



DISCOVER SANTA CLARA®
BOARD OF DIRECTORS
SPECIAL MEETING AGENDA

September 27, 2023, 3:00 p.m.
Santa Clara Convention Center
5001 Great America Parkway
Santa Clara, CA 95054
Meeting Room 203

Attendees can participate remotely via Zoom: <https://us06web.zoom.us/j/88192383520>
Meeting ID: 881 9238 3520 or by phone: 1 (669) 900-6833.

CALL TO ORDER

ROLL CALL

PUBLIC COMMENT

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

CONVENE TO CLOSED SESSION

1. Chief Executive Officer incentive plan.

CONSENT AGENDA

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

2. Action on the minutes of Discover Santa Clara® Board of Directors – August 17, 2023

Recommendation: Note and file the Meeting Minutes.

3. Action on the FY 2023/24 July Financials.

Recommendation: Note and File the FY 2023/24 July Financials.

CONSENT ITEMS PULLED FOR DISCUSSION

PUBLIC PRESENTATIONS

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

GENERAL BUSINESS – ITEMS FOR DISCUSSION

4. Action to Remove Board Member Fernando Vazquez.

Recommendation: Approve the removal of Board Member Fernando Vazquez due to no longer working within the SCTID boundaries.

5. Action on the Interim DMO Travel and Entertainment Policy.

Recommendation: Approve and authorize the CEO to implement the proposed DMO T&E Policy prior to the presentation and approval of the Financial SOP Packet.

6. Action on a Request for Additional Marketing Funds to Hire a Marketing Agency.

Recommendation: Authorize Discover Santa Clara's® Director of Marketing additional marketing dollars from the fund for up to and not to exceed \$131,500 for FY 2023/24. These funds would be utilized to hire a marketing agency to carry out the various projects detailed in this staff report and complete the ecosystem of initiatives.

7. Discussion and Action on a Start Date of the New Board of Directors Meeting Time.

Recommendation: Approve the start date of the Board of Directors' new regular meeting time of 1:00 p.m., to begin with the November 2023 meeting.

8. Chief Executive Officer Monthly Update.

8A. Monthly Sales Report July

8B. Staffing Update

8C. Monthly Accomplishments and Priorities

9. Marketing Update

COMMITTEE UPDATES

10. Committee Updates

GENERAL ANNOUNCEMENTS

ADJOURNMENT

The Annual Meeting is scheduled for **October 19, 2023, at 3:00 p.m.**

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 Beverly Corriere, BCorriere@discoversantaclara.org prior to the meeting.

Notice to Public:

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

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), Silicon Valley/Santa Clara DMO, Inc. will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities, and will ensure that all existing facilities will be made accessible to the maximum extent feasible. Silicon Valley/Santa Clara DMO, Inc. will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities including those with speech, hearing, or vision impairments so they can participate equally in Silicon Valley/Santa Clara DMO, Inc. programs, services, and activities. Silicon Valley/Santa Clara DMO, Inc. will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all its programs, services, and activities.

Agendas and other written materials distributed during a public meeting that are public record will be made available by Silicon Valley/Santa Clara DMO, Inc. in an appropriate alternative format. Contact Beverly Corriere, BCorriere@discoversantaclara.org with your request for an alternative format copy of the agenda or other written materials.

Individuals who require an auxiliary aid or service for effective communication, or any other disability-related modification of policies or procedures, or other accommodation, in order to participate in a program, service, or activity of Silicon Valley/Santa Clara DMO, Inc., should contact Beverly Corriere, BCorriere@discoversantaclara.org as soon as possible before the scheduled event.

ATTACHMENTS



DISCOVER SANTA CLARA®
BOARD OF DIRECTORS
MEETING MINUTES

August 17, 2023, 3:00 p.m.
Santa Clara Convention Center
5001 Great America Parkway
Santa Clara, CA 95054
Meeting Room 203/204

CALL TO ORDER

Vice-Chair Wandling called the meeting to order at 3:25 p.m.

ROLL CALL

Present: Kelly Carr, OVG360
Lorne Ellison, Levy Restaurants
Catherine Lentz, Forty-Niners Stadium Management Company (Joined online)
Sean Steenson, Delta Hotels Santa Clara
Fernando Vazquez, Hyatt Centric Silicon Valley
Leo Wandling, I.A.T.S.E Local Union 134
Christine Lawson, Discover Santa Clara® (Ex-Officio)
Ruth Mizobe Shikada, City of Santa Clara (Ex-Officio)

Absent: Barb Granter, California's Great America
Nadine Nader, City of Santa Clara
Chris Sullivan, Santa Clara Marriott

A quorum of 5 was met.

Attendance: Nancy Thome, City of Santa Clara
Beverly Corriere, Discover Santa Clara®
Katelyn Studebaker, Discover Santa Clara®

Vice-Chair Wandling made an adjustment to the agenda to request a vote in compliance with the Brown Act.

Action on a request for Chair Lentz to participate remotely in the DMO Board of Directors meeting due to the care of an ill family member.

Recommendation: to approve Chair Lentz to participate in the DMO Board of Directors meeting remotely.

A motion was made by Treasurer Carr and seconded by Member Steenson to approve Chair Lentz to participate in the DMO Board of Directors meeting remotely due to just cause care of an ill family member.

Ayes: 5 Treasurer Carr, Member Ellison, Member Steenson, Member Vazquez, Vice-Chair Wandling

Absent: 3 Member Granter, Member Nader, Member Sullivan

PUBLIC COMMENT

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

There were no public comments.

SPECIAL ORDER OF BUSINESS

1. Introduction of DMO Board of Directors new member Lorne Ellison, Levy Restaurants.

Chair Lentz introduced Lorne Ellison as the newest member of the DMO Board of Directors. Member Ellison gave a summary of his career with more than twenty years in hospitality.

CONSENT AGENDA

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2. Action on the FY 2022/23 May Financials.

Recommendation: Note and File the FY 2022/23 May Financials.

A motion was made by Treasurer Carr and seconded by Chair Lentz to approve the consent calendar.

Ayes: 6 Treasurer Carr, Member Ellison, Chair Lentz, Member Steenson, Member Vazquez, Vice-Chair Wandling

Absent: 3 Member Granter, Member Nader, Member Sullivan

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

3. Action on the FY 2022/23 June/Year-end Financials.

Recommendation: Note and File the FY 2022/23 June/Year-end Financials.

Treasurer Carr reported on June financials. The DMO expended 67% of the total budget due to a late start to the year. Variances in June were due to three pay periods in the month and added a Director of Marketing and contracted services.

A motion was made by Member Steenson and seconded by Member Vazquez to note and file the June FY2022/23 financials.

Ayes: 6 Treasurer Carr, Member Ellison, Chair Lentz, Member Steenson, Member Vazquez, Vice-Chair Wandling

Absent: 3 Member Granter, Member Nader, Member Sullivan

4. Action to Change the DMO Bank from Wells Fargo to Bridge Bank, Close the Wells Fargo Checking Account, and Apply for Company Credit Cards with Bridge Bank.

4A

Recommendation: Approve and authorize Treasurer Carr to close the current DMO Wells Fargo account once all outstanding expenses have cleared and in partnership with Board Chair Lentz, open an account with Bridge Bank to be used for payroll, approved recurring expenses, debit/wire transactions, and debit card payments.

4B

Recommendation: Approve and authorize the CEO to initiate and implement a business credit card program through Bridge Bank prior to the presentation and approval of the Financial SOP Packet.

Secretary Lawson provided background on the DMO bank account currently with Wells Fargo and explained the DMO's need for credit cards as the sales team prepares for a

busy travel schedule to fulfill organizational goals. Wells Fargo Bank requires a personal guarantee from each cardholder to provide credit cards to nonprofit employees. The DMO researched other credit card companies, American Express and Capital One, and found they had similar credit card guarantee requirements. The DMO was referred to Bridge Bank which works with other nonprofits and DMOs and provides banking services and credit cards without requiring a personal guarantee. Secretary Lawson described that the financial policies are being developed and the process may take a few months to be finalized. The increase in business travel and client entertainment starting in October 2023 necessitates expediting the acquisition of business credit cards. Secretary Lawson described the Management of the credit cards and the limits for each eligible position.

\$30,000 CEO

\$15,000 Director of Sales

\$10,000 Director of Marketing

\$5,000 Sales Manager, Marketing Manager, Data & Strategy

A motion was made by Member Steenson and seconded by Member Vazquez to approve and authorize Treasurer Carr to close the current DMO Wells Fargo account once all outstanding expenses have cleared and in partnership with Board Chair Lentz, open an account with Bridge Bank to be used for payroll, approved recurring expenses, debit/wire transactions, and debit card payments.

Ayes: 6 Treasurer Carr, Member Ellison, Chair Lentz, Member Steenson, Member Vazquez, Vice-Chair Wandling

Absent: 3 Member Granter, Member Nader, Member Sullivan

A motion was made by Treasurer Carr and seconded by Member Ellison to approve and authorize the CEO to initiate and implement a business credit card program through Bridge Bank prior to the presentation and approval of the Financial SOP Packet.

Ayes: 6 Treasurer Carr, Member Ellison, Chair Lentz, Member Steenson, Member Vazquez, Vice-Chair Wandling

Absent: 3 Member Granter, Member Nader, Member Sullivan

5. Discussion and Action on a Request to Change the Board of Directors Meeting Time from 3:00 p.m. to 1:00 p.m.

Recommendation: Approve a Change in the DMO Board of Directors Meeting time from 3:00 p.m. to 1:00 p.m.

Chair Lentz reported that Member Nader suggested an earlier time, 1:00 p.m., for the regular Board of Directors meetings. The Board members discussed ongoing availability and 1:00 p.m. worked for the majority present.

A motion was made by Chair Lentz and seconded by Treasurer Carr to approve a change in the DMO Board of Directors Meeting time from 3:00 p.m. to 1:00 p.m.

Ayes: 5 Treasurer Carr, Member Ellison, Chair Lentz, Member Steenson, Member Vazquez

Absent: 3 Member Granter, Member Nader, Member Sullivan

Abstain: 1 Leo Wandling

An amendment was discussed to decide when the new regular meeting time would begin, but no further action was taken due to technical difficulties. Items 6 and 7 were skipped.

6. Chief Executive Officer Monthly Update.

- 6A. Monthly Sales Report June
- 6B. Staffing Update
- 6C. Monthly Accomplishments and Priorities

7. Marketing Update

COMMITTEE UPDATES

8. Committee Updates

GENERAL ANNOUNCEMENTS

ADJOURNMENT

Due to technical difficulties, Vice-Chair Wandling adjourned the meeting at 4:18 p.m.

The next regularly scheduled meeting is on **September 21, 2023, at 3:00 p.m.**

Silicon Valley/Santa Clara DMO, Inc.										
Jul-23										
Report Ending Date: 07/31/2023 FY 2023/24 FUNDING ALLOCATION	Jul-23				YEAR TO DATE					
	Budget	Actual	VARIANCE	%	YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
	\$265,987.19	\$143,971.72	\$122,015.47	54%	\$265,987.19	\$143,971.72	\$122,015.47	54%	5%	\$3,052,730.00
PERSONNEL										
Salary										
CEO	\$19,583.00	\$17,173.14	\$2,409.86	88%	\$19,583.00	\$17,173.14	\$2,409.86	88%	7%	\$242,828.00
DOS	\$15,000.00	\$13,846.16	\$1,153.84	92%	\$15,000.00	\$13,846.16	\$1,153.84	92%	8%	\$180,000.00
SM1	\$8,750.00	\$9,685.71	-\$935.71	111%	\$8,750.00	\$9,685.71	-\$935.71	111%	9%	\$105,000.00
SM2	\$10,000.00	\$0.00	\$10,000.00	0%	\$10,000.00	\$0.00	\$10,000.00	0%	0%	\$120,500.00
MSS&S	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00	\$0.00	0%	0%	\$75,000.00
Admin	\$10,000.00	\$8,769.26	\$1,230.74	88%	\$10,000.00	\$8,769.26	\$1,230.74	88%	7%	\$124,500.00
DOM	\$13,024.50	\$11,326.93	\$1,697.57	87%	\$13,024.50	\$11,326.93	\$1,697.57	87%	7%	\$156,294.00
MM	\$8,333.33	\$3,846.16	\$4,487.17	46%	\$8,333.33	\$3,846.16	\$4,487.17	46%	4%	\$100,000.00
51999 Hourly PR	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00	\$0.00	0%	0%	\$13,500.00
Salary	\$84,690.83	\$64,647.36	\$20,043.47	76%	\$84,690.83	\$64,647.36	\$20,043.47	76%	6%	\$1,117,622.00
Payroll Taxes										
CEO	\$3,357.30	\$1,334.41	\$2,022.89	40%	\$3,357.30	\$1,334.41	\$2,022.89	40%	3%	\$40,287.59
DOS	\$2,488.65	\$1,346.91	\$1,141.74	54%	\$2,488.65	\$1,346.91	\$1,141.74	54%	5%	\$29,863.80
SM1	\$1,451.71	\$726.67	\$725.04	50%	\$1,451.71	\$726.67	\$725.04	50%	4%	\$17,420.55
SM2	\$1,666.01	\$0.00	\$1,666.01	0%	\$1,666.01	\$0.00	\$1,666.01	0%	0%	\$19,992.16
MSS&S	\$1,037.04	\$0.00	\$1,037.04	0%	\$1,037.04	\$0.00	\$1,037.04	0%	0%	\$12,444.49
Admin	\$1,721.37	\$659.14	\$1,062.23	38%	\$1,721.37	\$659.14	\$1,062.23	38%	3%	\$20,656.41
DOM	\$1,382.58	\$555.77	\$826.81	40%	\$1,382.58	\$555.77	\$826.81	40%	3%	\$16,591.00
MM	\$2,160.92	\$866.51	\$1,294.41	40%	\$2,160.92	\$866.51	\$1,294.41	40%	3%	\$25,931.00
Payroll Taxes	\$15,265.58	\$5,489.41	\$9,776.17	36%	\$15,265.58	\$5,489.41	\$9,776.17	36%	3%	\$183,187.00
Employee Benefits										
Health										
Health - CEO	\$1,309.92	\$1,224.54	\$85.38	93%	\$1,309.92	\$1,224.54	\$85.38	93%	8%	\$15,719.00
Health - DOS	\$856.75	\$0.00	\$856.75	0%	\$856.75	\$0.00	\$856.75	0%	0%	\$10,281.00
Health - SM1	\$856.75	\$758.84	\$97.91	89%	\$856.75	\$758.84	\$97.91	89%	7%	\$10,281.00
Health - SM2	\$856.75	\$0.00	\$856.75	0%	\$856.75	\$0.00	\$856.75	0%	0%	\$10,281.00
Health - Admin	\$1,309.92	\$897.00	\$412.92	68%	\$1,309.92	\$897.00	\$412.92	68%	6%	\$15,719.00
Health - DOM	\$1,413.63	\$634.55	\$779.08	45%	\$1,413.63	\$634.55	\$779.08	45%	0%	\$16,963.50
Health-MSS&S	\$856.75	\$0.00	\$856.75	0%	\$856.75	\$0.00	\$856.75	0%	0%	\$10,281.00
Health-MM	\$1,413.63	\$0.00	\$1,413.63	0%	\$1,413.63	\$0.00	\$1,413.63	0%	0%	\$16,963.50
Health	\$8,874.10	\$3,514.93	\$5,359.17	40%	\$8,874.10	\$3,514.93	\$5,359.17	40%	3%	\$106,489.00
401K Fee										
401K Fee - CEO	\$873.29	\$0.00	\$873.29	0%	\$873.29	\$0.00	\$873.29	0%	0%	\$10,479.50
401K Fee - DOS	\$571.17	\$0.00	\$571.17	0%	\$571.17	\$0.00	\$571.17	0%	0%	\$6,854.00
401K Fee - SM1	\$571.17	\$0.00	\$571.17	0%	\$571.17	\$0.00	\$571.17	0%	0%	\$6,854.00
401K Fee - SM2	\$571.17	\$0.00	\$571.17	0%	\$571.17	\$0.00	\$571.17	0%	0%	\$6,854.00
51430 401K Fee - Admin	\$873.29	\$0.00	\$873.29	0%	\$873.29	\$0.00	\$873.29	0%	0%	\$10,479.50
51435 401K Fee-MM	\$942.42	\$0.00	\$942.42	0%	\$942.42	\$0.00	\$942.42	0%	0%	\$11,309.00
51440 401 K Fee DOM	\$942.42	\$0.00	\$942.42	0%	\$942.42	\$0.00	\$942.42	0%	0%	\$11,309.00
51450 401 K Fee MSS&S	\$571.17	\$0.00	\$571.17	0%	\$571.17	\$0.00	\$571.17	0%	0%	\$6,854.00
401K Fee	\$5,916.10	\$0.00	\$5,916.10	0%	\$5,916.10	\$0.00	\$5,916.10	0%	0%	\$70,993.00
Employee Benefits	\$14,790.20	\$3,514.93	\$11,275.27	24%	\$14,790.20	\$3,514.93	\$11,275.27	24%	2%	\$177,482.00
Employee Incentives										
Employee Incentive - DOM	\$3,256.17	\$0.00	\$3,256.17	0%	\$3,256.17	\$0.00	\$3,256.17	0%	0%	\$39,074.00
Employee Incentive - CEO	\$2,529.46	\$0.00	\$2,529.46	0%	\$2,529.46	\$0.00	\$2,529.46	0%	0%	\$30,353.50
Employee Incentive - DOS	\$2,111.98	\$0.00	\$2,111.98	0%	\$2,111.98	\$0.00	\$2,111.98	0%	0%	\$25,343.75
Employee Incentive - SM1	\$2,111.98	\$0.00	\$2,111.98	0%	\$2,111.98	\$0.00	\$2,111.98	0%	0%	\$25,343.75
Employee Incentive - SM2	\$2,111.98	\$0.00	\$2,111.98	0%	\$2,111.98	\$0.00	\$2,111.98	0%	0%	\$25,343.75
Employee Incentive - MSS&S	\$2,111.98	\$0.00	\$2,111.98	0%	\$2,111.98	\$0.00	\$2,111.98	0%	0%	\$25,343.75
Employee Incentive - Admin	\$2,529.46	\$0.00	\$2,529.46	0%	\$2,529.46	\$0.00	\$2,529.46	0%	0%	\$30,353.50
Employee Incentive - MM	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00	\$0.00	0%	0%	\$0.00
Employee Incentives	\$16,763.01	\$0.00	\$16,763.01	0%	\$16,763.01	\$0.00	\$16,763.01	0%	0%	\$201,156.00
Other										
Cell Phone Stipend - CEO	\$40.00	\$40.00	\$0.00	100%	\$40.00	\$40.00	\$0.00	100%	8%	\$480.00

Report Ending Date: 07/31/2023	Jul-23				YEAR TO DATE					
	Budget	Actual	VARIANCE	%	YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
FY 2023/24 FUNDING ALLOCATION	\$265,987.19	\$143,971.72	\$122,015.47	54%	\$265,987.19	\$143,971.72	\$122,015.47	54%	5%	\$3,052,730.00
Cell Phone Stipend - DOS	\$40.00	\$40.00	\$0.00	100%	\$40.00	\$40.00	\$0.00	100%	8%	\$480.00
Cell Phone Stipend - SM1	\$40.00	\$40.00	\$0.00	100%	\$40.00	\$40.00	\$0.00	100%	8%	\$480.00
Cell Phone Stipend - SM2	\$40.00	\$0.00	\$40.00	0%	\$40.00	\$0.00	\$40.00	0%	0%	\$480.00
Cell Phone Stipend Admin	\$40.00	\$40.00	\$0.00	100%	\$40.00	\$40.00	\$0.00	100%	8%	\$480.00
Cell Phone - DOM	\$40.00	\$40.00	\$0.00	100%	\$40.00	\$40.00	\$0.00	100%	8%	\$480.00
Cell Phone Stipend - MSS&S	\$40.00	\$0.00	\$40.00	0%	\$40.00	\$0.00	\$40.00	0%	0%	\$480.00
Cell Phone Stipend-MM	\$40.00	\$40.00	\$0.00	0%	\$40.00	\$0.00	\$40.00	0%	0%	\$480.00
Relocation Expense DOS	\$250.00	\$0.00	\$250.00	0%	\$250.00	\$0.00	\$250.00	0%	0%	\$3,000.00
Car Allowance CEO	\$500.00	\$500.00	\$0.00	100%	\$500.00	\$500.00	\$0.00	100%	8%	\$6,000.00
Other	\$1,070.00	\$700.00	\$370.00	65%	\$1,070.00	\$700.00	\$370.00	65%	5%	\$12,840.00
TOTAL PERSONNEL EXPENSE	\$132,579.62	\$74,351.70	\$58,227.92	56%	\$132,579.62	\$74,351.70	\$58,227.92	56%	4%	\$1,692,287.00
PURCHASED GOODS & SERVICES										
Contract Services										
Fiscal Services	\$5,425.00	\$8,165.98	-\$2,740.98	151%	\$5,425.00	\$8,165.98	-\$2,740.98	151%	13%	\$65,108.00
Legal Services	\$2,917.00	\$2,580.00	\$337.00	88%	\$2,917.00	\$2,580.00	\$337.00	88%	7%	\$35,000.00
Payroll Services	\$467.00	\$220.10	\$246.90	47%	\$467.00	\$220.10	\$246.90	47%	4%	\$5,600.00
Audit	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00		0%	\$15,000.00
IT	\$465.00	\$370.76	\$94.24	80%	\$465.00	\$370.76	\$94.24	80%	7%	\$5,574.00
Professional Services	\$8,333.33	\$16,550.60	-\$8,217.27	199%	\$8,333.33	\$16,550.60	-\$8,217.27	199%	17%	\$100,000.00
HR Services	\$1,666.67	\$971.25	\$695.42	58%	\$1,666.67	\$971.25	\$695.42	58%	3%	\$32,000.00
Staffing	\$12,747.00	\$8,316.00	\$4,431.00	65%	\$12,747.00	\$8,316.00	\$4,431.00	65%	26%	\$31,494.00
Marketing	\$16,332.66	\$5,500.00	\$10,832.66	34%	\$16,332.66	\$5,500.00	\$10,832.66	34%	2%	\$261,000.00
Website	\$18,765.00	\$910.45	\$17,854.55	5%	\$18,765.00	\$910.45	\$17,854.55	5%	1%	\$78,683.00
Contract Services	\$67,118.66	\$43,585.14	\$23,533.52	65%	\$67,118.66	\$43,585.14	\$23,533.52	65%	7%	\$629,459.00
Operating Expenses										
Banking Fees	\$20.83	\$15.00	\$5.83	72%	\$20.83	\$15.00	\$5.83	72%	6%	\$250.00
Software Licenses	\$677.00	\$512.12	\$164.88	76%	\$677.00	\$512.12	\$164.88	76%	6%	\$8,124.00
Postage	\$208.33	\$0.00	\$208.33	0%	\$208.33	\$0.00	\$208.33	0%	0%	\$2,500.00
IT	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00			\$0.00
Licenses	\$8.33	\$71.50	-\$63.17	858%	\$8.33	\$71.50	-\$63.17	858%	72%	\$100.00
Office Supplies	\$666.67	\$403.83	\$262.84	61%	\$666.67	\$403.83	\$262.84	61%	5%	\$8,000.00
DMO Office Rent	\$675.00	\$0.00	\$675.00	0%	\$675.00	\$0.00	\$675.00	0%	0%	\$8,100.00
Recruitment	\$41.67	\$343.00	-\$301.33	823%	\$41.67	\$343.00	-\$301.33	823%	69%	\$500.00
Meeting Expenses	\$0.00	\$165.86	-\$165.86		\$0.00	\$165.86	-\$165.86		0%	\$0.00
Operating Expenses	\$2,297.83	\$1,511.31	\$786.52	66%	\$2,297.83	\$1,511.31	\$786.52	66%	5%	\$27,574.00
Insurance										
Workers Compensation	\$316.00	\$151.00	\$165.00	48%	\$316.00	\$151.00	\$165.00	48%	3%	\$4,852.00
Business Owners Liability & Property	\$158.00	\$296.75	-\$138.75	188%	\$158.00	\$296.75	-\$138.75	188%	16%	\$1,897.00
Professional Liability	\$273.00	\$246.22	\$26.78	90%	\$273.00	\$246.22	\$26.78	90%	7%	\$3,283.00
Management Liability	\$245.00	\$282.92	-\$37.92	115%	\$245.00	\$282.92	-\$37.92	115%	10%	\$2,946.00
Insurance	\$992.00	\$976.89	\$15.11	98%	\$992.00	\$976.89	\$15.11	98%	8%	\$12,978.00
Memberships										
Sales & Marketing Executive International	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00	\$0.00		0%	\$545.00
Destinations International	\$0.00	\$265.84	-\$265.84	0%	\$0.00	\$265.84	-\$265.84		8%	\$3,350.00
PCMA	\$169.75	\$0.00	\$169.75	100%	\$169.75	\$0.00	\$169.75	0%	0%	\$2,037.00
MPI ACE/WEC	\$0.00	\$208.33	-\$208.33	0%	\$0.00	\$208.33	-\$208.33		10%	\$2,025.00
CALSAE	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00	\$0.00		0%	\$751.00
California Travel Association	\$0.00	\$150.00	-\$150.00	0%	\$0.00	\$150.00	-\$150.00		8%	\$1,900.00
San Francisco Travel Association	\$0.00	\$416.67	-\$416.67	0%	\$0.00	\$416.67	-\$416.67		8%	\$5,250.00
Memberships	\$169.75	\$1,040.84	-\$871.09	613%	\$169.75	\$1,040.84	-\$871.09	613%	7%	\$15,858.00
Subscription Services										
Act On	\$1,983.33	\$4,991.67	-\$3,008.34	100%	\$1,983.33	\$4,991.67	-\$3,008.34	252%	104%	\$4,800.00
Annual Subscription	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00	\$0.00	0%	0%	\$23,800.00
Knowland	\$3,462.00	\$1,154.00	\$2,308.00	33%	\$3,462.00	\$1,154.00	\$2,308.00	33%	8%	\$13,848.00
CoStar Realty Information	\$1,250.00	\$210.00	\$1,040.00	17%	\$1,250.00	\$210.00	\$1,040.00	17%	1%	\$15,000.00
CVENT	\$7,209.00	\$2,887.37	\$4,321.63	40%	\$7,209.00	\$2,887.37	\$4,321.63	40%	15%	\$19,836.00

Report Ending Date: 07/31/2023	Jul-23				YEAR TO DATE					
	Budget	Actual	VARIANCE	%	YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
FY 2023/24 FUNDING ALLOCATION	\$265,987.19	\$143,971.72	\$122,015.47	54%	\$265,987.19	\$143,971.72	\$122,015.47	54%	5%	\$3,052,730.00
Destination International EIC Subscription	\$208.33	\$585.73	-\$377.40	281%	\$208.33	\$585.73	-\$377.40	281%	6%	\$10,207.00
Subscription Services	\$14,112.66	\$9,828.77	\$4,283.89	70%	\$14,112.66	\$9,828.77	\$4,283.89	70%	11%	\$87,491.00
PURCHASED GOODS & SERVICES CONT.										
Conferences and Trade Shows										
IMEX North America	\$1,100.00	\$12,390.00	-\$11,290.00	1126%	\$1,100.00	\$12,390.00	-\$11,290.00	1126%	83%	\$15,000.00
Destination International	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00		0%	\$1,100.00
Caltravel summit	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00		0%	\$1,100.00
Other - Conf & Trade Shows	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00	\$0.00	0%	0%	\$30,500.00
Conferences and Trade Shows	\$1,100.00	\$12,390.00	-\$11,290.00	1126%	\$1,100.00	\$12,390.00	-\$11,290.00	1126%	26%	\$47,700.00
Business Development	\$12,500.00	\$0.00	\$12,500.00	0%	\$12,500.00	\$0.00	\$12,500.00	0%	0%	\$150,000.00
Advertising & Promotion	\$5,833.00	\$0.00	\$5,833.00	0%	\$5,833.00	\$0.00	\$5,833.00	0%	0%	\$70,000.00
Travel & Entertainment										
Destination International Annual Conv	\$2,254.00	\$0.00	\$2,254.00	0%	\$2,254.00	\$0.00	\$2,254.00	0%	0%	\$2,254.00
Mileage Reimbursement	\$278.33	\$0.00	\$278.33	0%	\$278.33	\$0.00	\$278.33	0%	0%	\$3,340.00
Quarterly Sales Trip	\$1,868.00	\$0.00	\$1,868.00	0%	\$1,868.00	\$0.00	\$1,868.00	0%	0%	\$59,489.00
Client Entertainment	\$2,000.00	\$0.00	\$2,000.00	0%	\$2,000.00	\$0.00	\$2,000.00	0%	0%	\$24,000.00
Travel & Entertainment	\$6,400.33	\$0.00	\$6,400.33	0%	\$6,400.33	\$0.00	\$6,400.33	0%	0%	\$89,083.00
Support Services										
Client Events	\$1,666.67	\$0.00	\$1,666.67	0%	\$1,666.67	\$0.00	\$1,666.67	0%	0%	\$26,000.00
Promotional Items	\$10,000.00	\$0.00	\$10,000.00	0%	\$10,000.00	\$0.00	\$10,000.00	0%	0%	\$20,000.00
Tradeshows Booth Storage	\$600.00	\$0.00	\$600.00	0%	\$600.00	\$0.00	\$600.00	0%	0%	\$2,400.00
Personalized greetings	\$200.00	\$0.00	\$200.00	0%	\$200.00	\$0.00	\$200.00	0%	0%	\$2,400.00
Site Visits	\$1,250.00	\$287.07	\$962.93	23%	\$1,250.00	\$287.07	\$962.93	23%	0%	\$69,500.00
Support Services	\$13,716.67	\$287.07	\$13,429.60	2%	\$13,716.67	\$287.07	\$13,429.60	2%	0%	\$120,300.00
TOTAL PURCHASED GOODS & SERVICES EX	\$124,240.90	\$69,620.02	\$54,620.88	56%	\$124,240.90	\$69,620.02	\$54,620.88	56%	6%	\$1,250,443.00
CONTINGENCY	\$5,500.00	\$0.00	\$5,500.00	0%	\$5,500.00	\$0.00	\$5,500.00	0%	0%	\$66,000.00
CITY ADMINISTRATIVE FEE	\$3,666.67	\$0.00	\$3,666.67	0%	\$3,666.67	\$0.00	\$3,666.67	0%	0%	\$44,000.00
TOTAL OPERATING EXPENSES	\$265,987.19	\$143,971.72	\$122,015.47	54%	\$265,987.19	\$143,971.72	\$122,015.47	54%	5%	\$3,052,730.00
SURPLUS(DEFICIT)		\$122,015.47				\$122,015.47				

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

	FY 2023/24 Budget	YTD Budget	Actual YTD Exp	Exp vs. YTD	YTD	Annual
FY 2023/24 FUNDING ALLOCATION	\$3,052,730	\$265,987	\$143,972	\$122,015	54%	5%
Personnel						
Salary	\$1,117,622	\$84,691	\$64,647	\$20,043	8%	6%
Payroll Taxes	\$183,187	\$15,266	\$5,489	\$9,776	36%	3%
Employee Benefits	\$177,482	\$14,790	\$3,515	\$11,275	24%	2%
Health	\$106,489	\$8,874	\$3,515	\$5,359	40%	3%
401K Fee	\$70,993	\$5,916	\$0	\$5,916	0%	0%
Employee Incentives	\$201,156	\$16,763	\$0	\$16,763	0%	0%
Other	\$12,840	\$1,070	\$700	\$370	65%	5%
TOTAL PERSONNEL EXPENSE	\$1,692,287	\$132,580	\$74,352	\$58,228	56%	4%
Purchased Goods and Services Expense						
Contract Services	\$629,459	\$67,119	\$43,585	\$23,534	65%	7%
Operating Supplies	\$27,574	\$2,298	\$1,511	\$787	66%	5%
Insurance	\$12,978	\$992	\$977	\$15	98%	8%
Memberships	\$15,858	\$170	\$1,041	(\$871)	613%	7%
Subscription Services	\$87,491	\$14,113	\$9,829	\$4,284	70%	11%
Conferences and Trade Shows	\$47,700	\$1,100	\$12,390	(\$11,290)	1126%	26%
Business Development	\$150,000	\$12,500	\$0	\$12,500	0%	0%
Travel & Entertainment	\$89,083	\$6,400	\$0	\$6,400	0%	0%
Advertising & Promotion	\$70,000	\$5,833	\$0	\$5,833	0%	0%
Support Services	\$120,300	\$13,717	\$287	\$13,430	2%	0%
TOTAL PURCHASED GOODS & SERVICES EXPENSE	\$1,250,443	\$124,241	\$69,620	\$54,621	56%	6%
CONTINGENCY	\$66,000	\$5,500	\$0	\$5,500	0%	0%
CITY ADMINISTRATIVE FEE	\$44,000	\$3,667	\$0	\$3,666.68	0%	0%
TOTAL OPERATING EXPENSES	\$3,052,730	\$265,987	\$143,972	\$122,015	54%	5%

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

Budget Item	FY 23/24	YTD Budget	Actual YTD Exp	Variance	Expended	
					YTD	Annual
CONVENTION SALES, INCENTIVES & SERVICES						
Personnel	\$ 735,056.00	\$ 54,963.01	\$ 26,444.29	\$ 28,518.72	48%	4%
Salary	\$ 480,500.00	\$ 33,750.00	\$ 23,531.87	\$ 10,218.13	70%	5%
1.0 FTE Director of Sales	\$ 180,000.00	\$ 15,000.00	\$ 13,846.16	\$ 1,153.84	92%	8%
1.0 FTE Sales Manager	\$ 105,000.00	\$ 8,750.00	\$ 9,685.71	\$ (935.71)	111%	9%
1.0 FTE Sales Manager	\$ 120,500.00	\$ 10,000.00	\$ -	\$ 10,000.00	0%	0%
1.0 MSS&S	\$ 75,000.00	\$ -	\$ -	\$ -	0%	0%
Incentives	\$ 101,375.00	\$ 8,447.92	\$ -	\$ 8,447.92	0%	0%
Benefits	\$ 68,540.00	\$ 5,711.68	\$ 758.84	\$ 4,952.84	13%	1%
Health	\$ 41,124.00	\$ 3,427.00	\$ 758.84	\$ 2,668.16	22%	2%
401K Fee	\$ 27,416.00	\$ 2,284.68	\$ -	\$ 2,284.68	0%	0%
Payroll Taxes	\$ 79,721.00	\$ 6,643.41	\$ 2,073.58	\$ 4,569.83	31%	3%
Other-Cell Phone Stipend	\$ 1,920.00	\$ 160.00	\$ 80.00	\$ 80.00	50%	4%
Other-relocation	\$ 3,000.00	\$ 250.00	\$ -	\$ 250.00	0%	0%
Convention Sales, Incentives & Services Expenses	\$ 453,275.00	\$ 44,557.75	\$ 16,581.37	\$ 27,976.38	37%	4%
Operating Supplies		\$ -		\$ -	0%	0%
Memberships	\$ 12,508.00	\$ 169.75	\$ 150.00	\$ 19.75	88%	1%
Industry Related Expense	\$ -	\$ -		\$ -	0%	0%
Professional Convention Management Association (PCMA)	\$ 2,037.00	\$ 169.75		\$ 169.75	0%	0%
Meeting Professional International (MPI)	\$ 2,025.00			\$ -	0%	0%
California Society of Association Executives (Cal SAE)	\$ 751.00			\$ -	0%	0%
California Travel Association	\$ 1,900.00	\$ -	\$ 150.00	\$ (150.00)	0%	8%
Sales & Market Executive International	\$ 345.00	\$ -	\$ -	\$ -	0%	0%
San Francisco Travel Association	\$ 5,450.00			\$ -		
Subscription Services	\$ 33,684.00	\$ 10,671.00	\$ 4,041.37	\$ 6,629.63	38%	12%
CVENT	\$ 19,836.00	\$ 7,209.00	\$ 2,887.37	\$ 4,321.63	40%	15%
Knowland	\$ 13,848.00	\$ 3,462.00	\$ 1,154.00	\$ 2,308.00	33%	8%
Business Development	\$ 150,000.00	\$ 12,500.00	\$ -	\$ 12,500.00	0%	0%
Conferences and Tradeshows	\$ 47,700.00	\$ 1,100.00	\$ 12,390.00	\$ (11,290.00)	1126%	26%
IMEX North America	\$ 15,000.00	\$ -	\$ 12,390.00	\$ (12,390.00)	0%	83%
Destination International	\$ 1,100.00	\$ 1,100.00	\$ -	\$ 1,100.00	0%	0%
Caltravel summit	\$ 1,100.00	\$ -	\$ -	\$ -	0%	0%
Other - Conf & Trade Shows	\$ 30,500.00	\$ -	\$ -	\$ -	0%	0%
Support Services	\$ 120,300.00	\$ 13,716.67	\$ -	\$ 12,466.67	0%	0%
Client Events	\$ 26,000.00	\$ 1,666.67	\$ -	\$ 1,666.67	0%	0%
Promotional Items	\$ 20,000.00	\$ 10,000.00	\$ -	\$ 10,000.00	0%	0%
Tradeshow Booth Storage	\$ 2,400.00	\$ 600.00	\$ -	\$ 600.00	0%	0%

Budget Item	FY 23/24	YTD Budget	Actual YTD Exp	Variance	Expended	
					YTD	Annual
Personalized greetings	\$ 2,400.00	\$ 200.00	\$ -	\$ 200.00	0%	0%
Site Visits	\$ 69,500.00	\$ 1,250.00	\$ -	\$ 1,250.00	0%	0%
Travel & Entertainment	\$ 89,083.00	\$ 6,400.33	\$ -	\$ 6,400.33	0%	0%
Destination International Annual Conv	\$ 2,254.00	\$ 2,254.00				
Mileage Reimbursement	\$ 3,340.00	\$ 278.33	\$ -	\$ 278.33	0%	0%
Quarterly Sales Trip	\$ 59,489.00	\$ 1,868.00		\$ 1,868.00	0%	0%
Client Entertainment	\$ 24,000.00	\$ 2,000.00	\$ -	\$ 2,000.00	0%	0%
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$ 1,188,331.00	\$ 99,520.76	\$ 43,025.66	\$ 56,495.10	43%	4%
MARKETING & COMMUNICATIONS						
Personnel	\$ 408,895.00	\$ 32,949.60	\$ 17,269.92	\$ 15,679.68	52%	4%
Salary	\$ 269,794.00	\$ 21,357.83	\$ 15,173.09	\$ 6,184.74	71%	6%
1.0 FTE Director of Marketing	\$ 156,294.00	\$ 13,024.50	\$ 11,326.93	\$ 1,697.57	87%	7%
1.0 FTE Marketing Manager	\$ 100,000.00	\$ 8,333.33	\$ 3,846.16	\$ 4,487.17	46%	4%
51999 Hourly PR	\$ 13,500.00	\$ -	\$ -	\$ -	0%	
Incentives	\$ 39,074.00	\$ 3,256.17	\$ -	\$ 3,256.17	0%	0%
Benefits	\$ 56,545.00	\$ 4,712.10	\$ 634.55	\$ 4,077.55	13%	1%
Health	\$ 33,927.00	\$ 2,827.26	\$ 634.55	\$ 2,192.71	22%	2%
401K Fee	\$ 22,618.00	\$ 1,884.84	\$ -	\$ 1,884.84	0%	0%
Payroll Taxes	\$ 42,522.00	\$ 3,543.50	\$ 1,422.28	\$ 2,121.22	40%	3%
Other-Cell Phone Stipend	\$ 960.00	\$ 80.00	\$ 40.00	\$ 40.00	50%	4%
Other-relocation	\$ -	\$ -	\$ -	\$ -	0%	0%
Marketing Expenses	\$ 409,683.00	\$ 40,930.66	\$ 7,897.52	\$ 33,033.14	19%	2%
Contract Services	\$ 339,683.00	\$ 35,097.66	\$ 7,897.52	\$ 27,200.14	23%	2%
Marketing Services	\$ 261,000.00	\$ 16,332.66	\$ 6,700.00	\$ 9,632.66	41%	3%
Website	\$ 78,683.00	\$ 18,765.00	\$ 1,197.52	\$ 17,567.48	6%	2%
Advertising & Promotions	\$ 70,000.00	\$ 5,833.00	\$ -	\$ 5,833.00	0%	0%
Software Licenses	\$ -	\$ -	\$ -	\$ 48,712.82	34%	0%
TOTAL MARKETING & COMMUNICATIONS	\$ 818,578.00	\$ 73,880.26	\$ 25,167.44	\$ 48,712.82	34%	3%
ADMINISTRATION						
Personnel	\$ 548,336.00	\$ 44,667.01	\$ 30,637.49	\$ 14,029.52	69%	6%
Salary	\$ 367,328.00	\$ 29,583.00	\$ 25,942.40	\$ 3,640.60	88%	7%
1.0 FTE CEO	\$ 242,828.00	\$ 19,583.00	\$ 17,173.14	\$ 2,409.86	88%	7%
1.0 FTE Administrative Manager	\$ 124,500.00	\$ 10,000.00	\$ 8,769.26	\$ 1,230.74	88%	7%
Incentives	\$ 60,707.00	\$ 5,058.92	\$ -	\$ 5,058.92	0%	0%
Benefits	\$ 52,397.00	\$ 4,366.42	\$ 2,121.54	\$ 2,244.88	49%	4%
Health	\$ 31,438.00	\$ 2,619.84	\$ 2,121.54	\$ 498.30	81%	7%
401K Fee	\$ 20,959.00	\$ 1,746.58	\$ -	\$ 1,746.58	0%	0%
Payroll Taxes	\$ 60,944.00	\$ 5,078.67	\$ 1,993.55	\$ 3,085.12	39%	3%
Other-Cell Phone Stipend	\$ 960.00	\$ 80.00	\$ 80.00	\$ -	100%	8%

Budget Item	FY 23/24	YTD Budget	Actual YTD Exp	Variance	Expended	
					YTD	Annual
Other-Car Allowance	\$ 6,000.00	\$ 500.00	\$ 500.00	\$ -	100%	8%
Other - Relocation	\$ -	\$ -	\$ -	\$ -	0%	0%
Administrative Expenses	\$ 387,485.00	\$ 38,752.49	\$ 45,141.13	\$ (6,388.64)	116%	12%
Contract Services	\$ 289,776.00	\$ 32,021.00	\$ 35,974.69	\$ (3,953.69)	112%	12%
Human Resources	\$ 32,000.00	\$ 1,666.67	\$ 971.25	\$ 695.42	58%	3%
Fiscal	\$ 65,108.00	\$ 5,425.00	\$ 8,165.98	\$ (2,740.98)	151%	13%
Legal	\$ 35,000.00	\$ 2,917.00	\$ 2,580.00	\$ 337.00	88%	7%
Payroll	\$ 5,600.00	\$ 467.00	\$ 220.10	\$ 246.90	47%	4%
Professional Services	\$ 100,000.00	\$ 8,333.33	\$ 15,350.60	\$ (7,017.27)	184%	15%
IT	\$ 5,574.00	\$ 465.00	\$ 370.76	\$ 94.24	80%	7%
Audit	\$ 15,000.00	\$ -	\$ -	\$ -	0%	0%
Staffing Services	\$ 31,494.00	\$ 12,747.00	\$ 8,316.00	\$ 4,431.00	65%	26%
Operating Supplies	\$ 27,574.00	\$ 2,297.83	\$ 1,511.31	\$ 786.52	66%	5%
Bank Fees	\$ 250.00	\$ 20.83	\$ 15.00	\$ 5.83	72%	6%
Office supplies	\$ 8,000.00	\$ 666.67	\$ 569.69	\$ 96.98	85%	7%
Licenses	\$ 100.00	\$ 8.33	\$ 71.50	\$ (63.17)	858%	72%
Software Licenses	\$ 8,124.00	\$ 677.00	\$ 512.12	\$ 164.88	76%	6%
Postage	\$ 2,500.00	\$ 208.33	\$ -	\$ 208.33	0%	0%
DMO Rent	\$ 8,100.00	\$ 675.00	\$ -	\$ 675.00	0%	0%
Recruitment	\$ 500.00	\$ 41.67	\$ 343.00	\$ (301.33)	823%	69%
Insurance	\$ 12,978.00	\$ 992.00	\$ 976.89	\$ 15.11	98%	8%
Workers Comp	\$ 4,852.00	\$ 316.00	\$ 151.00	\$ 165.00	48%	3%
Business Owners Liability & Property	\$ 1,897.00	\$ 158.00	\$ 296.75	\$ (138.75)	188%	16%
Professional Liability	\$ 3,283.00	\$ 273.00	\$ 246.22	\$ 26.78	90%	7%
Management Liability	\$ 2,946.00	\$ 245.00	\$ 282.92	\$ (37.92)	115%	10%
Memberships	\$ 3,350.00	\$ -	\$ 890.84	\$ (890.84)	0%	27%
Destinations International	\$ 3,350.00	\$ -	\$ 890.84	\$ (890.84)	0%	27%
Subscription Services	\$ 53,807.00	\$ 3,441.66	\$ 5,787.40	\$ (2,345.74)	168%	11%
CoStar Realty Information	\$ 15,000.00	\$ 1,250.00	\$ 210.00	\$ 1,040.00	17%	1%
Act On	\$ 4,800.00	\$ 833.33	\$ 4,991.67	\$ (4,158.34)	599%	104%
Annual Subscriptions	\$ 23,800.00	\$ 1,150.00	\$ 585.73	\$ 564.27	51%	2%
Destinations International EIC Subscription	\$ 10,207.00	\$ 208.33	\$ -	\$ 208.33	0%	0%
TOTAL ADMINISTRATION	\$ 935,821.00	\$ 83,419.50	\$ 75,778.62	\$ 7,640.88	91%	8%
Contingency	\$ 66,000.00	\$ 5,500.00	\$ -	\$ 5,500.00	0%	0%
City Administration Fee	\$ 44,000.00	\$ 3,666.67	\$ -	\$ 3,666.67	0%	0%
TOTAL OPERATING BUDGET	\$ 3,052,730.00	\$ 265,987.19	\$ 143,971.72	\$ 122,015.47	54%	5%

Silicon Valley/Santa Clara DMO Inc.

Budget vs. Actuals

FY 2023/2024

July 2023

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
FY 2023/24 FUNDING ALLOCATION	\$3,052,730	\$265,987	\$143,972	\$122,015	54%	5%
Personnel						
Salary						
CEO	\$242,828	\$19,583	\$17,173	\$2,410	88%	7%
DOM	\$180,000	\$15,000	\$13,846	\$1,154	92%	8%
DOS	\$105,000	\$8,750	\$9,686	(\$936)	111%	9%
SM1	\$120,500	\$10,000	\$0	\$10,000	0%	0%
SM2	\$75,000	\$0	\$0	\$0	0%	0%
Admin	\$124,500	\$10,000	\$8,769	\$1,231	88%	7%
DOM	\$156,294	\$13,025	\$11,327	\$1,698	87%	7%
MM	\$100,000	\$8,333	\$3,846	\$4,487	46%	4%
51999 Hourly PR	\$13,500	\$0	\$0	\$0	0%	0%
Salary	\$1,117,622	\$84,691	\$64,647	\$20,043	76%	6%
Payroll Taxes						
CEO	\$40,288	\$3,357	\$1,334	\$2,023	40%	3%
DOS	\$29,864	\$2,489	\$1,347	\$1,142	54%	5%
SM1	\$17,421	\$1,452	\$727	\$725	50%	4%
SM2	\$19,992	\$1,666	\$0	\$1,666	0%	0%
MSS&S	\$12,444	\$1,037	\$0	\$1,037	0%	0%
Admin	\$20,656	\$1,721	\$659	\$1,062	38%	3%
DOM	\$16,591	\$1,383	\$556	\$827	40%	3%
MM	\$25,931	\$2,161	\$867	\$1,294	40%	3%
Payroll Taxes	\$183,187	\$15,266	\$5,489	\$9,776	36%	3%
Employee Benefits						
Health						
Health - CEO	\$15,719	\$1,310	\$1,225	\$85	93%	8%
Health - DOS	\$10,281	\$857	\$0	\$857	0%	0%
Health - SM1	\$10,281	\$857	\$759	\$98	89%	7%
Health - SM2	\$10,281	\$857	\$0	\$857	0%	0%
Health - Admin	\$15,719	\$1,310	\$897	\$413	68%	6%
Health - DOM	\$16,964	\$1,414	\$635	\$779	45%	4%
Health-MSS&S	\$10,281	\$857	\$0	\$857	0%	0%
Health -MM	\$16,964	\$1,414	\$0	\$1,414	0%	0%
Health	\$106,489	\$8,874	\$3,515	\$5,359	40%	3%
401K Fee						
401K Fee - CEO	\$10,480	\$873	\$0	\$873	0%	0%
401K Fee - DOS	\$6,854	\$571	\$0	\$571	0%	0%
401K Fee - SM1	\$6,854	\$571	\$0	\$571	0%	0%
401K Fee - SM2	\$6,854	\$571	\$0	\$571	0%	0%
51430 401K Fee - Admin	\$10,480	\$873	\$0	\$873	0%	0%
51435 401K Fee-MM	\$11,309	\$942	\$0	\$942	0%	0%
51440 401 K Fee DOM	\$11,309	\$942	\$0	\$942	0%	0%
51450 401 K Fee MSS&S	\$6,854	\$571	\$0	\$571	0%	0%
401K Fee	\$70,993	\$5,916	\$0	\$5,916	0%	0%
Employee Benefits	\$177,482	\$14,790	\$3,515	\$11,275	24%	2%

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
Employee Incentives						
Employee Incentive - DOM	\$39,074	\$3,256	\$0	\$3,256	0%	0%
Employee Incentive - CEO	\$30,354	\$2,529	\$0	\$2,529	0%	0%
Employee Incentive - DOS	\$25,344	\$2,112	\$0	\$2,112	0%	0%
Employee Incentive - SM1	\$25,344	\$2,112	\$0	\$2,112	0%	0%
Employee Incentive - SM2	\$25,344	\$2,112	\$0	\$2,112	0%	0%
Employee Incentive - MSS&S	\$25,344	\$2,112	\$0	\$2,112	0%	0%
Employee Incentive - Admin	\$30,354	\$2,529	\$0	\$2,529	0%	0%
Employee Incentive - MM	\$0	\$0	\$0	\$0	0%	0%
Employee Incentives	\$201,156	\$16,763	\$0	\$16,763	0%	0%
Other						
Cell Phone Stipend - CEO	\$480	\$40	\$40	\$0	100%	8%
Cell Phone Stipend - DOS	\$480	\$40	\$40	\$0	100%	8%
Cell Phone Stipend - SM1	\$480	\$40	\$40	\$0	100%	8%
Cell Phone Stipend - SM2	\$480	\$40	\$0	\$40	0%	0%
Cell Phone Stipend Admin	\$480	\$40	\$40	\$0	100%	8%
Cell Phone - DOM	\$480	\$40	\$40	\$0	100%	8%
Cell Phone Stipend - MSS&S	\$480	\$40	\$0	\$40	0%	0%
Cell Phone Stipend-MM	\$480	\$40	\$0	\$40	0%	0%
Relocation Expense DOS	\$3,000	\$250	\$0	\$250	0%	0%
Car Allowance CEO	\$6,000	\$500	\$500	\$0		
Other	\$12,840	\$1,070	\$700	\$370	65%	5%
TOTAL PERSONNEL EXPENSE	\$1,692,287	\$132,580	\$74,352	\$58,228	56%	4%
PURCHASED GOODS & SERVICES						
Contract Services						
Fiscal Services	\$65,108	\$5,425	\$8,166	(\$2,741)	151%	13%
Legal Services	\$35,000	\$2,917	\$2,580	\$337	88%	7%
Payroll Services	\$5,600	\$467	\$220	\$247	47%	4%
Audit	\$15,000	\$0	\$0	\$0	0%	0%
IT	\$5,574	\$465	\$371	\$94	80%	7%
Professional Services	\$100,000	\$8,333	\$16,551	(\$8,217)	199%	17%
HR Services	\$32,000	\$1,667	\$971	\$695	58%	3%
Staffing	\$31,494	\$12,747	\$8,316	\$4,431	65%	26%
Marketing	\$261,000	\$16,333	\$5,500	\$10,833	34%	2%
Website	\$78,683	\$18,765	\$910	\$17,855	5%	1%
Contract Services	\$629,459	\$67,119	\$43,585	\$23,534	65%	7%
Operating Expenses						
Banking Fees	\$250	\$21	\$15	\$6	72%	6%
Software Licenses	\$8,124	\$677	\$512	\$165	76%	6%
Postage	\$2,500	\$208	\$0	\$208	0%	0%
IT	\$0	\$0	\$0	\$0	0%	0%
Licenses	\$100	\$8	\$72	(\$63)	858%	72%
Office Supplies	\$8,000	\$667	\$404	\$263	61%	5%
DMO Office Rent	\$8,100	\$675	\$0	\$675	0%	0%
Recruitment	\$500	\$42	\$343	(\$301)	823%	69%
Meeting Expenses	\$0	\$0	\$166	(\$166)	0%	0%
Operating Supplies	\$27,574	\$2,298	\$1,511	\$787	66%	5%
Insurance						
Workers Compensation	\$4,852	\$316	\$151	\$165	48%	3%

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
Business Owners Liability & Property	\$1,897	\$158	\$297	(\$139)	188%	16%
Professional Liability	\$3,283	\$273	\$246	\$27	90%	7%
Management Liability	\$2,946	\$245	\$283	(\$38)	115%	10%
Insurance	\$12,978	\$992	\$977	\$15	98%	8%
Memberships						
Sales & Marketing Executive International	\$545	\$0	\$0	\$0	0%	0%
Destinations International	\$3,350	\$0	\$266	(\$266)	0%	8%
PCMA	\$2,037	\$170	\$0	\$170	0%	0%
MPI ACE/WEC	\$2,025	\$0	\$208	(\$208)	0%	10%
CALSAE	\$751	\$0	\$0	\$0	0%	0%
California Travel Association	\$1,900	\$0	\$150	(\$150)	0%	8%
San Francisco Travel Association	\$5,250	\$0	\$417	(\$417)	0%	8%
Memberships	\$15,858	\$170	\$1,041	(\$871)	613%	7%
Subscription Services						
Act On	\$4,800	\$1,983	\$4,992	(\$3,008)	252%	104%
Annual Subscription	\$23,800	\$0	\$0	\$0	0%	0%
Knowland	\$13,848	\$3,462	\$1,154	\$2,308	33%	8%
CoStar Realty Information	\$15,000	\$1,250	\$210	\$1,040	17%	1%
CVENT	\$19,836	\$7,209	\$2,887	\$4,322	40%	15%
Destination International EIC Subscription	\$10,207	\$208	\$586	(\$377)	281%	6%
Subscription Services	\$87,491	\$14,113	\$9,829	\$4,284	70%	11%
Conferences and Trade Shows						
IMEX North America	\$15,000	\$1,100	\$12,390	(\$11,290)	1126%	83%
Destination International	\$1,100	\$0	\$0	\$0	0%	0%
Caltravel summit	\$1,100	\$0	\$0	\$0	0%	0%
Other - Conf & Trade Shows	\$30,500	\$0	\$0	\$0	0%	0%
Conferences and Trade Shows	\$47,700	\$1,100	\$12,390	(\$11,290)	1126%	26%
Business Development	\$150,000	\$12,500	\$0	\$12,500	0%	0%
Advertising & Promotion	\$70,000	\$5,833	\$0	\$5,833	0%	0%
Travel & Entertainment						
Destination International Annual Conv	\$2,254	\$2,254	\$0	\$2,254	0%	0%
Mileage Reimbursement	\$3,340	\$278	\$0	\$278	0%	0%
Quarterly Sales Trip	\$59,489	\$1,868	\$0	\$1,868	0%	0%
Client Entertainment	\$24,000	\$2,000	\$0	\$2,000	0%	0%
Travel & Entertainment	\$89,083	\$6,400	\$0	\$6,400	0%	0%
Support Services						
Client Events	\$26,000	\$1,667	\$0	\$1,667	0%	0%
Promotional Items	\$20,000	\$10,000	\$0	\$10,000	0%	0%
Tradeshow Booth Storage	\$2,400	\$600	\$0	\$600	0%	0%
Personalized greetings	\$2,400	\$200	\$0	\$200	0%	0%
Site Visits	\$69,500	\$1,250	\$287	\$963	23%	0%
Support Services	\$120,300	\$13,717	\$287	\$13,430	2%	0%
TOTAL PURCHASED GOODS & SERVICES EXPENSE	\$1,250,443	\$124,241	\$69,620	\$54,621	56%	6%
CONTINGENCY	\$66,000	\$5,500	\$0	\$5,500	0%	0%
CITY ADMINISTRATIVE FEE	\$44,000	\$3,667	\$0	\$3,667	0%	0%
TOTAL OPERATING EXPENSES	\$3,052,730	\$265,987	\$143,972	\$122,015	54%	5%

	Annual Budget	YTD Budget	YTD ACTUAL	VARIANCE	EXP YTD	EXP Ann.
SURPLUS(DEFICIT)			\$122,015			

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

	Total
ASSETS	
Current Assets	
Bank Accounts	
1005 City - TID Account	2,127,053.01
1010 Checking-Operating-Wells	764,634.03
1070 Current Year Reserves	678,001.00
Total Bank Accounts	\$ 3,569,688.04
Accounts Receivable	
13100 TID Receivable	0.00
13101 Refunds	0.00
13110 Contributions Receivable	0.00
Total Accounts Receivable	\$ 0.00
Other Current Assets	
14100 Prepaid Expenses	6,985.00
14110 Prepaid Insurance	9,450.84
14120 Prepaid Annualized Software	9,859.59
14130 Prepaid Memberships	5,446.76
14150 Sales Tax on Purchases	0.00
14200 Employee Benefits	2,003.75
Total Other Current Assets	\$ 33,745.94
Total Current Assets	\$ 3,603,433.98
TOTAL ASSETS	\$ 3,603,433.98
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
30000 Accounts Payable (A/P)	90,510.74
Total Accounts Payable	\$ 90,510.74
Other Current Liabilities	
30100 Accrued Expenses	22,627.01
30110 Accrued Payroll Liability	0.00
Total 30100 Accrued Expenses	\$ 22,627.01
30200 Deferred Revenue	0.00
Total Other Current Liabilities	\$ 22,627.01
Total Current Liabilities	\$ 113,137.75
Total Liabilities	\$ 113,137.75
Equity	
30300 Change in Net Assets	3,634,267.95
Net Income	-143,971.72
Total Equity	\$ 3,490,296.23
TOTAL LIABILITIES AND EQUITY	\$ 3,603,433.98



STAFF REPORT TO THE BOARD OF DIRECTORS

DATE: September 27, 2023
TO: Board of Directors
FROM: Christine Lawson, CEO
SUBJECT: PROPOSED DMO TRAVEL AND ENTERTAINMENT (T&E) POLICY FOR APPROVAL

BACKGROUND

The City currently serves as the fiscal sponsor for the DMO. Under the Amended and Restated Fiscal Sponsorship Agreement Between the City of Santa Clara, California, and Silicon Valley/Santa Clara DMO, Inc. (the "Agreement"), the DMO submits payment requests to the City for eligible expenses and upon review and approvals as required, the City releases SCTID funds for the payment of the DMO's invoices. Processes for DMO payroll activity is not included under the current Agreement.

The City currently holds custody of the DMO's FY 2023/24 budget and SCTID assessment funds. Presently, the DMO has joined forces with their new accounting partner, Krisch & Company, on an initiative aimed at creating Financial SOPs. This endeavor is driven by the desire to demonstrate the DMO's unwavering commitment to fiscal responsibility and the establishment of robust processes. These efforts are crucial as they pave the way for the DMO to regain control of its budget and SCTID assessment funds.

At present, the DMO is bound by the City's Travel and Entertainment Policy (T&E) while in the process of shaping its Financial Standard Operating Procedures (SOPs). Regrettably, the City's T&E policy is closely linked to government standards for hotel accommodations and meal allowances, which do not align with the specific operational requirements of a dynamic sales and marketing organization like the DMO.

With the additional staff and as we anticipate upcoming travel, it has become increasingly evident that the DMO urgently requires a more tailored and responsible T&E policy. Such a policy would empower the team to perform at their best and instill in our Board of Directors the confidence that we are meticulously managing public funds with the utmost responsibility.

The action that the Board is being asked to consider is to approve the proposed T&E Policy so that the DMO can travel and entertain clients in a manner that is consistent with a sales, marketing, and tourism organization.

DISCUSSION

Currently, the City of Santa Clara serves as the DMO's fiscal sponsor and has custody of the DMO's 2023/24 fiscal budget and SCTID assessment funds. In addition, this means that the DMO is currently tied to the City's T&E Policy which follows established Government per diems.

The DMO, a sales, marketing, and tourism organization recognizes the importance of fiscal responsibility while utilizing public funds. However, our unique industry demands a T&E policy that balances cost-effectiveness with the flexibility necessary to remain competitive within our industry while ensuring our ability to highlight our offerings effectively. Additionally, as the DMO puts the finishing touches on filling key revenue generating positions, travel, client entertainment and marketing expenses necessitate the need for a revised T&E Policy.

While the DMO is working diligently to finalize a draft of Financial SOPs for future Board approval, including a proposed T+E Policy, it is anticipated that this comprehensive process might extend for a couple more months.

To prepare for the expected rise in travel and client entertainment activities starting in early October, it is advisable to take proactive steps to establish a Travel and Entertainment (T&E) Policy that aligns well with the tourism industry. It is currently recommended that the Board approves the DMO's CEO to implement the proposed T&E Policy promptly. This strategic move is essential as we reenter the sales arena to promote the city of Santa Clara, ensuring that we are well-prepared for upcoming travel requirements. Additionally, this approach will enable the broader Financial SOPs process to continue without disruption.

The DMO T&E Policy, which has been under development for the past few months, has undergone changes including a review by representatives from the city of Santa Clara. Although the CEO has retained certain viewpoints rooted in their experience in the tourism industry, a sizable portion of the feedback received from the City has been integrated into the proposed policy.

The proposed DMO T&E Policy is comprehensive, covering:

- Purpose
- Scope & Authorization
- Procedures
- Required Meal Allowances
- Business Meals
- Client Entertainment
- Peer Entertainment
- Gathering of Marketing Content
- Non-Reimbursable Expenses
- Expense Report and Reimbursement Procedures

Provided is a summary of the sections of the full proposed DMO T&E Policy with highlighted sections representing areas that may require additional conversation.

I. PURPOSE

- Discover Santa Clara® (DMO) is dedicated to accurately identifying and promptly reimbursing reasonable travel, entertainment, and business expenses. This policy offers guidance to employees, approvers, and auditors for cost-effective expense management.
- DMO acknowledges that client cultivation involves business entertainment with current and potential customers. This enables the team to promote Santa Clara as a preferred destination and explore business opportunities more comprehensively.

- This new policy will supersede all prior Travel Policies approved by the Board of Directors and will be the official policy for DMO.

II. SCOPE + AUTHORIZATION

This policy applies to all DMO employees, including officers, directors, contractors, and authorized individuals, who incur travel and entertainment expenses during their work duties. Travel must be authorized in advance, involving the completion of a Travel Authorization Form (TAF). This form should include estimated trip costs and requires approval from the immediate supervisor, particularly for business, peer, competitive, and local business exploration aimed at creating marketing content for destination promotion. The CEO can approve expense reports with a maximum expense variance of up to, but not to exceed 20% from the approved DMO T&E policy minimums.

III. RESPONSIBILITIES

All employees representing the DMO must follow this policy. They are expected to act responsibly, exercise judgment, and get approval from their Manager for expenses not covered by the policy. If uncertain, employees should consult their supervisor or CEO. The CEO and managers approving travel and expenses are responsible for ensuring compliance, differentiating reimbursable and non-reimbursable expenses, and ensuring timely documentation submission.

After a business trip, employees must submit an expense report with supporting documents/receipts within 14-days. Expenses older than 60-days may require written authorization from the CEO for reimbursement.

IV. TRAVEL + ENTERTAINMENT EXPENSES

- **Air Travel:** Employees must choose the most economical flight that meets the organization's travel goals and travel in economy class. They should buy non-refundable tickets to get the lowest fares, which can be used for future travel within six months. Booking early is encouraged to secure lower fares.
- **Frequent Flyer Programs:** Employees can select their preferred airline for the same price or up to \$75.00 more for a round-trip ticket, regardless of frequent flyer miles. If the price difference exceeds \$75.00, the employee must cover the extra cost and provide proof of the less expensive option.
- **Upgrades:** Employees are expected to fly economy class but can upgrade to "economy plus or comfort class" for flights lasting three hours or more if it costs less than \$100.00 roundtrip. Approval from the CEO is needed for these upgrades. Employees can use discounts or frequent traveler coupons to upgrade between travel classes, covering the fare difference. If upgrading to a class outside these guidelines, the employee must provide documentation of both the non-refundable economy fare and the upgraded fare, with the extra cost being their responsibility and CEO-approved.

V. LODGING

When attending a tradeshow or conference with a designated headquarters hotel, employees should reserve rooms there. If unavailable, book the least expensive nearby hotel.

For all DMO business travel, choose centrally located hotels at the lowest possible rates, avoiding pre-paid or non-refundable rates. Travelers get reimbursed for reasonable lodging gratuities: \$2/day for housekeeping, \$2/bag for bellmen, \$2/doorman, and \$2/day for hotel van drivers. Total gratuity expenses should not exceed \$8/day, no receipts are needed.

VI. RENTAL CARS + GROUND TRANSPORTATION

Rental Cars

- Employees should only rent vehicles for business trips when it's necessary for business needs, not personal convenience. Airport or courtesy vans should be used when available, and taxis or rideshare services can be used to/from the airport if necessary.
- Rental cars should be used when the cost of reimbursing mileage for a personal vehicle is higher than renting a car.
- Fuel expenses for rental cars may be expensed, but pre-paying for fuel is discouraged. Rental cars should be returned with a full tank.
- Liability and collision damage insurance should be purchased when renting a car using either a persona' or company credit card.

Ground Transportation

- Employees are encouraged to use hotel courtesy shuttles when available. In cases where such shuttles are unavailable or the schedule is going to impinge on the outlined business schedule, taxis, and rideshare services such as Uber and Lyft may be utilized.
- The use of rideshare luxury SUVs is restricted unless multiple employees require a larger vehicle. For airport and destination travel, cost-effective options like Comfort or XL should be chosen.

VII. BUSINESS MEALS

- The DMO will reimburse employees for personal meal expenses during domestic business travel (or international travel with prior approval). The reimbursement is subject to a daily maximum, and employees are expected to keep meal costs reasonable based on the location.
- When not entertaining clients, employees are reimbursed a total of \$120.00 for three meals per full day of travel, including taxes and gratuity. This amount can be used at the employee's discretion, but valid itemized receipts are required. Gratuities for meals should not exceed 20%, and employees may have one alcoholic beverage with dinner as long as it does not exceed the \$60.00 meal allowance.

For partial business travel days, meal expenses are based on the time it takes to travel to/from the employee's home to the business location. Reimbursement is as follows:

- Breakfast (6 am – 11 am): \$25.00
- Lunch (11 am – 5 pm): \$35.00
- Dinner (5 pm onward): \$60.00

- In-town business meals attended solely by employees are not reimbursable unless approved in advance by the CEO. The senior employee present must pay the bill if multiple employees attend.
- Celebratory or employee appreciation meals require approval by the CEO, and specific per-person meal amounts apply, including tax and gratuity.
- The DMO will not reimburse expenses incurred by spouses/partners, affiliates, associates, colleagues, or family members accompanying DMO employees during travel.

VIII. CLIENT + PEER ENTERTAINMENT

- **Documentation Requirements:** When seeking reimbursement for client entertainment expenses, employees must provide a detailed description of the business purpose, list the names and affiliations of all attendees, and attach the original itemized bill, including alcoholic beverage details. The aim is to maintain transparency and accountability.
- **Business-Related Discussions:** Business meals and entertainment activities should involve substantial business-related discussions. These expenses should have a valid business purpose and be exercised with good judgment, discretion, and moderation. The salesperson should make their best effort to maintain the outlined per person meal period expenditure limits with the maximum target expenditure per person for entertaining legitimate clients is \$120, excluding tax and gratuities.
- **Alcohol Limitations:** Occasional and moderate consumption of alcoholic beverages when entertaining clients or guests when taking them out for drinks and/or to a business dinner is permitted but must be limited to no more than two (2) drinks per person. Alcohol purchased outside of these purposes will be considered a personal expense and will not be eligible for reimbursement. Exceptions can be made if the client being entertained requests an additional alcoholic beverage. It is preferred that bottled water not be ordered unless the local water is poor quality and/or the client would prefer bottled water. The DMO will not reimburse for wine exceeding \$75 per bottle.
- **Entertainment Expenses:** Entertainment expenses incurred at nightclubs, theaters, sporting events, etc., are permissible if business discussions occur immediately before, during, or after the event. Advance approval from the immediate supervisor is required. However, expenses related to adult entertainment will not be reimbursed.
- **Entertaining Industry Peers:** Limited entertaining of industry peers is allowed if there is a business purpose, such as discussing business intel/resources. Prior approval from immediate supervisors is necessary.
- **Gratuities:** Gratuities and service charges for entertainment meals should not exceed 20% of the food and beverage total before tax. Excessive gratuities will not be reimbursed.
- **Payment Responsibility:** The most senior employee present during client entertainment is responsible for covering the meal expenses and can submit the expenses for reimbursement.
- **Peer-to-Peer Entertainment:** Team members can engage in peer-to-peer entertainment with CEO approval. Meal allowances are subject to limits based on the

number of guests and are detailed in section 4.7 of the policy, promoting responsible and transparent expenditure.

IX. COMPETITIVE + LOCAL BUSINESS EXPLORATION FOR MARKETING CONTENT CREATION

DMO team members are encouraged to support local businesses in Santa Clara and engage with the community as part of our T&E Policy. This involves visiting local restaurants and establishments to contribute to DMO's website and social media content, boosting exposure. Any competitive and local business exploration for marketing content creation requires CEO approval.

Meals at local businesses for marketing content purposes follow the per-person meal allowances specified below, unless prior approval is obtained from the CEO:

- Breakfast: \$25.00
- Lunch: \$35.00
- Dinner: \$60.00

X. EXPENSE REPORT + REIMBURSEMENT PROCEDURES

- Reimbursement requests for airfare and hotel reservations must be submitted within 14-business days of purchase, using the DMO's standard expense form template. Detailed reasons for travel and itemized receipts are required.
- Ancillary expenses should be submitted within 14-business days after the employee's business trip or event. Again, the DMO's standard expense form is to be used, with actualized information, costs, and reasons for travel, along with itemized receipts.
- If an employee does not have a corporate credit card, they can submit expense reports for reimbursement on a "pay as you go" basis, especially for advance purchases to secure cheaper fares. Approval will be granted by the DMO CEO or Board Treasurer.
- Reimbursements will be made within 21-business days of receiving an approved expense report.

XI. ADHERENCE

- All employees traveling for business, using a DMO-issued credit card, or spending DMO reimbursable funds must be familiar with and follow this policy. While it may not cover every situation, the guiding principles should be good judgment, ethical behavior, and the avoidance of unnecessary non-business-related expenses.
- Failure to adhere to this policy, as well as failure by managers to enforce it, may result in disciplinary actions, including termination of employment.

FINANCIAL IMPACT

The implementation of a fiscally responsible T&E Policy will positively impact the DMOs financial stability by reducing unnecessary spending and ensuring efficient allocation of resources.

RECOMMENDATIONS

Approve and authorize the CEO to implement the proposed DMO T&E Policy prior to the presentation and approval of the Financial SOP Packet.

Document Title:	Travel & Entertainment Expense Reporting SOP	Process Owner:	Finance
Date Created:	5/26/2023	SOP Approver:	DMO Board
Version No.:	DRAFT V3	T&E Approver	CEO, Treasurer
Revision Date:	September 21, 2023		

1. Purpose

- 1.1. Discover Santa Clara® (aka the DMO) is committed to the accurate identification and timely reimbursement of reasonable and necessary travel and entertainment (T&E) and business expenses. This SOP provides guidance to employees, approvers, and auditors on cost effective management of travel, entertainment, and business expenses.
- 1.2. The DMO recognizes that client cultivation includes business entertainment with both current and potential customers. This provides the team with the opportunity to promote Santa Clara as a destination of choice, and to penetrate accounts to understand the full scope of business opportunities.
- 1.3. This new policy will replace all previous T&E policies approved by the Board of Directors and serve as the new policy for DMO.

2. Scope & Authorization

- 2.1. This policy applies to all DMO employees, officers, directors, contractors, and DMO authorized individuals who incur travel and entertainment expenses while performing their duties.
- 2.2. All travel requires authorization in advance of travel taking place to include the completion of a Travel Authorization Form (TAF). An employee is required to present their completed TAF with the estimated trip costs and obtain approval from their immediate supervisor for all business, peer, and/or competitive and local business exploration to create marketing content to promote the destination.
- 2.3. The CEO has the authorization to approve expense reports that have an expense variance of up to, but not to exceed 20% of the outlined minimums in the approved DMO T&E policy.

3. Responsibilities:

- 3.1. All employees who travel or incur expenses on behalf of the DMO are responsible for abiding by this policy. The DMO asks each employee to think and act like an owner, exercise care and good judgment when incurring expenses on behalf of the organization and obtain prior approval from their Manager for any expenditure not specifically covered under this policy. Should an employee be uncertain whether it is appropriate to submit an expense for reimbursement, discuss the matter with your supervisor or CEO.
- 3.2. All employees traveling on DMO business should leave a copy of their itinerary and emergency contact information with their manager before leaving on a business trip.
- 3.3. The CEO and all managers who approve travel and/or travel expenses are responsible for ensuring their employees abide by the policy confirming that reimbursable expenses are clearly distinguished from non-reimbursable expenses and that proper documentation is submitted in a timely manner for payment of expenses.

- 3.4. Upon return from business travel, a T&E expense report with supporting documentation must be submitted by the employee to the Administrative Services Manager within 14-days of occurrence. The Administrative Services Manager is responsible for reconciling the TAR with the T&E expense report. Expenses greater than 60-days old may not be reimbursed except as authorized in writing by the Chief Executive Officer.
- 3.5. In the event that travel arrangements need to be rescheduled or cancelled, the employee responsible for making the reservations must cancel in sufficient time to prevent the DMO from incurring unnecessary costs when possible. Any credits provided due to cancellation should be tracked and utilized towards future business travel expenses.

4. Procedures

- 4.1. **Corporate Credit Card:** Employees who are issued a corporate credit card are required to utilize the card for all T&E expenses wherever and whenever possible. Corporate credit cards may NOT be used for personal expenses.
 - 4.1.1. Absent a legitimate reason (such as expenses that cannot be paid by credit card, the corporate card was declined, etc.), failure to use the provided corporate credit card as required may result in disciplinary action up to and including termination. Issuance of corporate cards is determined by business needs and will be approved by the CEO.
 - 4.1.2. Employees are responsible for processing all T&E expenses incurred on the corporate credit card, including documenting the business purpose for the expense(s) on the completed TAF and providing itemized copies of the receipts.
 - 4.1.3. All itemized receipts must include the customer's name, title, company name and brief statement of discussion items (e.g., discussed upcoming group needs, etc.).
 - 4.1.4. Costs for individuals in attendance at a customer entertainment event that do not support the DMO business effort will not be reimbursed (e.g., friend, spouse or industry peer unless approved by the CEO).
 - 4.1.5. Employees must report fraudulent activity and lost or stolen cards to the credit card provider as soon as possible. Employee is responsible for disputing any illegitimate charges to their DMO issued credit card.

4.2. Travel and Entertainment Expenses

- 4.2.1. **Air Travel:** Employees must take advantage of the least expensive flight that satisfies the DMO's travel objectives and travel in coach. To obtain the lowest fares feasible, employees should purchase non-refundable airline tickets whose value can be applied to future travel for up to six months. Employees are required to book travel as early as possible to obtain the lowest fares.
- 4.2.2. **Frequent Flyer Programs:** While frequent flyer miles should not impact airline/flight selection if an employee can locate a flight on their preferred airline for the same price or no more than \$75.00 more for a round-trip ticket, they may book with their preferred airline. Should an employee opt to book a ticket on their preferred airline and the price differential exceeds the allowable \$75.00 variance, the employee will be responsible to pay the difference and provide documentation of the less expensive flight vs. the flight booked.

If the employee chooses to enroll or is currently enrolled in a frequent flyer program, any discount or frequent flyer miles earned on business travel will remain his or her property.

- 4.2.3. **Upgrades:** While employees are expected to fly coach, if the flight is three hours or longer, they may upgrade to "economy plus or comfort class" (the next class up from coach) if the additional cost does not exceed \$100.00 roundtrip. This is provided so that employees have adequate space to work on their computers during travel time. These enhancements to economy plus require prior CEO approval prior to purchase. Using earned discount/frequent traveler coupons, employees may upgrade from one travel class to another. If there is a fare differential, the employee is responsible for covering the cost difference. If the employee wishes to upgrade to the next class of airfare travel that is not within the guidelines outlined above, the employee must make a copy of the non-refundable coach fare in addition to the upgraded fare at the time of booking so that the difference between the fares is properly documented and reimbursed. In addition to the non-refundable fare backup documentation, the employee should provide the complete fare receipt and only expend the non-refundable fare on their expense report. The employee is responsible for the price differential for the upgrade, and this should be authorized by the CEO prior to purchase.

4.3. Lodging

- 4.3.1. When attending a tradeshow or conference with a designated headquarters hotel, employees should make reservations at that hotel. If the headquarter hotel is unavailable, the least expensive hotel closest to the conference should be reserved. For all DMO types of business travel, overnight accommodations should be reserved at a hotel in a central/convenient location for the business being conducted at the lowest possible rate through all available channels. Prior to making a reservation, it will be essential for the employee to review the rate qualifications to ensure that a pre-paid and/or non-refundable rate has not been booked, allowing the DMO the greatest possible flexibility.
- 4.3.2. The DMO will only pay the actual room costs supported by the hotel bill in addition to basic Wi-Fi for each day that lodging away from home is required for business purposes, such as arriving 24-hours before or after a tradeshow, conference, or sales trip based on the itinerary.
- 4.3.3. Travelers will be reimbursed for reasonable lodging gratuities as follows; \$2.00 per day for housekeeping, \$2.00 per piece of luggage to bellman if assistance is needed, \$2.00 to doorman upon arrival/departure, and \$2.00 for hotel courtesy van drivers per day of use if utilized during the employees stay. The amount of each gratuity should be governed by the actual service received and/or the prevailing custom for that service and should not exceed \$8.00 per day of the trip's scheduled stay. These expenses do not require receipts but should be noted in the expense report.
- 4.3.4. Employees should pack accordingly to cover the length of their business trip. The actual cost of laundry and/or dry-cleaning expenses for no more than one business outfit will be reimbursed only if the trip exceeds five (5) days or on an emergency basis. Associates are to select a reasonably priced laundry and cleaning service and must be supported by receipts.

4.4. Rental Cars

- 4.4.1. Employees should not automatically rent vehicles while on a business trip. Renting vehicles must be justified as a business need and not a matter of personal convenience. Where available, airport or courtesy vans should be used in lieu of rental cars. Taxicabs or rideshare services (e.g., Uber, Lyft) can be used to/from the airport in lieu of shuttles if they are not available.
- 4.4.2. Rental cars should be used when the cost to reimburse for incurred mileage on a personal vehicle would exceed the expected cost for a rental car.
- 4.4.3. Employees may rent an intermediate size car. When traveling in groups, sharing vehicles should be practiced minimizing costs. When three (3) or more employees are traveling together, they may rent a full-sized vehicle.
- 4.4.4. Fuel for rental cars may be expensed. Employees should not pre-pay for fuel. Employees should return rental cars with a full tank, so the DMO does not incur high service or fuel expenses.
- 4.4.5. Liability and collision damage (or loss damage) insurance should be purchased by an employee when renting a car using either their personal or DMO credit card to protect the employee and DMO.
- 4.4.6. Tolls and parking fees will be reimbursed to a reasonable level with proper receipts. Employees are expected to take advantage of lower cost garages and self-parking options. Parking tickets issued while on DMO business will not be reimbursed.

4.5. Ground Transportation:

- 4.5.1. Whenever feasible, employees are encouraged to utilize hotel courtesy shuttles for transportation. In cases where such shuttles are unavailable or the schedule is going to impinge on the outlined business schedule, taxis, and rideshare services such as Uber and Lyft may be utilized. Taxis, public transportation, and rideshare services may be used to travel to and from sales appointments and engagements with proper receipts.
- 4.5.2. The use of rideshare luxury SUVs is restricted unless multiple DMO employees are traveling together and require a larger vehicle and/or that is all that is provided as an option via the rideshare app. For airport and destination travel, employees should opt for Comfort or XL options, selecting the more cost-effective choice between the two.

4.6. Mileage for Personal Vehicles

- 4.6.1. The mileage between the employee’s residence and the DMO office is considered standard commuting mileage and is therefore not reimbursed. Reimbursable mileage is defined as personal vehicle mileage that exceeds normal commuting mileage and is directly related to DMO business. Mileage reimbursement must be documented accurately with a copy of Google directions (roundtrip) to showcase mileage and is not valid for employees that receive a car allowance.
- 4.6.2. The DMO reimburses mileage at the IRS-prescribed rate and is subject to change. Origin and destination must be documented for reimbursement of mileage and tolls.

- 4.6.3. The purpose of mileage reimbursement is to mitigate the costs associated with operating a personal vehicle for business purposes. When claiming mileage reimbursement, employees may NOT charge or request reimbursement for expenses including, but not limited to, fuel (unless for a rental car), maintenance (such as, but not limited to, oil changes or routine maintenance, repairs, or car washes), and insurance; and fuel reimbursement cannot be in lieu of mileage reimbursement.
- 4.6.4. The DMO shall pay all expenses, such as bridge tolls and parking fees, incurred while traveling on DMO business.
- 4.6.5. The employee using their personal vehicle for business purposes must possess a valid California Driver's License, carry the required liability coverage, and be responsible for any damage, service, or repair to the car that occurs on the trip.

4.7. Business Meals

- 4.7.1. The DMO will reimburse the actual costs incurred for personal meals while traveling on business domestically (internationally if pre-approved) up to a daily maximum. Employees are expected to maintain meal costs to a reasonable level based on location.
- 4.7.2. To promote responsible spending, when not entertaining clients, the DMO reimburses the employee a total of \$120.00 for three (3) meals per full day of travel, including taxes and gratuity. This amount may be used at the employee's discretion (e.g., if employee skips lunch and uses some of the funds for dinner): however, all expenditures must be supported by valid and itemized receipts. Gratuities for meals should not exceed 20% will be the responsibility of the employee. Employees may have (1) alcoholic beverage with dinner as long as the bill does not exceed the assigned meal allowance.
- 4.7.3. For partial business travel days, meals may be expensed based upon the duration of time that it takes to get to/from the employees' home to the location where business on behalf of the DMO will be conducted. The specific hours allocated to partial travel day meal periods eligible for reimbursement are based upon finalizing or trip or enroute home and are as follows:
 - 6am – 11am = Breakfast
 - 11am – 5pm = Lunch
 - 5pm onward = Dinner

In these instances, the following amounts will be allocated per meal including tax and gratuity.

 - \$25.00 for breakfast
 - \$35.00 for lunch
 - \$60.00 for dinner
- 4.7.4. Stocked honor bars in the employee's guestroom are not reimbursable unless they substitute for a meal, which would be subject to the \$120.00 a day cap.
- 4.7.5. In-town business meals attended solely by employees are not reimbursable, unless approved in advance by the CEO. In cases where more than one employee attends a business meal or entertainment event, the senior employee present must pay the bill.

- 4.7.6. Celebratory or employee appreciation meals must be approved by the CEO and the outlined per person meal period amounts will apply inclusive of tax and gratuity.
- 4.7.7. The DMO will not reimburse employees for expenses incurred by a spouse/partner, affiliate, associate, colleague and/or family member who is accompanying the DMO employee.

4.8. Client + Peer Entertainment

- 4.8.1. Reasonable expenses for client entertainment locally or while on a business trip requires the following to be noted for reimbursement purposes: description of the business purpose; full name(s) of employees, vendors, and/or customers included as guests; and their Company or other affiliation. The original itemized bill for services must be submitted as an attachment to the employee's credit card payment to include a detail of items ordered, including alcoholic beverages.
- 4.8.2. Business meals and entertainment activities must include substantial business-related discussions before, during, or after the meal or activities; should be driven by a valid business purpose, and should be entered into using good judgement, discretion, and moderation. When entertaining legitimate clients, the salesperson should make their best effort to maintain the outlined per person meal period expenditure limits with the maximum target expenditure per person for entertaining legitimate clients being \$120, excluding tax and gratuities.
- 4.8.3. Occasional and moderate consumption of alcoholic beverages when entertaining clients or guests when taking them out for drinks and/or to a business dinner is permitted but must be limited to no more than two (2) drinks per person. Alcohol purchased outside of these purposes will be considered a personal expense and will not be eligible for reimbursement. Exceptions can be made if the client being entertained requests an additional alcoholic beverage. It is preferred that bottled water not be ordered unless the local water is poor quality and/or the client would prefer bottled water. The DMO will not reimburse for wine exceeding \$75 per bottle.
- 4.8.4. Entertainment expenses include costs incurred at nightclubs, the theater, sporting events, etc. when a business discussion takes place immediately before, during or after the event. The employee's immediate supervisor must approve entertainment expenses in advance. The DMO will not reimburse any type of costs incurred related to Adult Entertainment.
- 4.8.5. Limited entertaining of industry peers is permitted if there is business to discuss and/or the peer is offering business intel/resources. Employees must get immediate supervisors advanced approval.
- 4.8.6. Gratuities and service charges for entertainment meals are limited to 20% of the food and beverage total pretax. Excessive gratuities will not be reimbursed.
- 4.8.7. The most senior employee in attendance at the entertainment of a client will pay for the meal and submit the expense for reimbursement.
- 4.8.8. Within the T+E Policy, we recognize the value of fostering collaborative relationships within the DMO community and vertical business organization space.

Team members are permitted to engage in peer-to-peer entertainment centered around discussing pertinent business trends or seeking advice or assistance. These interactions, which require CEO approval, are subject to meal allowance limits outlined in section 4.7 and based upon the number of guests. For example, if there is a total of two individuals in attendance then the allowance would be \$50 for breakfast, \$75 for lunch, and \$120 for dinner inclusive of tax and gratuity, ensuring responsible and transparent expenditure.

4.9. Competitive and Local Business Exploration for Marketing Content Creation

- 4.9.1. DMO team members are encouraged to support local businesses and explore the vibrant community of Santa Clara as part of our T&E Policy. This includes visiting local restaurants and establishments, contributing to content collection for the DMO website and social media platforms to enhance exposure. Competitive and local business exploration for marketing content creation must be approved by the CEO.
- 4.9.2. Meals at local businesses to capture marketing content are subject to the same per person meal allowances as previously outlined unless approved in advance by the CEO.
 - \$25.00 for breakfast
 - \$35.00 for lunch
 - \$60.00 for dinner

4.10. Miscellaneous Expenses

- 4.10.1. **Luggage:** Normal airline luggage fees associated with business travel may be expensed and reimbursed for one checked bag only.
- 4.10.2. **In-flight Internet:** Internet services can be purchased only for bona fide and urgent business purposes. Whenever possible, the services should be purchased in advance secure lower pricing. Internet will be reimbursed for flights that are 3 or more hours in duration.
- 4.10.3. **Hotel and other internet services:** These services should be limited to the first tier of service. Where complimentary internet services are offered, no purchase of higher-level/higher speed tiers should be made.

4.11. Non-Reimbursable Expenses

- 4.11.1. Air travel and other personal trip insurance. The employee is responsible for the price differential for the class upgrade on air travel.
- 4.11.2. Personal toiletries/grooming such as barber, manicurist, hair salon, etc.
- 4.11.3. Briefcases or other personal use items.
- 4.11.4. Entertainment expenses of the associate while traveling, unless incurred providing reimbursable entertainment for customers or others as outlined in this policy.
- 4.11.5. Hotel in-room movies and in-flight movies.
- 4.11.6. Personal reading materials or services.
- 4.11.7. Repairs, maintenance, or insurance on personal vehicles.
- 4.11.8. Theatre or other personal amusements.
- 4.11.9. Personal articles or clothing.

- 4.11.10. Parking tickets, traffic fines and court costs.
- 4.11.11. Unauthorized trips, entertainment, gifts, or donations
- 4.11.12. Interest charges or annual credit card charges on personal credit cards, including late charges.
- 4.11.13. Loss of travel funds.
- 4.11.14. Excess baggage (unless due to a business need) or lost luggage (a claim must be filed with the airline).
- 4.11.15. Doctor bills, prescriptions, over the counter medications, or medical services incurred while traveling.
- 4.11.16. Pet boarding charges.
- 4.11.17. Credit card late or interest fees.
- 4.11.18. Tobacco or Cannabis products.
- 4.11.19. Consultant, professional, and temporary employee services
- 4.11.20. Unauthorized equipment purchases, classes, or training
- 4.11.21. Cash advances
- 4.11.22. Gift cards excluding DMO marketing promotions approved by the CEO.

5. Expense Report and Reimbursement Procedures

- 5.1. Reimbursement requests must be submitted within 14-business days of the purchase of airfare and hotel reservations. The request must utilize the DMO's standard expense form template with detailed information on the reason for travel with all detailed/itemized receipts attached.
- 5.2. All ancillary expenses must be submitted within 14-business days of the completion of the employee's business trip or expensable event. The request must utilize the DMO's standard expense form template with actualized information, costs and the reason for travel accompanied by detailed/itemized receipts attached.
- 5.3. In the absence of a corporate credit card, the reimbursement of expenses will be on a "pay as you go" basis. Specifically, if an employee purchases airfare well in advance of a business trip to secure the cheapest fare, he or she can submit an expense report for reimbursement to avoid incurring late fees on credit cards and/or being out of pocket for extended periods prior to travel. Approval of reimbursed requests will be reviewed and approved by the DMO CEO or Board Treasurer.
- 5.4. Depending on the form of payment used for expenses (e.g., Corporate credit card, personal credit card or cash), reimbursement of approved expenses will be reimbursed within 21-business days of receipt of the completed and approved expense report either by direct deposit, check, or direct payment to the DMO's corporate credit card company.
- 5.5. At certain points during the corporate credit card cycle, the DMO Administrative Services Manager and Bridge Bank will act in response to nonpayment by cardholders.

Days Past Due	30	60	90	120
Card Company + DMO Sends Past Due Notice to Employee.	X	X	X	X
Card Company Assesses Late Fees and Reviews Account for Suspension.		X	X	X
DMO Copies Employee and Accounting Team on Delinquency Notice.		X	X	X
Card Company Assesses Late Fees and Marks Account Delinquent. Card Company May Suspend Account.			X	X
DMO Reports Delinquency to the Board of Directors.			X	X
Card Company Closes Account and Turns Over to Collections.				X
DMO Takes Disciplinary Action and Possible Termination.			X	X

6 Adherence to the Travel & Expenses Policy

- 6.1 All Employees travelling for business purposes, in possession of a DMO issued credit card, or spending DMO reimbursable funds are required to be familiar with this policy and adhere to the spirit and intent of this policy. While not all situations may be addressed within this policy, good judgment, ethical behavior, and eliminating unnecessary and non-business-related costs should always be the guiding principles the employees follow.
- 6.2 Employees with questions or who are uncertain about what is within or outside of policy or reasonable business practice should consult with his or her manager, or the CEO.
- 6.3 Employees who fail to adhere to this policy, as well as managers who fail to enforce this policy, may be subject to disciplinary actions up to and including termination of employment.

Christine Lawson
President & CEO, Discover Santa Clara®

Kelly Carr
Discover Santa Clara® Board Treasurer

X

X

Version No.	Change Summary	Editor	Publish Date
03	DRAFT prior to Initial Release	CEO & Board Treasurer	TBD



STAFF REPORT TO THE BOARD OF DIRECTORS

DATE: September 27, 2023

TO: Board of Directors

FROM: Katelyn Studebaker, Director of Marketing

C: Christine Lawson, CEO

SUBJECT: REQUEST FOR ADDITIONAL FUNDS FOR OMNICHANNEL MARKETING SYSTEM

BACKGROUND

The Discover Santa Clara® (DMO) marketing department is in the process of developing a foundational marketing ecosystem comprised of multiple assets that will be utilized by our Sales Team for years to come. There are several key projects budgeted for FY 2023/2024, including a full **Website Redesign**, a **Positioning Meeting to answer the question “Why Santa Clara,”** and **Photography** to support both marketing campaigns and direct sales efforts. In conversations with industry colleagues and vendors, it has become clear that there are additional needs that were unforeseen and thus not included in the adopted budget. These needs include **SEO Management** of the upcoming website, and the establishment of a **Santa Clara Visitors Guide**.

While these projects span different mediums, there is a tremendous amount of overlap and synergy that are part of a broader marketing ecosystem. As we create a foundational bank of marketing assets, it is crucial that we present customers and the public with a seamless and unified brand experience.

Creation of this critical marketing ecosystem is a monumental task for a two-person marketing team. Speed to market in updating our bank of assets is crucial as we work to promote the city of Santa Clara and compete to win citywide groups for a positive economic impact on our partners and the City as a whole.

For these reasons, we plan to source and hire one vendor to create these five foundational marketing assets in an expeditious and synergistic manner. By selecting a single agency to handle all projects, we can minimize communication overhead and streamline project management, thereby ensuring smoother and more cohesive execution.

DISCUSSION

To provide deeper context into this multi-faceted project, the scope is as follows.

- **Positioning Meeting:** A priority is crafting a concise elevator pitch that answers the question, “Why Santa Clara?” Not only will this influence our sales process at the DMO and partner level it will also influence every aspect of our marketing by distilling the broader answer to this question into a specific customer segments/relevant narrative (e.g., citywide clients and leisure visitors). The results of this positioning meeting will lay the groundwork for all projects that follow.

- **Photography for Santa Clara:** Several photoshoots will be required to represent the vibrant and diverse destination of Santa Clara. The photographs captured in this shoot will populate the website and visitor's guide content.
Utilizing the same vendor for photography, plus a website and visitor's guide ensures that they can work with us collaboratively to assess our existing photography assets and create a comprehensive shot list to cover remaining needs. The bank of images would belong to Discover Santa Clara to use in perpetuity for any application.
- **Website Redesign:** A content rich website is crucial for our success. It is the primary public-facing resource for tourism customers and event planners. It is also the destination for any advertising dollars spent and must be optimized to convert completed RFPs. Some of the key elements for the website redesign will include:
 - Auto-Populating Event Calendar featuring and promoting all Santa Clara events.
 - A meeting planner portal to include Convention Center floor plans, menus, hotel information sales sheets, and relevant destination information.
 - Social Media feed including our own posts and User Generated Content.
 - Listings for restaurants, hotels, and attractions with Yelp/OpenTable integrations and booking widgets.
 - Interactive and illustrated Santa Clara map, highlighting our unique neighborhoods.
 - A regularly updated Blog providing itineraries, meeting planner information and facts about Santa Clara.
- **SEO Management:** SEO Management will ensure that DiscoverSantaClara.org is highly visible when relevant queries are entered in search engines. SEO Management is intertwined in the web design process however, agencies quote this expense separately from the design fees. Due to this, SEO Management was not accounted for in the approved FY 2023/2024 budget.
- **Visitors Guide:** Hiring an agency to create a Santa Clara Inspiration Guide offers many advantages beyond the physical magazine.
 - **Market Research:** The agency would decide who to include and uncover the many hidden gems in Santa Clara that we may not know about.
 - **Content Creation:** The agency would create written descriptions for each attraction, hotels, and restaurants. These descriptions will be available for us to use on our website and social media platforms in the future as needed.
 - **Relationship Building:** The agency would act as our ambassador in the market as they travel around Santa Clara building relationships with organizations that would be featured in editorials or as an advertiser in the guide. While the DMO works to build relationships within the community and educate local businesses on our mission/purpose, having additional market ambassadors would be helpful.
 - **General Impression to the Community:** The DMO has been inactive in direct sales, marketing, and community outreach from 2019 – 2022. It would be beneficial for the community to see us undertaking a large project to unite the City in a cohesive message and purpose; highlighting Santa Clara as a premier destination and working to attract travelers that will support generating a positive economic impact for our partners and local businesses.
 - **Magazine:** The proposed fees would yield 10,000 printed copies of the inspiration guide, which can be distributed at trade shows, on direct sales calls or mailed to clients as a sales tool. A digital version would also live on our website.

FINANCIAL IMPACT

Several of the projects under consideration and outlined in this report currently have funds earmarked in the FY 2023/24 budget. The total cost for all five projects is **\$227,000 versus a budget of \$95,500 creating a budget shortfall of \$131,500.**

- The **Positioning Meeting** is budgeted at \$15,000 and will not incur additional expenses.
- The **Website Redesign** is budgeted as \$60,500 and will incur additional expenses of \$19,500. The original estimate from Simpleview (our preferred CRM and Marketing Platform vendor) when seeking insight on the amount of money to build in the budget did not include any of the necessary integrations and plug-ins to achieve a high value destination website. Additionally, **SEO Management** was not budgeted and will incur additional expenses of \$12,000. SEO Management was assumed to be included in the cost of the website redesign but is an additional expense and is crucial for the visibility of the DMO's new website.
- The **Visitor Guide** was not part of the adopted FY 2023/24 budget and will incur an additional expense of \$100,000. The photography collection was budgeted at \$20,000 and will not incur any additional expenses.

Analysis of Planned Projects with Budgeted versus Actual Cost Expenditures:

Marketing Ecosystem Project Components	FY 2023/24 Adopted Budget	Actual Cost	Variance
Positioning Meeting	\$15,000	\$15,000	-
Website Development	\$60,500	\$80,000	\$19,500
SEO Management	Not Budgeted	\$12,000	\$12,000
Visitors Guide	Not Budgeted	\$100,000	\$100,000
Photography Collection	\$20,000	\$20,000	-
Total	\$95,500	\$227,000	(\$131,500)

One-Time Additional Expenditure Request:

\$131,500

It is important to clarify that the request for an additional \$131,500 in marketing funds is a one-time ask. This substantial expenditure is primarily due to the extensive scope of projects we are initiating in the DMO's first year with a full team. In subsequent years, we anticipate the need for less extensive projects, primarily focusing on evolutionary modifications and maintenance which will be part of the future budgeting and approval process. Hence, although the initial investment is greater, we anticipate a decrease in the following years as we redirect our efforts toward maintaining and expanding upon the groundwork established in this fiscal year.

RECOMMENDATION

The recommendation is for the Board to authorize Discover Santa Clara's® Director of Marketing additional marketing dollars from the fund for up to and not to exceed \$131,500 for FY 2023/24. These funds would be utilized to hire a marketing agency to carry out the various projects detailed in this staff report and complete the ecosystem of initiatives.

DMO Board Meeting

September 27, 2023

- July Sales Activity Report.
- Staffing Update.
- Monthly Accomplishments & Priorities.



Sales Activity Report

July 2023

DISCOVER
SANTA
CLARA®

JULY 2023
SALES ACTIVITY
RECAP



MONTHLY TOTALS BY EVENT PRIORITY TYPE

	P 1 - P 2	P 3	P 4	P 5
Current Active Prospects	53	152	169	399
July	P 1 - P 2	P 3	P 4	P 5
Actively Researching	269	0	0	0
New Prospects	5	2	3	35
New Tentatives	0	0	0	15
New Definites	0	1	5	16

Silicon Valley/Santa Clara DMO Inc.			
Performance Measures			
	2023/24 Target	YTD	July
1. Event Mix (Consumed)			
Percent of P1 Events	0.5%	0%	0%
Number of P1 Events	1	0	0
Percent of P2 Events	1.0%	0%	0%
Number of P2 Events	2	0	0
2. Number of Definite Events Booked (booked in the year for future years)			
Number of P1 Events	2	0	0
Number of P2 Events	4	0	0
3. Convention Center Gross Revenue (P1& P2)	\$800,000	\$0	\$0
4. Number of Room Nights Booked (for future years)	4,506	0	0
5. Number of Room Nights Consumed	2,253	0	0
6. Number of Weeks Impacted (Consumed)	2	-	-
7. Customer Service Survey Results (overall satisfaction)	85%	-	-
8. Number of Prospects (active) (non-culmulative P1 & P2)	140	53	53
9. Economic Impact (Consumed P1 and P2 events)	\$2,745,582	\$0	\$0



JULY DASHBOARD

SCCC	Beg	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total YTD	Month Avg	Annual Avg	3 Year Pace
Researching	269	0												269	0	0	269
Prospects	53	5												58	5	60	233

Meeting & Convention Sales

Incremental Booked Business*	Current Month	Year to Date	Goal	% to Goal
Priority 1 (P1)				
Number of Groups	-	-	1	0%
Priority 2 (P2)				
Number of Groups	-	-	2	0%

Convention Center Revenue from Bookings	Current Month	Year to Date	Goal	% to Goal
Overall	-	\$0	\$800,000	0%

Notable P1/P2 Bookings for July	Rent	F&B	Total Room Nights
Notable P1/P2 Lost Leads for July	Rent	F&B	Total Room Nights
Fox Rothschild - Partner Retreat - 2024	\$ 100,000.00	\$318,750	1,885

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 - \$649,999k)

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

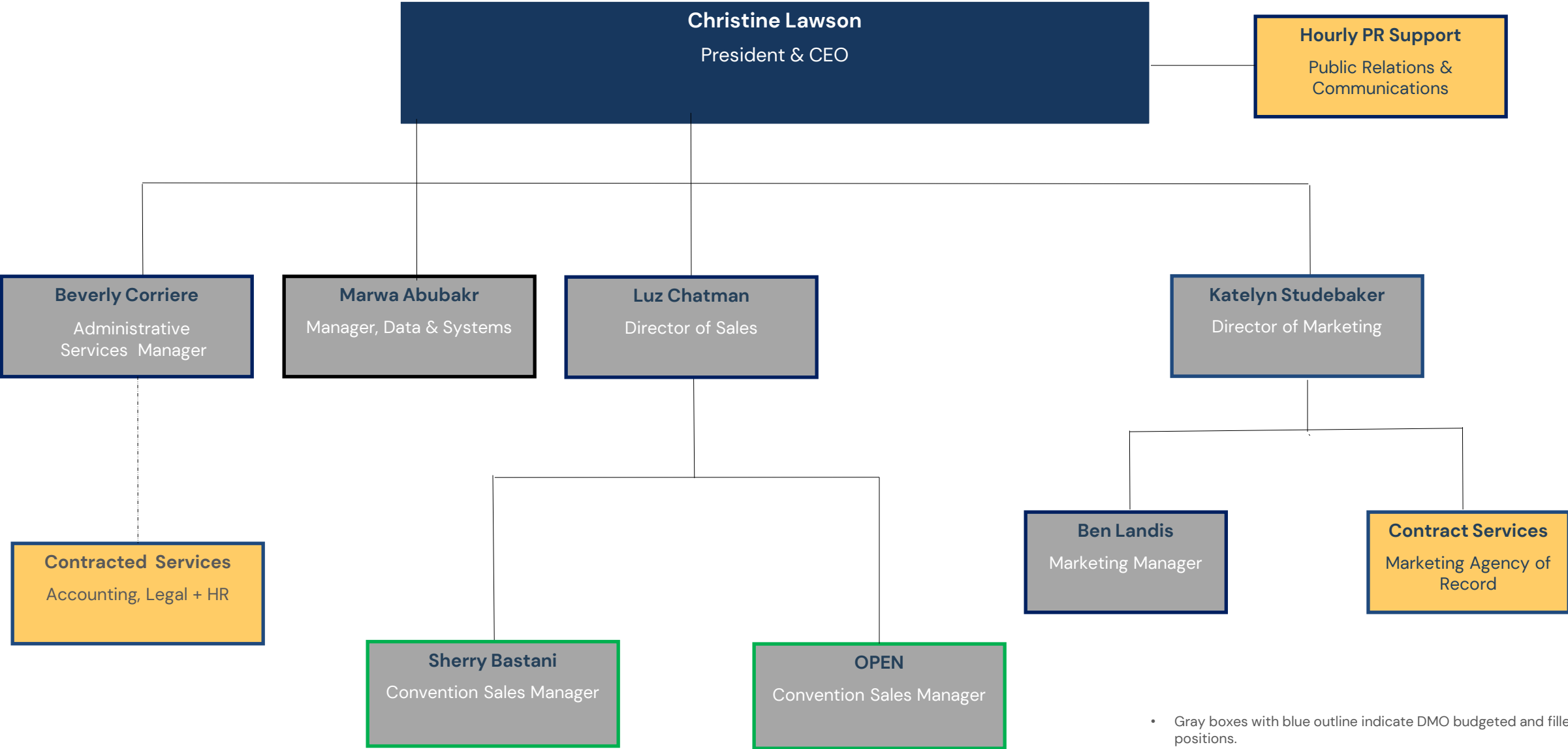


Staffing Update



**Welcome
Sherry Bastani
Convention Sales Manager**

FY 2023/24 ADOPTED ORGANIZATIONAL STRUCTURE



- Gray boxes with blue outline indicate DMO budgeted and filled positions.
- Gray boxes with green lines indicate DMO budgeted, but not yet filled positions.
- Gold boxes represent DSC's Agencies of Record and/or outside contractors.



Monthly Accomplishments and Priorities

- Prepared onboarding documents for new Convention Sales Manager.
- Intensive planning and appointment setting for both TEAMS and IMEX Tradeshows in October.
 - Continued focus on confirming meetings with key clients.
- Reviewing and refining the initial sales deployment model draft.
- Partnered with business development company, Baronfeld Consulting Group.
 - Provide assistance with prospecting activities until the last Convention Sales Manager position is filled.



- Conducting site inspections and engaging with potential P1 and P2 leads.
- Collaborating with Catherine Lentz, Director, Levi's® Stadium Event Services to coordinate a joint strategic team meeting involving her team and the DMO.
- Director of Sales attended CalTravel Annual Summit for networking and educational sessions.
- Evaluating and enhancing the sales pitch deck for the DMO created by the Marketing team.
- CEO active member on SF Bay Area Regional Advisory Committee being led by JLL.



- Arranged and executed a Strategic Team Offsite for critical planning.
- Collaborated with Linh Lam from City Finance to enhance the Financial SOP draft; project is still in progress.
- In the process of refining the performance review format and process.
- Partnering with JLL on DMO Workplan initiatives.
 - Advancing the development and design of incentive plans, goal setting, and performance management drafts
 - Preparing for the Simpleview CRM Audit Process.



- Successfully crafted the DMO T&E Policy draft.
- Delivered the FY 2022/23 Annual Report to City Council on September 19th.
- In the process of wrapping up the 2019 – 2021 990 tax forms for endorsement and submission.
- Onboarding our new accounting partner, Kirsch & Company to ensure seamless communication and alignment within our reporting infrastructure.



- Beyonce
- Social Media
- Content
- Tradeshows
- Collateral





Beyonce Recap

- Worked with the city to name Beyonce honorary Mayor and gave her the Key to the City on August 20th
- Launched a joint press release with the City of Santa Clara, announcing the activations.
- Interviewed with multiple press outlets, which resulted in ample positive media coverage.



Santa Clara to make Beyoncé honorary mayor, give her key to city ahead of Levi's Stadium show

By Zach Fuentes
Tuesday, August 29, 2023



SANTA CLARA, Calif. (KGO) -- [Beyoncé](#) is scheduled to bring one of the biggest concerts of the year right here to the Bay Area.



Beyoncé becomes honorary mayor of Santa Clara ahead of "Renaissance World Tour" performance

Jon Powell
August 30, 2023 · 2 min read



The outlet also spoke with Discover Santa Clara CEO Christine Lawson, who explained Bey's direct impact to the area as a result of her pending concert. "Our hotels are close to [or] at maximum capacity, and we've seen average rate lifts thus far around \$50 higher than we would this time of year if there were no big name like Beyoncé in the city," she confirmed.

The Mercury News

The hits keep coming: Beyonce, Taylor Swift and Ed Sheeran shows raise big bucks in Bay Area

Beyonce's Renaissance World Tour arrives at Levi's Stadium on Aug. 30.

Santa Clara officials have been abuzz about this season's lineup and its economic impact. Christine Lawson, the CEO of tourism group Discover Santa Clara, said it's seen an "unprecedented response" when it comes to hotel bookings for Swift and Beyonce in particular. Beyonce's Beyhive has helped sell out almost every room in town. That's not the norm for concerts at Levi's, according to Lawson.

"It's tremendously beneficial for our hotel community and it says a lot about Beyonce's pull — especially since it's on Wednesday night," she said.

Artists like Beyonce and Swift have also seen an influx in fans willing to travel to see the same concert tour a second, third or even a fourth time.

"It's not just if they live in New York they only went to that show," Lawson said. "A lot of people want to see the show more than once."

DAILY NEWS

Beyoncé made honorary mayor of Santa Clara, Calif. as Renaissance Tour arrives

"We're on the edge of our seats as Santa Clara gets ready to welcome the music icon, and philanthropist that is Beyoncé," Discover Santa Clara CEO Christine Lawson said in a [statement](#) Tuesday. "Beyond the thrilling performances, Beyoncé has a history of energizing local economies of the cities she visits and we're looking forward to experiencing the same here, further highlighting our city as a vibrant and welcoming destination."

THE SILICON VALLEY VOICE

Power To Your Voice

Beyoncé Knowles-Carter Receives Key To The City, Honorary Mayor

Press Release & Erika Towne

"We're on the edge of our seats as Santa Clara gets ready to welcome the music icon, and philanthropist that is Beyoncé. Beyond the thrilling performances, Beyoncé has a history of energizing local economies of the cities she visits and we're looking forward to experiencing the same here, further highlighting our city as a vibrant and welcoming destination," says Christine Lawson, CEO of Discover Santa Clara.



Social Media Data



Instagram Growth Initiative

- Partnered with local influencer @SiliconValley.Foodies to do a Like/Follow/Share giveaway consisting of Gift Cards to her favorite Santa Clara Restaurants, plus a 1-night stay at Hilton Santa Clara.
- Stats:
 - Video Views: **84K Views**
 - Followers Before: **4,804**
 - Followers After: **6,044**
 - Percentage Increase: **+25%**

DISCOVER SANTA CLARA

71 Posts 4,804 Followers 198 Following

Discover Santa Clara

The official tourism page for Santa Clara, CA. 🍷 🌾

Tag us at @discoversantaclara for a chance to be featured. 📸

discoversantaclara.org 062



DISCOVER SANTA CLARA

80 Posts 6,044 Followers 207 Following

Discover Santa Clara

The official tourism page for Santa Clara, CA. 🍷 🌾

Tag us at @discoversantaclara for a chance to be featured. 📸

discoversantaclara.org

Top 3 Performing Posts

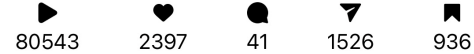
WIN OVER \$1000 WORTH OF GIFT CARDS TO MY...

siliconvalley.foodies · Original audio
September 12 · Duration 0:12



If you've been wondering where to get Cube Crois...

andrewvleh · Pete Drake - "Forever"
September 13 · Duration 0:06



Have you had Korean Chinese food before?! 🔥 If...

Kenya Grace · Strangers
August 17 · Duration 0:13



Reach ⓘ

61,386
Accounts reached



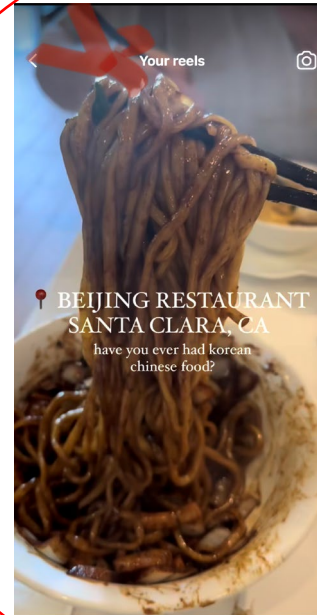
Reach ⓘ

68,433
Accounts reached



Reach ⓘ

167,193
Accounts reached





Content

- Launched a Blog | Content drives email blasts, LinkedIn posts and pre/post tradeshow communications with meeting planners.

What's New in Santa Clara?

Stay up-to-date with the latest news, events, and stories in this vibrant city.

Discover the best of Santa Clara right here.



Savoring Santa Clara:
Lee's Sandwiches- A Journey
From Past To Present

If you've lived in the San Jose or the greater south Bay Area, chances are that you will instantly recognize the Lee's Sandwiches name. Serving Vietnamese Banh Mi, "European style" baguette sandwiches, Vietnamese iced coffee, and a delightful array of Vietnamese quick eats, Lee's Sandwiches has become a beloved fixture in the South Bay Area.

[READ MORE](#)



5 Athletic Facilities in Santa Clara
You Might Not Know About!

Santa Clara, nestled in the heart of Silicon Valley, is known for its tech giants and innovation. But beyond the hustle and bustle of the tech world, this vibrant city boasts a surprising number of recreational facilities and parks. Today, we're going to introduce you to five hidden gems in Santa Clara that you may or may not have heard of yet.

[READ MORE](#)



Venue Hunting Demystified:
The Event Planner's Playbook

Hi, all you brilliant and beautiful event planners and meeting junkies attending IMEX 2023! All the art of choosing the perfect event venue—finding a place where dreams come true, the parking is plentiful, and the WiFi is strong. (We're in Silicon Valley, not to lie too much but we got the tech thing down.) Buckle in and join us as we help you find the perfect venue for your event.

[READ MORE](#)



IMEX 2023 Unleashed:
Top 10 Conference Tips

Ah, surviving IMEX, the ultimate adventure in the world of conferences! Strap on your seatbelts, folks, because our team at Discover Santa Clara is going to help you navigate through your journey as you embark on a rollercoaster ride of networking, sessions, and endless walking.

[READ MORE](#)



10 Ways to Make Networking Easier

Hey there, conference-goer! The ICAMS Conference and Expo is right around the corner, and the Discover Santa Clara team is all set to network in Palm Beach!

We understand you're here to learn, connect, and perhaps score some free swag, but let's be honest—networking at conferences can sometimes feel a bit like trying to make friends in a crowded elevator if your execution is off.

[READ MORE](#)







Beyond Music: Swift and Beyoncé' in Santa Clara

Who run the world? Girls. The recent economic surge witnessed in Santa Clara thanks to Taylor Swift's "Eras Tour" at Levi's Stadium was nothing short of impressive. Following suit, anticipation is building around the positive impact Beyoncé's upcoming "Renaissance Tour" on August 30th, 2023, will likely bring to Santa Clara's financial landscape.

[READ MORE](#)

- Sent (4) Email Blasts through ActOn Platform.
- Emails were a combination of segmented emails to meeting planners in preparation for the IMEX and TEAMS Tradeshows in October, in addition to the email article sent to all subscribers regarding the Economic Impact of Beyonce + Taylor Swift on Santa Clara.

← This Year

	Sent	Opens	Clicks	Out
 IMEX PRE - Portal Is Open <small>HTML sent by Katelyn Studebaker on Tue Sep 19 2023 1:29 PM PDT</small>	2.12K	297	13	9
 IMEX Email - Pre Portal Opening <small>HTML sent by Katelyn Studebaker on Tue Sep 12 2023 12:06 PM PDT</small>	2.15K	309	45	5
 TEAMS Distro List First Outreach <small>HTML sent by Katelyn Studebaker on Wed Sep 06 2023 11:14 AM PDT</small>	102	20	0	1
 Beyoncé and Swift <small>HTML sent by Katelyn Studebaker on Wed Aug 16 2023 12:05 PM PDT</small>	7.90K	1.19K	44	98

Tradeshow Preparations

- Designed and sourced (2) Banner Stands and George Kittle Cutout for Teams Booth
- Developed a 4x9 Rack Card sized handout for TEAMS Conference
- TEAMS Giveaway: Branded clear stadium backpacks
- IMEX Giveaway: Branded 4-port USB Hubs



DISCOVER SANTA CLARA

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With SB50 under our belt, and SB60 + FIFA on the way, it's safe to say that Santa Clara knows sports.

Santa Clara boasts an impressive 28 regional parks spanning over 52,000 acres with fantastic sports facilities. Whether you're in the market for an Olympic Lap Pool, world class baseball or soccer fields, volleyball, tennis or basketball courts... we truly have it all.

In addition to our world class amenities, Santa Clara also enjoys 300 sunny days per year. Our location in the heart of Silicon Valley means that public transportation and rideshare abounds, plus we are only 6 miles from an International Airport.


Want to learn more about the Santa Clara Convention Center, Hotel Guest Rooms and Levi's Stadium? Scan the QR Code.





Collateral and Branding

Hotel 1 Sheets highlighting SCTID Hotels.

- Printed Version will be distributed at Trade Shows and included in our Sales Folder/Brochure, which is currently under construction.
- Digital Version will be emailed to clients as an amendment to proposals.






Hotel Accommodations


Hotel	Address	Total Guest Rooms	Dates	Peak Room Nights	Room Rate	Total Event Space
AC Hotel Santa Clara	2970 Lakeside Dr., Santa Clara, CA, 95054	185	-----	-----	-----	1,389 SQ FT
Avatar Hotel	4200 Great America Parkway, Santa Clara, CA, 95054	168	-----	-----	-----	
Delta Hotel by Marriott - Santa Clara Silicon Valley	2151 Laurelwood Road, Santa Clara, CA, 95054	263	-----	-----	-----	6,750 SQ FT
Element Santa Clara	1950 Wyatt Drive, Santa Clara, CA, 95054	175	-----	-----	-----	1,415 SQ FT
Embassy Suites Santa Clara - Silicon Valley	2885 Lakeside Drive, Santa Clara, CA, 95054	258	-----	-----	-----	4,044 SQ FT
Hilton Santa Clara	4949 Great America Parkway, Santa Clara, CA, 95054	280	-----	-----	-----	5,142 SQ FT
Hyatt House Santa Clara	3915 Rivermark Plaza, Santa Clara, CA, 95054	150	-----	-----	-----	500 SQ FT
Hyatt Regency	5101 Great America Parkway, Santa Clara, CA, 95054	505	-----	-----	-----	60,000 SQ FT
Marriott Santa Clara	2700 Mission College Blvd., Santa Clara, CA, 95054	759	-----	-----	-----	26,849 SQ FT
Hyatt Centric Silicon Valley	3100 Lakeside Drive, Santa Clara, CA, 95054	219	-----	-----	-----	6,982 SQ FT
Towneplace by Marriott	2877 Lakeside Drive, Santa Clara, CA, 95054	107	-----	-----	-----	
		3,069				

Concessions



Click to add text

070



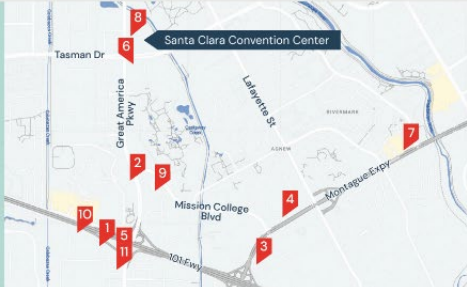


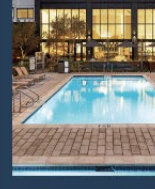
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		3,069	

The Santa Clara Convention Center is Conveniently Located:

- 3,069 hotel guest rooms within 5 miles
- 785 hotel guest rooms within walking distance
- 6.2 Miles from San Jose Mineta International Airport
- Steps from VTA Light Rail
- Half of a mile from Amtrak and ACE Train Station

- Managed the design of Levy Restaurant's new robotic coffee vending machine wrap.





Thank you

Appendix