	\$ 15,171.85	22%	5%
51310 Health	\$ 76,830.00	\$ 16,497.00	\$ 1,903.75	\$ 14,593.25	12%	2%
51400 401K Fee	\$ 16,284.00	\$ 3,012.00	\$ 2,433.40	\$ 578.60	81%	15%
51200 Payroll Taxes	\$ 48,054.00	\$ 9,897.00	\$ 6,753.62	\$ 3,143.38	68%	14%
51710 Other-Cell Phone Stipend	\$ 1,920.00	\$ 480.00	\$ 360.00	\$ 120.00	75%	19%
51722 Other-relocation	\$ 3,000.00	\$ 750.00	\$ -	\$ 750.00	0%	0%
<b>Convention Sales, Incentives &amp; Services Expenses</b>	<b>\$ 887,327.00</b>	<b>\$ 237,669.00</b>	<b>\$ 127,301.36</b>	<b>\$ 110,367.64</b>	<b>54%</b>	<b>14%</b>
Contract Services	\$ 57,600.00	\$ 14,400.00	\$ 15,480.00	\$ (1,080.00)	108%	27%
54460 Baronfeld Consulting, LLC.	\$ 57,600.00	\$ 14,400.00	\$ 15,480.00	\$ (1,080.00)	108%	27%
Memberships	\$ 48,993.00	\$ 12,176.00	\$ 8,459.74	\$ 3,716.26	69%	17%
55120 PCMA	\$ 2,080.00	\$ 519.00	\$ 1,250.01	\$ (731.01)	241%	60%
55130 MPI ACE/WEC	\$ 5,000.00	\$ 1,247.00	\$ 1,000.00	\$ 247.00	80%	20%
55140 CALSAE	\$ 800.00	\$ 201.00	\$ 165.99	\$ 35.01	83%	21%
55150 California Travel Association	\$ 2,153.00	\$ 477.00	\$ -	\$ 477.00	0%	0%
55155 Sales & Marketing Executives International	\$ 800.00	\$ 201.00	\$ -	\$ 201.00	0%	0%
55160 San Francisco Travel Association	\$ 5,250.00	\$ 1,311.00	\$ -	\$ 1,311.00	0%	0%
55165 SITE Global	\$ 500.00	\$ 123.00	\$ -	\$ 123.00	0%	0%
55166 Association Forum	\$ 410.00	\$ 99.00	\$ -	\$ 99.00	0%	0%
55167 U.S. Travel Board Membership	\$ 32,000.00	\$ 7,998.00	\$ 6,043.74	\$ 1,954.26	76%	19%
Subscription Services	\$ 103,138.00	\$ 29,843.00	\$ 23,277.97	\$ 6,565.03	78%	23%
55212 Knowland	\$ 15,228.00	\$ 3,807.00	\$ -	\$ 3,807.00	0%	0%
55220 CVENT	\$ 35,320.00	\$ 13,705.00	\$ 13,478.74	\$ 226.26	98%	38%
55250 Conference Direct	\$ 24,900.00	\$ 3,627.00	\$ 3,624.99	\$ 2.01	100%	15%
55260 HelmsBriscoe	\$ 11,000.00	\$ 2,502.00	\$ -	\$ 2,502.00	0%	0%
55270 Zoominfo	\$ 13,890.00	\$ 5,500.00	\$ 5,497.50	\$ 2.50	100%	40%
55280 BOX	\$ 2,800.00	\$ 702.00	\$ 676.74	\$ 25.26	96%	24%
56400 Business Development	\$ 250,000.00	\$ 62,499.00	\$ -	\$ 62,499.00	0%	0%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Conferences and Tradeshows	\$ 72,700.00	\$ 18,800.00	\$ 21,134.41	\$ (2,334.41)	3870%	29%
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)	2620%	2620%
56370 CalTravel Summit	\$ 4,800.00	\$ 4,800.00	\$ 4,392.00	\$ 408.00	92%	92%
56371 ESTO Conference	\$ -	\$ -	\$ 1,250.00	\$ (1,250.00)	1250%	1250%
56380 TEAMS Conference & Expo	\$ 9,500.00	\$ 9,500.00	\$ 8,372.41	\$ 1,127.59	88%	88%
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	\$ 4,500.00	\$ 4,500.00	\$ -	100%	100%
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	\$ 23,652.00	\$ 24,263.03	\$ (611.03)	103%	21%
56610 Destination International Annual Convention	\$ -	\$ -	\$ 4,946.91	\$ (4,946.91)	4947%	4947%
56611 CalTravel Summit	\$ 5,340.00	\$ 5,340.00	\$ 6,498.20	\$ (1,158.20)	122%	122%
56620 MPI ACE/WEC	\$ 1,730.00	\$ -	\$ -	\$ -	0%	0%
56621 TEAMS Conference + Expo	\$ 2,270.00	\$ 2,270.00	\$ 4,974.84	\$ (2,704.84)	219%	219%
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)	3225%	3225%
56675 Quarterly Sales Trips	\$ 30,000.00	\$ 6,105.00	\$ 1,141.70	\$ 4,963.30	19%	4%
56679 Client Entertainment	\$ 28,800.00	\$ 7,200.00	\$ 2,282.89	\$ 4,917.11	32%	8%
56681 Holiday Showcase	\$ 3,000.00			\$ -	0%	0%
56682 CALSAE Elevate Conference	\$ 1,835.00			\$ -	0%	0%
56683 Destination California	\$ 1,900.00	\$ 1,900.00	\$ 1,193.24	\$ 706.76	63%	63%
56684 Conference Direct Partners Meeting	\$ 2,600.00			\$ -	0%	0%
56690 Mileage Reimbursement	\$ 3,340.00	\$ 837.00		\$ 837.00	0%	0%
56691 U.S Travel Summer Summit	\$ -			\$ -	0%	0%
Support Services	\$ 242,000.00	\$ 76,299.00	\$ 34,686.21	\$ 41,612.79	45%	14%
56810 Client Events + Entertainment	\$ 120,000.00	\$ 30,000.00	\$ 2,921.00	\$ 27,079.00	10%	2%
56812 Client Activations	\$ 6,000.00	\$ 1,500.00	\$ -	\$ 1,500.00	0%	0%
56813 Personalized Greetings	\$ 2,400.00	\$ 600.00	\$ -	\$ 600.00	0%	0%
56820 Site Visits	\$ 16,800.00	\$ 4,200.00	\$ -	\$ 4,200.00	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	\$ 2,499.00	\$ 445.01	\$ 2,053.99	18%	4%
56832 Tradeshow Activations	\$ 20,000.00	\$ 6,000.00	\$ 9,908.62	\$ (3,908.62)	165%	50%
56833 Tradeshow Shipping	\$ 6,800.00	\$ 1,500.00	\$ 3,528.17	\$ (2,028.17)	235%	52%
<b>TOTAL CONVENTION SALES, INCENTIVES &amp; SERVICES</b>	<b>\$ 1,711,115.00</b>	<b>\$ 428,948.00</b>	<b>\$ 253,659.46</b>	<b>\$ 175,288.54</b>	<b>59%</b>	<b>15%</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	\$ 111,273.00	\$ 99,002.27	\$ 12,270.73	89%	20%
51100 Salary	\$ 322,750.00	\$ 71,934.00	\$ 71,057.72	\$ 876.28	99%	22%
51600 Incentives	\$ 66,938.00	\$ 16,734.00	\$ 16,734.00	\$ -	100%	25%
51300 Benefits	\$ 62,670.00	\$ 14,493.00	\$ 6,437.50	\$ 8,055.50	44%	10%
51310 Health	\$ 48,510.00	\$ 11,295.00	\$ 3,663.57	\$ 7,631.43	32%	8%
51400 401K Fee	\$ 14,160.00	\$ 3,198.00	\$ 2,773.93	\$ 424.07	87%	20%
51200 Payroll Taxes	\$ 35,208.00	\$ 7,872.00	\$ 4,533.05	\$ 3,338.95	58%	13%
51710 Other-Cell Phone Stipend	\$ 1,200.00	\$ 240.00	\$ 240.00	\$ -	100%	20%
<b>Marketing Expenses</b>	\$ 375,480.00	\$ 94,332.00	\$ 62,496.55	\$ 31,835.45	66%	17%
Contract Services	\$ 305,480.00	\$ 76,830.00	\$ 39,454.36	\$ 37,375.64	51%	13%
54411 Marketing Services Contract - We the Creative	\$ 33,000.00	\$ 8,250.00	\$ 1,750.00	\$ 6,500.00	21%	5%
54412 Digital Marketing (PPC, SEO + Social Media Ads)	\$ 70,000.00	\$ 17,499.00	\$ 12,544.30	\$ 4,954.70	72%	18%
54413 Influencer Marketing	\$ 21,500.00	\$ 5,376.00	\$ 1,621.94	\$ 3,754.06	30%	8%
54415 Photography	\$ 5,000.00	\$ 1,248.00	\$ -	\$ 1,248.00	0%	0%
54416 Videography	\$ 10,000.00	\$ 2,499.00	\$ -	\$ 2,499.00	0%	0%
54417 Branding services	\$ 5,000.00	\$ 1,248.00	\$ -	\$ 1,248.00	0%	0%
54419 Website Hosting & SEO - Madden Media	\$ 30,480.00	\$ 8,085.00	\$ 5,220.90	\$ 2,864.10	65%	17%
54491 OmniChannel Marketing Project - Madden Media	\$ 105,000.00	\$ 26,250.00	\$ 12,290.00	\$ 13,960.00	47%	12%
54492 VibeMap	\$ 7,500.00	\$ 1,875.00	\$ 1,875.00	\$ -	100%	25%
54493 Content Creation Fund	\$ 18,000.00	\$ 4,500.00	\$ 4,152.22	\$ 347.78	92%	23%
56510 Advertising	\$ 70,000.00	\$ 17,502.00	\$ 23,042.19	\$ (5,540.19)	132%	33%
<b>TOTAL MARKETING &amp; COMMUNICATIONS</b>	\$ 864,246.00	\$ 205,605.00	\$ 161,498.82	\$ 44,106.18	79%	19%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
<b>ADMINISTRATION</b>						
<b>Personnel</b>	\$ 496,169.00	\$ 123,654.00	\$ 80,672.75	\$ 42,981.25	65%	16%
51100 Salary	\$ 370,269.00	\$ 92,184.00	\$ 54,255.72	\$ 37,928.28	59%	15%
51600 Incentives	\$ 61,688.00	\$ 15,420.00	\$ 15,420.00	\$ -	100%	25%
51300 Benefits	\$ 36,252.00	\$ 9,060.00	\$ 5,554.50	\$ 3,505.50	61%	15%
51310 Health	\$ 25,560.00	\$ 6,390.00	\$ 4,162.65	\$ 2,227.35	65%	16%
51400 401K Fee	\$ 10,692.00	\$ 2,670.00	\$ 1,391.85	\$ 1,278.15	52%	13%
51200 Payroll Taxes	\$ 21,000.00	\$ 5,250.00	\$ 3,822.53	\$ 1,427.47	73%	18%
51710 Other-Cell Phone Stipend	\$ 960.00	\$ 240.00	\$ 120.00	\$ 120.00	50%	13%
51730 Other-Car Allowance	\$ 6,000.00	\$ 1,500.00	\$ 1,500.00	\$ -	100%	25%
<b>Administrative Expenses</b>	\$ 363,866.00	\$ 90,120.00	\$ 64,905.58	\$ 25,214.42	72%	18%
Contract Services	\$ 259,914.00	\$ 66,366.00	\$ 45,839.72	\$ 20,526.28	69%	18%
54410-10 Accounting Services	\$ 56,000.00	\$ 13,998.00	\$ 12,819.98	\$ 1,178.02	92%	23%
54410-20 PP&Co. Tax Preparation	\$ 5,500.00	\$ 1,374.00	\$ -	\$ 1,374.00	0%	0%
54410-30 City of Santa Clara Fiscal Sponsorship	\$ 9,500.00	\$ 2,372.00	\$ 2,299.20	\$ 72.80	97%	24%
54420 Legal Services	\$ 35,000.00	\$ 8,748.00	\$ 6,567.50	\$ 2,180.50	75%	19%
54425 SmartCity IT Services	\$ 5,574.00	\$ 1,392.00	\$ 834.00	\$ 558.00	60%	15%
54430 Payroll Services	\$ 7,340.00	\$ 1,832.00	\$ 1,420.94	\$ 411.06	78%	19%
54440 Audit	\$ 15,000.00	\$ 3,750.00	\$ -	\$ 3,750.00	0%	0%
54466 Internal Meetings & Training	\$ 30,000.00	\$ 8,900.00	\$ 1,395.80	\$ 7,504.20	16%	5%
54470 Professional Services	\$ 84,000.00	\$ 21,000.00	\$ 20,502.30	\$ 497.70	98%	24%
54480 HR Services	\$ 12,000.00	\$ 3,000.00	\$ -	\$ 3,000.00	0%	0%
Operating Expenses	\$ 29,010.00	\$ 7,245.00	\$ 5,659.11	\$ 1,585.89	78%	20%
54605 Banking Fees	\$ 480.00	\$ 120.00	\$ 91.67	\$ 28.33	76%	19%
54610 Software Licenses	\$ 10,750.00	\$ 2,685.00	\$ 2,385.98	\$ 299.02	89%	22%
54620 Postage	\$ 1,000.00	\$ 249.00	\$ -	\$ 249.00	0%	0%
54640 Licenses	\$ 180.00	\$ 45.00	\$ -	\$ 45.00	0%	0%
54660 Office Supplies	\$ 8,000.00	\$ 1,998.00	\$ 1,156.46	\$ 841.54	58%	14%
54670 DMO Office Rent	\$ 8,100.00	\$ 2,025.00	\$ 2,025.00	\$ -	100%	25%
54690 Recruitment	\$ 500.00	\$ 123.00	\$ -	\$ 123.00	0%	0%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Insurance	\$ 10,059.00	\$ 2,511.00	\$ 7,166.73	\$ (4,655.73)	285%	71%
54710 Workers Compensation	\$ 2,160.00	\$ 540.00	\$ 540.00	\$ -	100%	25%
54720 Business Owners Liability and Property	\$ 2,050.00	\$ 513.00	\$ 4,299.99	\$ (3,786.99)	838%	210%
54730 Professional Cyber Liability	\$ 3,667.00	\$ 915.00	\$ 1,059.75	\$ (144.75)	116%	29%
54740 Management Liability	\$ 2,182.00	\$ 543.00	\$ 1,266.99	\$ (723.99)	233%	58%
Memberships	\$ 5,120.00	\$ -	\$ -	\$ -	0%	0%
55110 Destiinations International	\$ 5,120.00	\$ -	\$ -	\$ -	0%	0%
Subscription Services	\$ 59,763.00	\$ 13,998.00	\$ 6,240.02	\$ 7,757.98	45%	10%
55210 Act On	\$ 10,283.00	\$ 2,550.00	\$ 2,394.00	\$ 156.00	94%	23%
55213 CoStar Realty Information	\$ 20,000.00	\$ 4,998.00	\$ -	\$ 4,998.00	0%	0%
55214 Annual Subscription	\$ 14,330.00	\$ 3,450.00	\$ 3,766.02	\$ (316.02)	109%	26%
55215 Additional Support Hours	\$ 6,300.00	\$ 2,700.00	\$ -	\$ 2,700.00	0%	0%
55230 Destination International EIC Subscription	\$ 7,650.00	\$ -	\$ -	\$ -	0%	0%
55240 Trade Journal/Newspapers	\$ 1,200.00	\$ 300.00	\$ 80.00	\$ 220.00	27%	7%
<b>TOTAL ADMINISTRATION</b>	<b>\$ 860,035.00</b>	<b>\$ 213,774.00</b>	<b>\$ 145,578.33</b>	<b>\$ 68,195.67</b>	<b>68%</b>	<b>17%</b>
<b>58000 Contingency</b>	<b>\$ 78,000.00</b>	<b>\$ 19,500.00</b>	<b>\$ -</b>	<b>\$ 19,500.00</b>	<b>0%</b>	<b>0%</b>
<b>60000 City Administration Fee</b>	<b>\$ 52,000.00</b>	<b>\$ 13,400.00</b>	<b>\$ -</b>	<b>\$ 13,400.00</b>	<b>0%</b>	<b>0%</b>
<b>TOTAL OPERATING BUDGET</b>	<b>\$ 3,565,396.00</b>	<b>\$ 881,227.00</b>	<b>\$ 560,736.61</b>	<b>\$ 320,490.39</b>	<b>64%</b>	<b>16%</b>



**Silicon Valley/Santa Clara DMO, Inc.**  
**Balance Sheet**  
As of September 30, 2024

	Total
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1005 City - TID Account	2,379,631.34
1010 Checking-Operating-Wells	6,604.82
1015 Checking Bridge Bank	1,033,581.53
1070 Current Year Reserves	678,001.00
<b>Total Bank Accounts</b>	<b>\$ 4,097,818.69</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	70,364.24
14110 Prepaid Insurance	9,724.29
14120 Prepaid Annualized Software	2,310.52
14130 Prepaid Memberships	7,791.74
14150 Sales Tax on Purchases	0.00
14200 Employee Benefits	3,485.48
<b>Total Other Current Assets</b>	<b>\$ 93,676.27</b>
<b>Total Current Assets</b>	<b>\$ 4,191,494.96</b>
<b>TOTAL ASSETS</b>	<b>\$ 4,191,494.96</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
30000 Accounts Payable (A/P)	181,646.62
<b>Total Accounts Payable</b>	<b>\$ 181,646.62</b>
<b>Credit Cards</b>	
30050 Bridge Bank CC	40,837.40
<b>Total Credit Cards</b>	<b>\$ 40,837.40</b>
<b>Other Current Liabilities</b>	
30100 Accrued Expenses	248,409.00
30110 Accrued Payroll Liability	0.00
<b>Total 30100 Accrued Expenses</b>	<b>\$ 248,409.00</b>
30200 Deferred Revenue	0.00
<b>Total Other Current Liabilities</b>	<b>\$ 248,409.00</b>
<b>Total Current Liabilities</b>	<b>\$ 470,893.02</b>
<b>Total Liabilities</b>	<b>\$ 470,893.02</b>
<b>Equity</b>	
30300 Change in Net Assets	4,250,583.55
Net Income	-529,981.61
<b>Total Equity</b>	<b>\$ 3,720,601.94</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 4,191,494.96</b>



REPORT TO THE BOARD OF DIRECTORS

DATE: December 5, 2024

TO: Board of Directors

FROM: Christine Lawson, CEO

SUBJECT: Request to Adjust Salary Range and Title for the Director of Business Operations Position and Maintain Approved Incentive.

BOARD OF DIRECTORS  
DECEMBER 5, 2024  
AGENDA ITEM #8

DMO ORGANIZATIONAL STRUCTURE – PROPOSED POSITION RECLASSIFICATION, AND SALARY RANGE ADJUSTMENT FOR THE FY 2024/25 BUDGET.

**BACKGROUND**

At the October 17, 2024, Discover Santa Clara® (DMO) Board Meeting, the Board approved a 5% increase to the "not to exceed" salary range for the Business & Operations Manager role, along with an incentive of up to 15%. To ensure we attract top talent for this essential role, I am requesting Board approval for an additional 15% increase to the maximum "not to exceed" salary range, building on the previously approved October 2024 range. This adjustment will result in a 20% increase from the originally approved maximum salary range.

In addition to this salary adjustment, I am proposing that the title of this position be revised to **Director of Business Operations**. This title better reflects the strategic responsibilities and seniority of the role, ensuring alignment with both internal expectations and industry standards. This title adjustment, alongside the salary range update, will support our efforts to secure a highly qualified candidate for this critical position.

We will also maintain the recently approved incentive of up to 15% of the candidate’s base salary, ensuring a competitive and balanced approach that attracts a high-caliber candidate and aligns with our organizational priorities.

**DISCUSSION**

The Business & Operations Manager role has been vacant since January 2024. 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 strong critical thinking. These skills are crucial for ensuring that the DMO continues to strengthen its foundational capabilities and organizational development.

On October 17, 2024, the Board approved a 5% increase to the maximum salary range, along with a 15% incentive, as was outlined in the Staff Report with sample goals. Due to evolving candidate expectations, an additional 15% increase is now requested to stay competitive and attract top talent for this essential position. In addition, the title change to Director of Business Operations better captures the role’s significance and leadership level within the DMO’s organizational structure, enhancing its appeal to top-tier candidates.

## **FINANCIAL IMPACT**

The proposed increase in the “not to exceed” salary range, the 15% incentive, along with associated taxes and benefits remains financially feasible due to savings from the vacancy period and delays in filling other positions. The incentive payout will be prorated based on the anticipated start date of mid-January 2025. The title change to Director of Business Operations will not impact the current financial projections.

## **RECOMMENDATIONS**

Approve and authorize the CEO to:

1. Increase the current “not to exceed” salary range by an additional 15% from the previously approved cap.
2. Maintain a 15% performance-based incentive for the position, effective for FY 2024/25.
3. Approve the title change from Business & Operations Manager to Director of Business Operations.

Title: Marketing Coordinator	Version Number: 1	Page: 1 of 4
	Board Approval Date: TBD	Author: Director of Marketing, Katelyn Studebaker



**BOARD OF DIRECTORS  
DECEMBER 5, 2024  
AGENDA ITEM #8**

**Job Description:**

**Marketing Coordinator (MC)**

**Reports to:**

Marketing Manager

**Classification:**

Full Time, FLSA Exempt

**Approved By:**

President & CEO

**DISCOVER SANTA CLARA BACKGROUND**

Discover Santa Clara® is a destination management organization (DMO) for the city of Santa Clara, CA. and is a private, not for profit, 501 C (6) organization with a 13-member board of directors. We have been in place since 2019 and while we have a solid foundation, we are still in a start-up phase and are eager to add team members that want to be part of building a strong, rewarding, highly regarded and productive team.

**DISCOVER SANTA CLARA CULTURE STATEMENT**

At **Discover Santa Clara®**, we foster a currency of trust, integrity, and unity as part of our shared team, partner, and customer journey. We are committed to work being a blend of hustle and fun, fueled by a dedication to high-performance and a belief that experimentation is the secret sauce for innovation. Personal accountability, authenticity, and feedback guide our actions. Our sense of community extends beyond the four walls of our office to include our partners, clients, and our communities.

**POSITION SUMMARY**

Discover Santa Clara® is searching for an enthusiastic, organized, and detail-driven Marketing Coordinator (MC) to join and grow with our dynamic team. In this entry-level position, you'll work closely with our Marketing & Sales teams to bring campaigns to life, create compelling content, and champion Santa Clara as a premier travel destination. This role is ideal for a motivated, team-oriented individual eager to learn and grow within the Hospitality and Tourism Marketing field. With guidance from a seasoned team, you'll gain hands-on experience that will enhance your skills, as you contribute to campaigns designed to increase awareness and engagement with diverse audiences across digital and traditional platforms.

The Marketing Coordinator (MC) is an essential partner in supporting the Marketing Department in elevating Santa Clara as a top destination for meetings, conventions, leisure travel, and community events. Reporting directly to the MM, the MC will collaborate closely with the MM and other team members to bring campaigns and initiatives to life—driving tourism, supporting economic growth, and ensuring we achieve the DMO's Key Performance Metrics (KPI's). Additionally, the MC will assist the Sales team by coordinating and executing tradeshows and client events, contributing to a seamless experience that strengthens client relationships and promotes Santa Clara on a national scale.

All responsibilities assigned will be based on the direction and goals of the Silicon Valley/Santa Clara DMO, Inc., CEO and Board of Directors.

Title: Marketing Coordinator	Version Number: 1	Page: 2 of 4
	Board Approval Date: TBD	Author: Director of Marketing, Katelyn Studebaker

## **JOB DUTIES AND RESPONSIBILITIES**

The following is intended as general examples of the duties of this position and are not all-inclusive for specific positions. Other reasonable duties may be assigned.

- Collaborative engagement with the following entities (key partners) to fulfill assigned marketing & sales initiatives:
  - DMO CEO
  - Oak View Group Sales Team and General Manager
  - Levy's (Center Food & Beverage provider) Sales Team
  - The City of Santa Clara
  - The Santa Clara Tourism Improvement District (SCTID) lodging businesses
  - Preferred partners and Santa Clara Businesses
- The Marketing Coordinator will play a key role in bringing the DMO's social media strategy to life by:
  - Assisting the Marketing Manager in maintaining an updated content calendar that aligns seamlessly with our established content pillars, ensuring our messaging remains consistent and impactful.
  - Contributing to the creation of engaging posts and dynamic short-form videos that reflect the DMO's style and voice, all under the direction of the Marketing Manager.
  - Supporting strategic initiatives focused on expanding our reach and driving follower growth, helping to position Santa Clara as a destination that captures attention across digital platforms.
- Responsible for producing high-quality photo and video content that captures the essence of Santa Clara. A basic understanding of photography and videography is essential, as this role requires an eye for visual storytelling. The ideal candidate will bring foundational skills in photo and video editing, working confidently with software like CapCut, Adobe Illustrator, Photoshop, and Premiere Pro.
- Craft visually appealing graphics designed to captivate a diverse audience across multiple platforms. Graphic design tasks will encompass creating artwork optimized for social media, email campaigns, and website content, as well as designing flyers, signage, and promotional materials. Every piece must align with the DMO's Brand Guidelines and follow established proofing processes to ensure consistency and quality in all visual communications.
- Support email marketing efforts by developing engaging content. and assisting with performance tracking. Working closely with the Marketing Manager, the MC will assist with performance tracking, receiving ongoing feedback and guidance to enhance each campaign's impact and effectiveness.
- Assist the Marketing Manager in collecting data on web traffic, social media engagement, and other key metrics, contributing to the reporting process for marketing campaigns, initiatives, and overall efforts. This role supports data-driven insights that inform and refine our strategies.
- Support in the planning and execution of influencer events as well as familiarization tours for meeting planners and media, ensuring a seamless and impactful experience that highlights Santa Clara's unique offerings.
- Provide support to the Marketing Department with a variety of administrative tasks as needed, contributing to the team's efficiency and smooth operation.

Title: Marketing Coordinator	Version Number: 1	Page: 3 of 4
	Board Approval Date: TBD	Author: Director of Marketing, Katelyn Studebaker

### **MINIMUM QUALIFICATIONS/EDUCATION AND EXPERIENCE**

The minimum qualifications for education and experience can be met in the following way:

- Bachelor’s degree from an accredited college or university in marketing, public relations, advertising, hospitality, business, or a related field.
- Proficiency in Microsoft Office Suite (Excel, Word, PowerPoint) is required.
- Proficiency in Adobe Suite and graphic design, photo, and video editing software (Illustrator, Photoshop, Premiere, CapCut, Canva) is required.
- A minimum of one year of experience in a hospitality or tourism marketing role is strongly preferred.
- Experience managing social media business accounts on platforms like Instagram, Facebook, and LinkedIn is preferred.
- Performs related work as required.

### **LICENSES AND CERTIFICATES**

- Possession and continued maintenance of a valid class C California driver's license or the ability to provide alternative transportation as approved by the appointing authority and a safe driving record.

### **OTHER REQUIREMENTS**

- The ideal candidate is highly coachable, with a strong commitment to professional growth and skill development.
- A keen eye for design, a creative mindset, and strong copywriting abilities are essential for this role.
- Effective prioritization and the ability to manage multiple tasks, with team support as needed, will be crucial for success.
- This position often requires availability on weekends and occasionally during evenings.
- May require minimum travel.

### **KNOWLEDGE, SKILLS, AND ABILITIES**

- Some experience across a broad spectrum of marketing functions—including communications, advertising, branding, digital marketing, and social media—is beneficial.
- Must be organized, capable of managing multiple diverse projects, and able to meet tight deadlines.
- Demonstrates proactive problem-solving abilities.
- Able to think strategically while also focusing on tactical execution.
- Maintains a consistently positive and professional attitude and appearance in the workplace.
- Thorough working knowledge of Microsoft Office and Excel.
- Excellent communication skills both orally and written.
- Ability to collaborate with a diverse group of individuals and groups.
- Thrives in a fast-paced and demanding environment.
- Establish, maintain, and promote effective working relationships with DMO team partners, other agencies, and the public.
- Demonstrate initiative and exercise good judgment in the performance of duties.
- Work independently and as a team member; recognize and set priorities and meet deadlines.

Title: Marketing Coordinator	Version Number: 1	Page: 4 of 4
	Board Approval Date: TBD	Author: Director of Marketing, Katelyn Studebaker

- Observe safety principles and work in a safe manner.
- Ability to build effective consensus within a team.

**ESSENTIAL FUNCTIONS:**

- Prolonged periods of sitting at a desk and working on a computer.
- Must be able to lift 15 lbs.
- Must be able to climb stairs and walk inclines to meet with vendors, clients, and customers.
- Must be able to type up to 25 WPM.

**BOARD OF DIRECTORS MEETINGS**  
**3rd Thursday of the Month, 3:00 PM**

**BOARD OF DIRECTORS**  
**DECEMBER 5, 2024**  
**AGENDA ITEM #10**

**\*except January 2025**

2025 Calendar Year

<b>Type</b>	<b>Date</b>	<b>Location</b>
Regular	1/23/2025*	TBD
Regular	2/20/2025	TBD
Regular	3/20/2025	TBD
Regular	4/17/2025	TBD
Regular	5/15/2025	TBD
Regular	6/19/2025	TBD
Regular	7/17/2025	TBD
Regular	8/21/2025	TBD
Regular	9/18/2025	TBD
<b>Annual</b>	<b>10/16/2025</b>	TBD
Regular	11/20/2025	TBD
Regular	12/18/2025	TBD





## Discover Santa Clara's® Expanded Sales Scope for Management of P3 Group Bookings

Prepared By: Christine Lawson, CEO, Discover Santa Clara

Date: October 14, 2024

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**Discover Santa Clara**® (DMO) was set up with the primary focus on securing large, citywide conventions—referred to as P1 and P2 groups—into the Santa Clara Convention Center (SCCC). These conventions, which include significant room blocks and large convention space usage, are considered the "unicorns" of the meetings market due to their rarity and the competitive landscape/nature in securing this business. While important, they are not representative of the larger opportunity available in the meetings and events market.

Currently, the DMO's efforts are restricted to outbound prospecting and lead generation for P1 and P2 events only. Once leads are generated, they are shared with the OVG (Convention Center Manager) and Levy (Catering) sales teams, who manage the rest of the booking process. These teams are also responsible for all other event categories, including P3 to P5 groups.

In collaboration with our partners, OVG and Levy, this plan outlines an expanded role for the DMO that includes P3 category groups, where the majority of events and revenue opportunities for the SCCC and Santa Clara's 11 SCTID hotels are concentrated. By broadening our involvement in this segment, while continuing our efforts to secure P1 and P2 groups, we aim to drive greater efficiency, foster deeper client relationships, and enhance revenue potential for the City, our partners, and the DMO.

### Current State

#### Obstacles with Current Approach

##### 1. Over-Reliance on P1 and P2 Groups.

- **Limited Availability:** P1 and P2 groups are rare. Historically, the SCCC has not seen significant volume from these types of events.
- **Aggressive Goals:** Despite the scarcity, the DMO is tasked with aggressive targets for P1 and P2 bookings that are not aligned with historical performance or current market dynamics.



1. In FY 2022/23, the DMO's goal was to have (9) P1 and P2 groups consume in the year-for-the-year (ITYFTY) and book 16 P1 and P2 groups in the year for future years. There were no P1 groups and only one P2 group booked in the year for a future date *which equates to 4% goal achievement*.
2. In FY 2023/24, the DMO's goal was to have (3) P1 and P2 groups consume in the ITYFTY and book (6) P1 and P2 groups in the year for future years. One P1 group consumed ITYFTY and (3) P2 groups were booked in the year for a future date *which equates to 33.3% goal achievement*.
3. For FY 2024/25, the DMO's goal is to have (6) P1 and P2 groups consume ITYFTY and book (6) P1 and P2 groups in the year for future years. Achievement will be measured at the end of the fiscal year.

There are several factors that contributed to the DMO not meeting its goals in FY 2022/23 and FY 2023/24. Some of these include the current CEO not starting until late October 2022, delayed and staggered start dates for sales team positions that hindered prospecting and lead generation efforts, and difficulties in the formulation of KPIs.

## 2. Disconnect in Sales Process.

- **Lead Flip Model:** The DMO invests significant resources towards business acquisition to generate awareness and leads through marketing and direct sales efforts, however any leads generated that do not meet the P1 or P2 criteria are passed to OVG and Levy for booking. This creates a disconnect where the DMO does not have ownership over the leads and customer contacts it creates limiting its ability to develop deeper relationships with clients.
- **Lack of Full Customer Ownership:** It is also important to note that P1 and P2 groups often grow from P3 groups as companies expand attendance at successful conventions, making it even more critical for the DMO to engage with P3 groups and nurture these relationships as they grow. Without the ability to manage P3 leads, the DMO lacks comprehensive account management, which results in missed opportunities and a disjointed customer experience. This not only hinders the DMO's potential to cultivate deeper client relationships but also limits our understanding and reach within our total addressable market (TAM), restricting our capacity to secure future business effectively.



- **Ineffective Resource Allocation:** The current focus on P1 and P2 groups limits the sales team's ability to fully capitalize on the benefits of our market segment deployment. By concentrating on such a narrow segment, the DMO's sales resources are not being utilized to their full potential. This approach restricts our capacity to generate a broader range of opportunities for the Convention Center, Levy, SCTID hotels, and our partners. Expanding our focus beyond P1 and P2 groups will enable us to drive more business and create a greater impact across all stakeholders.
- **Sales Team Morale:** DMO Sales Managers dedicate significant time and effort to outreach, but the inability to manage the business they generate leads to frustration and diminished morale. Without ownership of the deals they uncover, their sense of accomplishment is reduced, affecting overall morale. Empowering the team to manage the leads they generate will not only restore their sense of ownership but also increase engagement, motivation, and overall job satisfaction, ultimately driving better results for the DMO.
- **Competitive Disadvantage:** Unlike most DMOs nationwide, which structure their sales teams by geographic regions or market segments to capture as much market share as possible, our sales team is limited by focusing on a single group size. This creates a competitive disadvantage in the marketplace when compared to other destinations and may lead to client frustration due to being handed off to multiple contacts.

### 3. Overextended OVG and Levy Teams.

- **High Volume of Leads:** OVG and Levy are currently responsible for managing all leads across P1–P5 categories. The large volume of P3–P5 leads, combined with their responsibility for Convention Center processes and catering, stretches their resources thin, making it difficult to fully penetrate accounts and grow both long-term and new business relationships.

### 4. Missed Revenue Opportunities.

- **Underutilized Market Segment:** P3 groups are the sweet spot for the Convention Center and SCTID hotels. Although not citywide events, they generate substantial room nights and revenue for all stakeholders. With a larger volume of P3 leads and opportunities, these groups have higher booking potential and serve as more reliable revenue generators compared to the less frequent P1 and P2 groups. By focusing on attracting more P3 groups alongside P1 and P2 groups, we can create a more profitable and balanced group mix for the Convention Center.



## Proposal for Expanding DMO Scope to Manage and Book P3 Groups

To address these challenges and capitalize on the opportunities presented by P3 groups, we propose the following:

### 1. Expanding Scope to Include P3 Groups.

Starting in Q2 FY 2024/25, the DMO Sales Team will be empowered to manage and book P3 groups in addition to the existing P1 and P2 focus. This will allow the DMO to take full advantage of the client relationships it builds through prospecting and lead generation efforts.

#### Key Metrics for Weekday P3 Groups:

- **Peak Rooms:** 200–349
- **SCCC Spend:** \$250,000–\$399,999
- **Booking Window:** 9–12 months

#### Key Metrics for Weekend P3 Groups:

- **Peak Rooms:** 50–149
- **SCCC Spend:** \$50,000 – \$99,999
- **Booking Window:** 9–12 months

The P3 groups will be primarily new business leads uncovered by the DMO, with the following guidelines:

- **Returning Groups:** Returning (“repeat”) groups (those who have held a minimum of one event at the Convention Center in the past 36 months) will remain with OVG and Levy for continuity of customer relationships.

However, the DMO will be allowed to generate new leads and contacts within these accounts for additional business meaning that OVG and Levy sales own the repeat group, not the account.

- **New Leads:** All new P3 leads generated or uncovered by DMO efforts will be managed by the DMO in addition to P1 and P2 leads. If discovered/generated by OVG or Levy, it remains under their purview.

### 2. Collaboration and Transparency in Lead Management.

- **CRM System – Simpleview:** All sales activity, client communications, and leads must be logged into the shared CRM system, Simpleview, to maintain transparency across teams. This will ensure that all teams (DMO, OVG, and Levy) have access to the latest client information and can collaborate effectively on lead management.
- **Cvent RFP Process:** Each organization (DMO, OVG, Levy) will continue to manage leads generated through their individual Cvent portals. For example, P3 leads generated via the DMO's Cvent portal will be handled by the DMO sales team.



- **Team Collaborative Efforts for Seamless Group Support:**

The DMO, OVG, and Levy teams have built a strong, collaborative relationship and will continue working closely on group leads.

OVG and Levy will focus on supporting DMO-led groups by handling Convention Center space utilization, catering, and operational needs, while the DMO will coordinate with hotels to secure guest room blocks as needed. The DMO Sales Manager assigned to support OVG and Levy leads will be determined based on the DMO's market segment deployment, ensuring the right manager is aligned with the group type, such as sports, corporate, or other specific segments. This approach guarantees tailored and expert support for each lead.

### 3. Revised Lead Assignment Process.

- **P1 and P2 Groups:** If a P1 or P2 lead that is not tied to repeat business is uncovered by the OVG or Levy sales team, it should be flipped to the DMO for management. This approach allows the DMO to focus on managing larger, citywide events to meet KPI's while ensuring each team operates in its area of strength for greater overall success.

## Expected Benefits

### 1. Revenue Growth.

- **Consistent Revenue Stream from P3 Groups:** The P3 category represents a significant portion of the Convention Center's potential business and offers more consistent booking opportunities compared to the rarer P1 and P2 groups. By allowing the DMO to share in the management of these events, we can continue to create more balanced group segmentation and increase revenue year-over-year for the SCCC, the SCTID hotels, and the City of Santa Clara.

### 2. Improved Client Relationships.

- **Deeper Account Penetration:** The DMO's expanded role in managing P3 groups will complement the efforts of the OVG and Levy sales teams, enhancing overall account management and client relationships. This collaborative approach will help Santa Clara differentiate itself in the competitive meetings market.

### 3. Increased Collaboration Across Teams.

- **Streamlined Sales Process:** Clear rules of engagement and shared use of the Simpleview CRM will only enhance the current collaborative environment between the DMO, OVG, and Levy, ensuring no leads fall through the cracks. This alignment will increase efficiency and allow for quicker responses to client needs.



#### 4. More Effective Use of Resources.

- **Balanced Workloads:** Having the DMO share in the responsibility for P3 group management will relieve the burden on OVG and Levy's sales teams, enabling them to focus on potentially higher-value P3 – P5 groups, as well as returning clients. This will ensure that all sales teams operate at maximum efficiency and focus on the business segments where they can have the greatest impact.

### Performance Metrics

In discussions with OVG and Levy leadership, all parties have agreed that, since this change will be implemented in the later part of the first half of FY 2024/25, and the KPIs for this fiscal year have already been approved by both the Board of Directors and the City of Santa Clara, our immediate goal is to get this change underway. Our focus will then shift toward working collaboratively to establish KPIs for P1, P2, and P3 groups as part of OVG and Levy's upcoming two-year budgeting process for FY 2025/26 and FY 2026/27, with the same KPIs also being established for the DMO during these years. This allows us the opportunity to be more strategic and aligned in setting goals that will drive success across all organizations in the coming years.

### Bi-Annual Review and Impact Assessment

Once this initiative is implemented, leadership from the DMO, OVG, and Levy will review the progress and impact of the expanded DMO booking scope on a bi-annual basis or as needed basis. These reviews will ensure that the collaboration continues to meet the evolving needs of our sales structure across all three organizations, while addressing the needs of our business partners and reflecting current market conditions. This regular assessment will help us maintain alignment, make any necessary adjustments, and remain agile in our approach to driving growth and success for Santa Clara.

### Conclusion

Expanding the DMO's booking scope to include P3 groups is a critical step in maximizing our impact and driving sustainable, long-term revenue growth. By aligning the efforts of the DMO, OVG, and Levy, we will create a more efficient, collaborative sales environment that benefits all stakeholders. This evolution is necessary for the DMO to fully achieve its mission of positioning Santa Clara as a premier meetings destination and delivering economic benefits to the city and its partners.



## Next Steps

1. **December 5, 2024 – Board Approval:** Share and report on the increased booking scope plan at the November Board of Directors Meeting, outlining the proposal for the DMO to start booking P3 groups in late Q2 FY 2024/25.
2. **December 10, 2024 – Internal Communication Plan:** Implement a clear communication plan for stakeholders, including OVG, Levy, and DMO teams, to ensure alignment on the updated booking scope and lead management procedures.
3. **December 13, 2024 – SCTID Communication Plan:** Share a clear communication plan with our SCTID hotel partner sales and operations teams to ensure alignment on the updated booking scope and lead management procedures.
4. **December 16, 2024 – Implementation:** DMO to begin managing P3 groups generated from sales outreach.
5. **Q1 2025 – Establishment of Performance Metrics:** OVG, Levy, and DMO leadership will collaborate closely over the next few months to set KPIs for P1, P2, and P3 groups as part of OVG and Levy's two-year budgeting process for FY 2025/26 and FY 2026/27. These same KPIs will be aligned for the DMO during this period, ensuring consistency and focus across all efforts.



BOARD OF DIRECTORS  
DECEMBER 5, 2024  
AGENDA ITEM #12

**TO:** Board of Directors  
**FROM:** Christine Lawson  
**DATE:** December 5, 2024  
**RE:** **Discover Santa Clara® Executive Director Summary – October 18th – November 25<sup>th</sup>, 2024**

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**Executive Overview:**

The team remains dedicated to executing high-impact sales and marketing activities that drive exposure and significantly strengthen the DMO's presence in the marketplace, ensuring our brand continues to gain momentum and visibility.

Our newest sales team member, Andressa Gomes, is settling in well and already working closely with our OVG, Levy, and SCTID hotel partners on promising group opportunities. We are continuing the search for a strong Business & Operations Manager and hope to extend an offer in December, with an anticipated start date in January 2025.

The sales and marketing teams are actively exploring new partnerships with third-party meeting planning companies, such as **Prestige Global Meeting Source**, to expand our reach and lead opportunities. We are also engaging with sales tool platforms like **Visiting Media** to enhance our market presence, improve communication, and deliver more customized and compelling content to our clients.

Our team attended several client engagement events from mid-October to mid-November, including the **SF Travel Starlight Soiree** (Corporate Meeting Planners), the **Prestige Event** (Corporate Market), and **All Things Meetings Connection** (Meetings & Events Markets). These events provided valuable exposure for both the DMO and Santa Clara, offering one-on-one interactions with customers. Although we've secured only a few RFPs, we're actively following up to strengthen partnerships and cultivate future business opportunities. We will continue to track the return on investment from these events.





Teipo Brown, Jr., our Director of Sales & Destination Services, recently took part in the **Minneapolis and Chicago Sales Mission** organized by Visit California. This mission, which featured other California DMOs, served as an excellent opportunity to showcase California as a top destination while educating meeting planners about the distinct offerings of each participating city.

Additionally, Teipo collaborated with the Visit Carlsbad DMO to co-host a dinner for 12 third-party corporate meeting planners in Minneapolis, where he secured an RFP for an event in June 2025 before proceeding to Chicago.

#### **Minneapolis Leg:**

- Met with 42 corporate, third-party, and association meeting planners, securing two RFPs: one from the meeting planner dinner for a June 2025 event and another for a citywide event in 2027.

#### **Chicago Leg:**

- Met with 52 corporate, third-party and association planners.
- Attended the PCMA Bowl Bash Reception Event, sponsored by Visit California, with over 150 attendees.

Teipo also attended the Meeting Planners International (MPI) Sacramento/Sierra Nevada Gala and Board Installation Event in Sacramento, where the DMO sponsored a table. The event brought together top Association, Association Management Companies, and Third-Party Meeting Planners, offering a great opportunity to connect with clients. **Teipo is currently following up on a group lead generated from this event.**

Our marketing efforts remain focused on the **Omnichannel Ecosystem Project** with our partner, Madden Media. Right now, we're finalizing edits to both 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.

We have officially initiated the RFP process to select a Marketing Agency of Record (AOR) for the DMO, aiming to have our new partner on board by early March 2025. This agency will be instrumental in executing daily marketing initiatives, including digital advertising, and strengthening our public relations efforts. Their focus will be on creating a cohesive narrative to enhance our brand presence, manage media relations, and secure press coverage.



The agency will also support sales and marketing efforts related to major events such as Super Bowl LX and the FIFA World Cup 2026.

We're finalizing the DMO's Super Bowl LX and FIFA World Cup 2026 activation plan, making necessary adjustments to the current draft. We're in discussions with potential vendors and partners to ensure we create an accurate budget for Board approval. Our goal is to socialize ideas with key partners and present the final draft and budget for approval in February 2025. This plan may also include a partnership with the BAHC, which we're currently exploring.

### **Content Creation and Results:**

- Created engaging short-form videos and graphics for Instagram to showcase key events and popular spots, including the Holiday Event Round-Up (featuring various upcoming holiday activities), the San Jose Made Holiday Fair held at the Santa Clara Convention Center, Eatly's Halloween Festa Marketplace, 1 Oz Coffee, and more.
  - Our top-performing organic Instagram post highlighted 1 Oz Coffee, one of Santa Clara's newest coffee shops, racking up 52,700 views and 4,613 interactions (likes, shares, comments, and saves).
  - In the past 30 days, our Instagram content totaled over 105,920 views.
- Launched a new LinkedIn campaign called #SantaClaraSpotlight, a series designed to showcase TID hotels and engage our meeting planner and hospitality audiences. The series focuses on raising awareness and highlighting the unique offerings of our SCTID hotels.
  - To date, we've featured Embassy Suites, Hyatt Centric, AC Hotels, and the Marriott Santa Clara. More spotlights will continue to be released regularly.
  - The Santa Clara Spotlight campaign has generated over 2,948 organic impressions.

### **Upcoming Content Focus**

- Feature top events like Great America's WinterFest, 49ers games, and the SJ Made Holiday Fair.
- Partner with @NinersNation and Marriott Santa Clara for a Like/Follow/Share Giveaway – win 49ers vs. Rams tickets and a hotel overnight stay.
- Keep showcasing trending restaurants and roll out more #SantaClaraSpotlight content.
- Coming soon: Blog posts on Christmas/Holiday Dining Experiences in Santa Clara and New Year's Eve celebrations in the city.



**Active Group Leads in the Works:**

- Since the last Executive Summary, covering the period from October 18, 2024, to November 20, 2024, the DMO received 40 sales leads through the Cvent portal, including 5 P1/P2 leads. This represents a 48% increase in total lead volume, though P1/P2 leads saw a 29% decline, with two fewer P1/P2 leads compared to the same period last year.
- Year-to-date, from July 1, 2024, to November 20, 2024, the DMO has received 152 leads through the Cvent portal, including 27 P1/P2 leads. This shows a 57% increase in overall lead volume and an 80% increase in P1/P2 leads, with 12 more P1/P2 leads compared to the same period last year.

We attribute this lead growth to our continued and proactive direct sales and prospecting efforts.

**Group lead status update from last month’s Executive Summary noted in table below.**

Group Priority Number	Booking Year	Status	Status Notes
P1	August 2025	Lost	The group returned to the Marriott Marquis in SF, where they have held their event for the past three years.
P1	February 2026	Turned Down	Group dates are not available due to SBLX SCCC space hold.
P1	September 2025	Definite	Weekend Business.
P1	August 2025	Contract Out	Weekend Business.
P2	February 2025	Contract Out	This was a P2 that moved its dates to March 2025 and reduced its room night requirements, making it a P4. It is now being managed by the Center Team.
P2	May 2027	Lost	They typically use a hotel and have chosen to continue with a hotel instead of the Convention Center.
P3	September 2025	Definite	
P3	November 2025 & 2026	Turned Down	The group canceled their 2025 program and reduced their F&B budget, which lowered their priority status. As a result, the 2026 group is currently outside of the booking window.
P3	April 2025	Lost	Selected Hilton SF vs. SCCC.



Actively working the following leads generated from recent tradeshows and continued outreach efforts.

Group Priority Number	Booking Year	Status	Status Notes
P1	January or February 2027	Pending	The client is currently choosing between January or February dates.
P2	April 2025	Completed RFP	Submitted RFP on November 22 <sup>nd</sup> and currently working with the client.
P2	May 2025	Pending	Santa Clara has been shortlisted, and the client will decide after the Thanksgiving holiday.
P2	May 2025	Pending	In discussions with client. This is a repeat group.
P2	October/ November 2025	Lost	Will know decision in mid-December. Contract would be signed in February 2025.
P2	March 2026	Pending	A proposal was recently sent to the client, and we will follow up to discuss the next steps.
<b>6 Groups</b>			

- We unfortunately lost a significant AI group in May 2025. Despite presenting a competitive package and offering business development funds to entice them away from San Francisco, they opted to remain there and host their event at a large full-service hotel that can accommodate their group independently.

**Financial Update:**

As of September 30, 2024, at the close of the first quarter of FY 2024/25, we have utilized 64% of our Year-to-Date (YTD) budget, leaving a surplus of \$320,490.39. DMO leadership has worked together to document and prioritize additional requests for these funds, focusing on new initiatives that were not part of the original budget. These initiatives will enhance the DMO’s foundation and productivity, including investments in additional sales and marketing tools, reporting platforms, and customer engagement opportunities.

**Community & Stakeholder Engagement:**

- The CEO and Director of Marketing attended **the Bay Area Host Committee and Women In Sports (WISE) reception** and panel discussion. It was a valuable opportunity to connect with fellow DMOs and diverse members of the WISE organization, while also hearing updates from BAHC leadership.
- CEO attended a lunch with fellow **Bay Area DMO CEOs** to welcome Anna Marie Presutti as the new CEO of San Francisco Travel.

Discover Santa Clara®

CEO Executive Summary 12/5/2024

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- The DMO team hosted the October and **November SCTID Director of Sales & Marketing meetings**, where we reviewed ongoing activities and discussed upcoming priorities.
- The Director of Marketing and Sales Manager (Sports Segment) visited **Mission College's Athletic Facility** to tour the grounds and discuss the space rental process with the Athletic Facility Sales Manager.
- The Director of Marketing and Marketing Manager had a meeting with the **VP of Marketing and VP of Communications from the Tech Museum of Innovation** to explore potential collaboration opportunities.
- The CEO and Director of Marketing toured San Jose Mineta Airport with **ClearChannel** representatives to explore airport advertising options and pricing.
- The CEO, Director of Sales & Destination Services, and Corporate Sales Manager attended the **SF Travel Annual Luncheon** to gain insights into the current State of the Union for San Francisco and its potential impact on the South Bay.

#### Upcoming Initiatives & Updates:

- Ongoing discussions with **Tourism Economics** to evaluate the most effective reporting stack for the DMO and its associated costs. These reports will deliver deeper market insights locally, nationally, and compared to competitors, helping drive more strategic business decisions and support our hotel partners.
- Working on an agreement with **Visiting Media** to secure access to their immersive sales software, which could be customized for Santa Clara and integrated into the launch of our new website.
- Select preferred vendor for our **Referral Booking Tool (RBT)** on the new DMO website. RBT will enhance SCTID partner hotel content, including rates and availability, and direct guests to book on the hotel's brand website, making our site more engaging and informative.
- We've launched the RFP process to identify a **Marketing Agency of Record (AOR)** for the DMO. With Nancy Thome's support, we've outlined a comprehensive review process, with the goal of selecting the agency and starting the partnership on March 3, 2025.
- Continuing work to finalize the **DMO Super Bowl LX and FIFA 2026 plans**, incorporating feedback from our SCTID partner hotels, along with a corresponding budget to present to the Board of Directors for review and approval in February 2025.
- Maintain discussions with the **BAHC regarding a potential partnership** with the DMO.
- Implement the **DMO Revised Booking Scope Plan** to add P3 groups uncovered by direct sales efforts to the sellers' responsibilities, alongside P1 and P2 groups.
- Secure **Civitas Advisors** to lead a training session at the January Board of Directors meeting. This session will be open to SCTID partner hotels and any City representatives who wish to attend. The training will focus on providing clarity around the DMO's Management District Plan and the specific benefits for those who contribute to the assessment.