



DISCOVER SANTA CLARA®
BOARD OF DIRECTORS
MEETING AGENDA

May 29, 2025, 3:00 p.m.
Santa Clara Convention Center, Room xxx
5001 Great America Parkway
Santa Clara, CA 95050

*The public can participate remotely via Zoom: <https://us06web.zoom.us/j/88146514371>
or join via audio at Webinar ID 881 4651 4371*

CALL TO ORDER

ROLL CALL

PUBLIC COMMENT

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

CONSENT AGENDA

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

1. Action on the Minutes of Discover Santa Clara® Board of Directors – April 17, 2025

Recommendation: Note and File Meeting Minutes.

2. Action on Discover Santa Clara's FY 2024/25 3rd Quarterly Report Ending March 31, 2025.

Recommendation: Note and file Discover Santa Clara's 3rd Quarterly Report Ending March 31, 2025.

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 to change the FY 2024/25 Unrestricted Beginning Fund Balance and Ending Fund Balance as a result of the FY 2023/24 year-end actuals reconciliation (Requires Seventy-five Percent (75%) Approval of Board of Directors).

Recommendation(s): Approve the adjustment to the FY 2024/25 Unrestricted Beginning Fund Balance and Ending Fund Balance based on the finalized FY 2023/24 year-end financial reconciliation, as presented by staff.

4. Discussion and Action on Discover Santa Clara's® Proposed FY 2025/26 Operating Budget. (Requires Seventy-five Percent (75%) Approval of Board of Directors).

Recommendation(s): Approve Discover Santa Clara's® Proposed FY 2025/26 Operating Budget

CONVENE TO CLOSED SESSION

RECONVENE TO PUBLIC SESSION

REPORT(S) OF ACTION TAKEN IN CLOSED SESSION MATTERS

COMMITTEE UPDATES

BOARD MEMBER OPEN FORUM

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

GENERAL ANNOUNCEMENTS

ADJOURNMENT

The next regularly scheduled meeting is on **June 19, 2025**.

Brown Act:

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

Notice to Public:

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

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

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

ATTACHMENTS



**DISCOVER SANTA CLARA®
BOARD OF DIRECTORS
MEETING AGENDA**

**BOARD OF DIRECTORS
MEETING
MAY 29, 2025
AGENDA ITEM #1**

**April 17, 2025, 1:00 p.m.
Santa Clara Convention Center, Room 201
5001 Great America Parkway
Santa Clara, CA 95050**

*The public can participate remotely via Zoom: <https://us06web.zoom.us/j/88146514371>
or join via audio at Webinar ID 881 4651 4371*

CALL TO ORDER

Chair Lentz called the meeting to order at 1:04 p.m.

ROLL CALL

Present: 8 Chair Catherine Lentz, Forty-Niners Stadium Management Company
 Vice-Chair Kelly Carr, OVG360
 Treasurer Nany Fullmore, Marriott Santa Clara
 Member Lorne Ellison, Levy Restaurants
 Member Linh Lam, City of Santa Clara
 Member Erin Henry, Hyatt Santa Clara
 Member Barb Granter, California's Great America
 Member Billy Mendez Moreno

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

Absent: None

Staff: Jiawei Tang, Discover Santa Clara®
 Nancy Thome, City of Santa Clara

A quorum of 8 have been met.

PUBLIC COMMENT

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

There were no public comments.

CONSENT AGENDA

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1. Action on the Minutes of:

- Discover Santa Clara® Board of Directors – February 20, 2025
- Discover Santa Clara® Board of Directors – March 6, 2025

Recommendation: Note and File Meeting Minutes.

2. Action on the February 2025 Monthly Financial Report.

Recommendation: Note and file the February 2025 Monthly Financial Report.

A motion was made Vice–Chair Carr, seconded by Treasurer Fullmore to approve the Consent Agenda.

Ayes: 8 Chair Lentz, Vice–Chair Carr, Treasurer Fullmore, Member Ellison, Member Lam, Member Granter, Member Henry, Member Mendez Moreno.

Absent: None

CONSENT ITEMS PULLED FOR DISCUSSION

PUBLIC PRESENTATIONS

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There were no public presentations.

GENERAL BUSINESS – ITEMS FOR DISCUSSION

3. Action on approval of agreement with Civitas Advisors, Inc. for the Renewal of the Santa Clara Tourism Improvement District.

Recommendation(s):

- 1). Approve and authorize the Chief Executive Officer to execute an agreement with Civitas Advisors, Inc. for the Renewal of the Santa Clara Tourism Improvement District for a 14–term beginning May 1, 2025, and ending July 1, 2026, for a total maximum amount not–to–exceed \$98,900 subject to the appropriation of funds;
- 2). Authorize the Chief Executive Officer to execute any minor or administrative amendments to the agreement which do not increase the compensation for the agreement.

Chair Lentz identified corrections to recommendation 1 as follows:

Recommendation 1 should read:

1). Approve and authorize the Chief Executive Officer to execute an agreement with Civitas Advisors, Inc. for the Renewal of the Santa Clara Tourism Improvement District for a 14-month term beginning May 1, 2025, and ending July 1, 2026, for a total maximum amount not-to-exceed \$98,900 subject to the appropriation of funds;

A motion was made by Member Granter, seconded by Member Henry to

1). Approve and authorize the Chief Executive Officer to execute an agreement with Civitas Advisors, Inc. for the Renewal of the Santa Clara Tourism Improvement District for a 14-month term beginning May 1, 2025, and ending July 1, 2026, for a total maximum amount not-to-exceed \$98,900 subject to the appropriation of funds;

2). Authorize the Chief Executive Officer to execute any minor or administrative amendments to the agreement which do not increase the compensation for the agreement.

Ayes: 8 Chair Lentz, Vice-Chair Carr, Treasurer Fullmore, Member Ellison, Member Lam, Member Granter, Member Henry, Member Mendez Moreno.

Absent: None

4. Chief Executive Officer Updates.

CEO Lawson provided a verbal summary of Quarter 3 overview. The team continued to execute high-impact sales and marketing initiatives to expand visibility, strengthen lead generation, and refine operational excellence. The DMO achieved key milestones this quarter that advanced Discover Santa **Clara®**'s growth trajectory and readiness for major global events.

CONVENE TO CLOSED SESSION

The Board convened to Closed Session at 1:44 p.m.

- 5. Employee Performance Evaluation (Gov. Code Section 54957)**
Agency Designated Representative: Catherine Lentz
Unrepresented Employee: Chief Executive Officer

RECONVENE TO PUBLIC SESSION

The Board reconvened to Public Session at 2:31 p.m.

REPORT(S) OF ACTION TAKEN IN CLOSED SESSION MATTERS

There was no reportable action taken.

COMMITTEE UPDATES

BOARD MEMBER OPEN FORUM

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

Secretary Lawson proposed the inclusion of a discussion item regarding a potential partnership with the Bay Area Host Committee on the agenda for the next regular meeting.

GENERAL ANNOUNCEMENTS

ADJOURNMENT

The meeting is adjourned at 2:40 p.m. The next regularly scheduled meeting is on **May 15, 2025**.

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DISCOVER SANTA CLARA®

FY 2024/25

Quarterly Report

3rd Quarter Ended March 31, 2025

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Executive Summary

During the third quarter of FY 2024/25, Discover Santa Clara® continued to push forward, building on the momentum from earlier in the year. The team made important strides across sales, marketing, and operations — laying down the next layers of foundation as we position Santa Clara for long-term success.

Our sales team stayed aggressive and focused, generating 88 leads in the quarter representing a 44.8% year-over-year increase while continuing to deepen relationships through aggressive tradeshow attendance, client activations, and targeted prospecting. New opportunities are moving through the pipeline, and visibility for Santa Clara continues to grow in key markets.

On the marketing side, we reached three major milestones this quarter: launching our brand-new Discover Santa Clara® website, releasing our first-ever Santa Clara Visitors Guide, and appointing Madden Media as our new Agency of Record. These are game changers in how we tell Santa Clara's story to visitors and meeting planners. We also finalized our Super Bowl LX and FIFA World Cup 2026 Activation Plan, putting key strategies in place to maximize the impact of these major global events. The new website also brought important enhancements to our digital tools and sales enablement capabilities, supported through our ongoing partnership with Simpleview and a new partnership with Visiting Media. Social media engagement grew across the board, and our collaboration with Madden Media has already elevated our PR, digital marketing, and meetings-focused content strategies.

Operationally, we continued to strengthen our internal processes with the addition of our new Director of Business Operations. Our focus remains on strategic financial management and implementing processes and tools that create a stronger, more efficient foundation for the organization.

As we head into the final quarter of FY 2024/25, we're committed to keeping our foot on the gas—finalizing key projects, deepening partnerships, capturing new business, and setting the stage for an even stronger FY 2025/26. With everything on the horizon, laying the groundwork now is critical to ensuring we're ready to meet the moment. Our team's momentum is real, our foundation is strong, and our vision for Santa Clara's future is clear and exciting.

Sincerely,

A handwritten signature in dark ink, appearing to read "Christine Lawson".

Christine Lawson
CEO

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

CULTURE STATEMENT

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

ORGANIZATIONAL SUCCESS: TEAM ACHIEVEMENTS AND INDUSTRY ACCOLADES

- Marketing Manager, Ben Landis, was named **Destinations International 30 Under 30 Class of 2025**. The team is super proud of him and all of his contributions and accomplishments.

COMMUNITY & STAKEHOLDER ENGAGEMENT

- CEO and Director of Marketing attended the **NFL's SBLX – Future Hosts Event** in New Orleans from February 4–6, 2025. The event, hosted by the NFL, offered valuable insights into the meticulous preparation and planning required for cities gearing up to host the Super Bowl.
- CEO participated on the **Silicon Valley GBTA** panel speaking to "**Premier Events Shaping the 2025–2026 Economy**," on February 13, 2025, with panelists John Poce, Executive Director of the San Jose Sports Authority and Maggie Lang, Chief Sales & Marketing Office from the San Francisco Peninsula DMO.
- CEO participated in the **Silicon Valley Business Journal's Mentoring Monday** on February 24, 2025. This is Silicon Valley Business Journal's 12th Annual Mentoring Monday event. Featured over 50 of Silicon Valley's top businesswomen as mentors to over 200 mentees. The mentors provided business advice and shared insights into their success, all in a supportive atmosphere to promote building connections.
- CEO met with the **CEO of the Santa Clara Chamber of Commerce** to explore ongoing collaboration opportunities. The goal is to set up a brainstorming session with both teams to identify strategic ways to showcase the City of Santa Clara and strengthen our brand.
- Director of Marketing and Marketing Manager met with the **new West Region Director of Public Relations, Sara Gorgon, and Marc-Angelo Merino, Regional Manager, Brand Marketing with Six Flags Entertainment Group**.

KEY ACCOMPLISHMENTS

Administration and Operations

Our third quarter initiatives remain focused on fortifying our administration and operations foundation, underscoring our commitment to building a strong, effective structure for the DMO. A key part of this effort is having our new Director of Business Operations in place since January 21, 2025, as they will play a critical role in streamlining, strengthening, and evolving our operations.

- Completed and distributed the **DMO FY 2024/2025 Q2 Report**.
- Hosted a **DMO Strategic Team Offsite** from February 26–28, 2025. We brought in an outside trainer to lead an Enneagram Workshop, helping the team better understand our personalities and working styles.
- Continued onboarding and training for our new Director of Business Operations.
- The Director of Business Operations is currently focused on finding an **Online Expense Report Management Platform** that will save the team time and streamline the overall process for the DMO.
- CEO and Director of Marketing finalized the draft of the DMO's **SBLX/FWC26 Activation Plan** which was presented and approved by the Board of Directors on February 20, 2025.
- Amended, renewed, and initiated new **DMO contracts**.
 - The DMO has finalized the Agency of Record (AOR) contract with Madden Media.
 - Additionally, new contracts have been secured with Simpleview for their Book Direct Tool and with Visiting Media for their immersive sales tool for the new website.
- Partnered with **Civitas Advisors**:
 - Entered into a **retainer agreement** to offer ongoing DMO support across various initiatives, providing necessary insight and guidance.
 - Conducted **training for the Board of Directors and SCTID Partner Hotels** to provide a foundational understanding of the DMO's Management District Plan. The training took place during the January 23, 2025, Board Meeting.
- Conducted **mid-year performance reviews** with the team, providing feedback on their progress toward goals and identifying areas where additional strategic support is needed.
- Continued ongoing discussions with the **Bay Area Host Committee (BAHC)** around a potential five-year partnership focused on strengthening access and visibility in the key sports market.

- Marketing team and CEO interviewed and hired new **Marketing Coordinator** who joined the team on March 11, 2025.
- Worked with HR Consultant to develop an **Injury and Illness Prevention Program (IIPP)** for the DMO. The CEO and Director of Business Operations are reviewing and will finalize for Q4 implementation.

Convention Sales, Incentives and Services

We continue to focus on enhancing our sales operations and prospecting efforts while raising visibility for both Santa Clara and our partners to generate group business.

Through active participation in tradeshow, conferences, and networking events, we're driving lead growth and connecting with a diverse range of meeting and event planners who are integral to our success. Our sales team is also actively pursuing strategic partnerships and new opportunities to expand our lead pool. At the same time, we're deepening our existing partnerships to unlock new business opportunities that benefit both our partners and further strengthen our position in the marketplace.

Q3 Lead Generation and Group Bookings

We received **84** total sales leads through the Cvent portal in Q3, with seven **(7)** of those being P1/P2 leads. This represents a **24.2%** increase in overall lead production compared to the same period last year, and a year-over-year (YOY) increase of **44.8%**. Despite a slight decrease in lead growth for P1 and P2 business this quarter compared to last year, we have observed a significant **47.5%** year-over-year growth in P3 leads. This continued increase in lead volume for the DMO highlights the effectiveness of our ongoing proactive sales prospecting and outreach initiatives.

FY Q1 – Q3 Lead Volume via Cvent Portal

Group Priority #	FY 2023/24				FY 2024/25				YOY # of Leads Change	YOY % of Leads Change
	Q1 2023	Q2 2023	Q3 2024	Q1 – Q2 2023/24	Q1 2024	Q2 2024	Q3 2025	Q1 – Q3 2024/25		
P1 Leads	6	5	8	19	20	6	4	30	11	44.8%
P2 Leads	6	7	7	20	5	13	3	21	1	4.8%
P3 Leads	5	4	6	15	11	8	14	33	18	75%
P1 – P3 Leads	17	16	21	54	36	27	21	84	30	47.5%
Total Leads	54	64	69	187	100	107	88	295	89	44.8%

Additional Sales Activities

- Conducted **site visits** with prospective clients to secure contracts for P1 and P2 groups.
- Ongoing partnership with **Baronfeld Consulting Group** to support the DMO's prospecting, lead generation, and growth strategies for the Simpleview CRM database. This collaboration continues to gain momentum and deliver strong results.
 - **Biweekly calls** were conducted to assess progress and effectiveness of outreach strategy.
 - Focused on continued telemarketing and account contact identification for the DMO's **Backyard Acquisition Strategy Plan** to penetrate key accounts more effectively.
 - Prospected **66 priority local accounts and 1,348** contacts to request in-person meetings, office presentations, and site visits.
 - Secured three **(3) scheduled site visits** with local accounts.
 - Continuing to compile a database of **1,500 target accounts** yet to be prospected and qualified for potential business opportunities in Santa Clara.
 - This number has increased significantly, with an additional 569 accounts added since the end of Q2, driven by targeted outreach to priority local accounts.
 - Support of tradeshow attendee qualification and **appointment confirmations for Emerge RCMA, IPEC, and MPI Shows**.
 - Strategized immediate event follow-up to all attendees which has yielded **15+ new RFP opportunities** as well as opened dialogue for future opportunities
 - As of March 31, 2025, Baronfeld has reached out to over **11,822 clients** representing an additional **3,006** since the end of Q2 and identified **107 potential group opportunities** since partnering in September 2023.
- Organized and participated in **prominent tradeshows and client events** enabling the team to showcase Santa Clara and connect with clients.
 - **Visit California Outlook Forum:**
 - Sales & Marketing leadership attended the Visit California Outlook Forum in Los Angeles which provided excellent insight into current trends in the tourism industry with the new administration in addition to Visit California marketing campaigns and participation opportunities for DMOs to acquire exposure. This forum also offered an excellent opportunity to network with colleagues and meet customers who were also in attendance.

- Visit California is a nonprofit 501 (c) corporation whose mission is to develop and maintain marketing programs, in partnership with the state's travel industry, that keep California in the public's consciousness as a top travel destination.
- **Emerge RCMA Tradeshow:**
 - The Director of Sales and SMERF Sales Manager exhibited at this **annual faith-based conference** to both explore and engage with the religious meetings market. The team's presence helped rebuild visibility and reconnect with over **300 religious/faith-based meeting planners**.
 - We experienced a steady flow of foot traffic at our tradeshow booth over the two-day show, with approximately **70+ planners** coming by the booth for meetings to hear about Santa Clara's offerings.
 - **Post show follow-up** has shown strong interest in our destination, giving Santa Clara valuable exposure and opportunities as a potential host for future faith-based conferences which tend to be held on weekends which is a need period for our partner hotels.
 - As a result of attending the show, we have received **five (5) RFPs** for our partner hotels and the convention center.
- **Independent Planner Education Conference (IPEC):**
 - This is a **one-on-one reverse appointment** show with meeting planners. Our corporate sales manager conducted **21 pre-scheduled appointments** with independent meeting planners from across the U.S. Additionally, there were many networking events providing good face time with this group of planners.
 - Roughly **90% of appointments** were with meeting planners that manage self-contained groups while the other **10%** included planners managing larger programs that would require need of the convention center.
 - To date, we have received one **(1) RFP for a self-contained** lead for a 2027 conference.
 - The DMO team are currently working on a **FAM Trip for August 2025** to bring some top producing independent agents to Santa Clara to introduce them to our partner hotels and all that we offer as a city for groups and meetings.

- **California Society Association Executives (CalSAE) Meeting Planners Luncheon and Client Event:**
 - The DMO hosted a luncheon for **25 association meeting planners** and executives, offering a platform to showcase Santa Clara as a premier meeting destination.
 - The event was well received, with positive feedback from attendees. To date, we have **received four (4) RFPs** from this event.
- **Meeting Planners International (MPI) Crab feed and Client Event:**
 - The DMO hosted a **table of eight (8) meeting planners** representing associations and association management companies at this well-attended annual event in Sacramento.
 - We have received **two (2) RFPs** as a result of this event.
- **Meeting Planners International (MPI) Northern California Annual Conference & Expo:**
 - This was the DMO's first time exhibiting at this annual conference and expo, and we were **joined by six (6) hotel partners and Levi's® Stadium**.
 - While planner turnout was lower than expected, we had **meaningful engagement** with those who visited our booth and showed interest in Santa Clara which consisted primarily of corporate and key-third party planners.
 - This **chapter remains valuable** for the DMO and our partners to maintain visibility, build connections, and strengthen relationships with our Northern California meeting planner clients.
- **All Things Meetings:**
 - Attended and exhibited at this local Bay Area event targeting meeting planners. The event drew over **200 corporate and third-party planners and administrative professionals**, making it a strong opportunity for continued local exposure and brand awareness.
 - Nearly **100 attendees** stopped by the DMO's booth, generating solid engagement.
 - Following the event, **two prospects expressed interest in site visits**, and we are currently working to schedule these.
- The Director of Sales, together with our Manager of Data & Strategy, completed a comprehensive **clean-up of the Simpleview CRM** to ensure the accuracy of accounts and contacts, which will enhance our marketing efforts and reporting moving forward.
- The Data & Strategy Manager arranged **refresher training sessions on Simpleview CRM** for our hotel partners to ensure everyone is familiar with the location of monthly and quarterly reports and how to access them via the intranet.

Marketing and Communications

The third quarter marked an exciting milestone for the DMO with the completion of the final two projects within our Omnichannel Ecosystem initiative: the launch of the new Discover Santa Clara® website and the first-ever Santa Clara Visitors Guide. Both are key foundational elements for the DMO as we continue to effectively promote the city and strengthen our brand.

Another important milestone for the website was the development of two key partnerships: **Simpleview, which delivered a Book Direct widget** enabling clients to view real-time availability, rates, and offerings from our hotel partners branded websites, and **Visiting Media, which will provide an advanced digital sales toolkit**. The team is currently collaborating with our hotel and venue partners, alongside Visiting Media, to finalize the 360° and 3D content shot lists and coordinate shoot dates. The goal is to have this tool live on the website by the end of the fourth quarter. At the same time, the team continues to focus on creating engaging content, fostering interaction, and expanding our reach.

The **new website** marks a major upgrade for the destination, with several additional features beyond those previously mentioned that enhance its effectiveness. These improvements are designed to elevate the user's experience:

- **Seamless Request for Proposal (RFP) Submission:** Our new **"Submit an RFP"** button integrates with **Cvent's WhiteLabel RFP tool**, simplifying the process for planners and increasing response efficiency for our sales team.
- **Multi-Language Support:** With just **one click**, the site translates into **seven languages**, reflecting the diverse nature of our community. As we look ahead to hosting Super Bowl 60 and the FIFA World Cup in 2026, we're ensuring that key visitor markets are represented.
- **Interactive Neighborhood Map:** With input from City of Santa Clara staff, our partners at **Vibemap** created this feature to showcase Santa Clara's neighborhoods and their unique offerings, providing visitors with an interactive way to explore the city.
- **Dynamic Visuals:** From a high-production hero video, filmed over multiple days with a full cast and crew, to a playful animated navigation illustration, the site captures Santa Clara's distinctive energy in motion.
- **Engaging Blog Content:** Thoughtfully crafted over 18 months, our blogs enhance key pages, offer compelling content, and help keep visitors engaged longer.

The newly unveiled **Santa Clara Visitors Guide** is visually striking, rich in imagery, and packed with editorial content that showcases everything Santa Clara has to offer.

This serves as a powerful sales tool, set to be distributed during sales calls and at tradeshow, as well as strategically placed at high-traffic locations (e.g., San Jose Airport). By providing visitors with compelling reasons to spend more time here, the goal is to drive a significant economic impact for both our city and local businesses.

Other notable accomplishments and initiatives for the Marketing team in Q3 include:

- Having completed the contracting process with **Visiting Media for their SalesHub technology platform**, we are set up to enhance sales productivity and customer engagement with immersive tools like **360° photos and 3D models**, streamlining the booking process for faster, more efficient sales. The sales and marketing team is working diligently to develop a schedule for the Visiting Media team to be in-market, shooting our SCTID hotels, the Convention Center, and other partners. This will allow us to feature compelling 360° and 3D interactive tours on the Discover Santa Clara® website. **The goal is to have this tool live on the website before the end of Q4 (June 30, 2025) of FY 2024/25.**
- Completed a formal **RFP Process with an Evaluation Committee** to select an official **Agency of Record (AOR)** for the DMO. The goal of establishing an AOR provides multiple benefits to the DMO. An AOR creates consistency across all marketing initiatives, ensuring cohesive messaging and brand identity across various campaigns. Additionally, having a dedicated partner allows for streamlined communication, efficient project management, and a deeper understanding of the DMO's evolving needs. Additionally, designating an AOR enables the DMO to be more agile, quickly seizing opportunities and driving greater results.
 - **Madden Media was selected as the DMO's AOR** in March 2025. Madden was our partner on the Omnichannel Marketing Project (e.g., new website, Visitors Guide, etc.) so their familiarity with our brand and marketing strategy positions them uniquely to continue delivering high-quality services without interruption, helping us maintain momentum.
 - Madden's **focus includes, but is not limited to**, shaping the DMO's Public Relations (PR) and Communications narrative, partnering to manage our digital marketing strategy and budget, creating meetings & conventions specific video for sales and marketing purposes, and supporting the execution of the DMO's SBLX/FWC26 Activation Plan.
- We held our **DMO and Madden Media AOR Kick-Off Call** to introduce new team members, discuss working processes, and review immediate project timelines. Directly following, we had initial calls to kick off specific projects, such as:
 - **PR and Communications:** We discussed our goals and key areas for amplification, focusing on how we want to pitch and present the destination and our partners.
 - **Meetings & Conventions Video:** We discussed the desired look and feel, messaging, partner assets to include, models, and the timing of the shoot.

- **Madden's Voyager Reporting Tool.** Madden introduced the DMO team to their Voyager reporting tool, which will help us track the impact of initiatives through data capture and dashboard displays. We also discussed the specific DMO data they need from us to build a diverse and robust database, including STR and Cvent data, among others.
- **Digital Media Strategy.** Call focused on identifying key customer segments of focus and alignment on the overall media strategy moving forward.
- **Sports & Special Events Visitors Guide.** Working with Madden on a more targeted Visitors Guide those highlights things to do in the city of Santa Clara for SBLX/FWC26, along with other major sporting events and concerts at Levi's® Stadium.
- Initiated projects with **We The Creative Marketing Firm** to:
 - Design fresh options for our **DMO quarterly and annual report templates** to highlight achievements in concise, reader-friendly formats.
 - Develop a format for **individual quarterly reports for each of the SCTID Hotel Partners** to showcase DMO contributions.
 - **Modernize DMO PowerPoint templates** with updated photos and brand fonts to serve our diverse presentation needs and audiences.
- We are partnering for the second time with **CBS** as a presenting sponsor for the "**49ers Experience Show**" during the **2025-26 season**, following the success of our first collaboration in 2024. From **August 18 to November 2, 2025**, CBS will air 11 weeks of giveaway contests showcasing our partner hotels, restaurants, and other selected partners. More details will follow in the coming months.
- Marketing Manager attended the **Destinations International Marketing Conference** in February 2025 yielding great tourism insights, trends, and emerging marketing tools.

Content

The Marketing Team continues to maintain a strong and consistent digital presence across all major platforms. Through strategic storytelling and targeted outreach, we've successfully sustained high levels of engagement and broadened our reach, fostering meaningful connections with our audience, and fueling growth across LinkedIn, Instagram, Facebook, and a new platform, TikTok. This steady momentum has translated into strong analytics and platform performance, reinforcing the impact of our digital efforts.

- **Instagram.** Instagram continues to be the DMO’s strongest organic platform, consistently delivering high engagement through experiential and event-driven content. In Q2, we implemented a more aggressive influencer marketing strategy to align with the increased destination activity and excitement during the October–December period. In contrast, Q3 (January–March) typically experiences a seasonal slowdown, and our influencer efforts were adjusted accordingly. Looking ahead, we will ramp up influencer campaigns in Q4 to match the expected increase in in-market activity.

This quarter, our Instagram strategy focused on **spotlighting SCTID hotels**, showcasing **standout local restaurants** and hidden gems, and offering **sneak previews of major events** at Levi’s® Stadium, along with activations like the **Silicon Valley Auto Show**.

- **Followers:** 17,438
 - **Impressions:** 280,641
 - **Accounts Reached:** 203,046
 - **Likes:** 7,384
 - **Post Saves:** 1,699
 - **Comments:** 285
 - **Shares:** 5,787
 - **Total Interactions:** 20,946
 - **Average Engagement Rate:** 6.15%
- **LinkedIn.** This channel has been a strong performer, with a **13.8% increase** in followers from Q2 to Q3. Content celebrating employee accomplishments—like our **CEO Christine Lawson being named to the Silicon Valley Power 100 and serving as a mentor at SVBJ’s Mentoring Monday**, along with our **Marketing Manager, Benjamin Landis, being named to the Destinations International 30 Under 30 Class of 2025**—has helped drive strong LinkedIn engagement. (Refer to Appendix O1).
- **Followers:** 1,982
 - **Sponsored Impressions:** 107,025
 - **Organic Impressions:** 89,469
 - **Total Impressions:** 196,494
 - **Reactions:** 3,288
 - **Comments:** 383
 - **Reposts:** 49
 - **Clicks:** 10,543
 - **Average Engagement Rate:** 9.48%

- **Facebook.** Facebook is our primary paid media platform. Since organic reach remains limited—due to Facebook prioritizing paid content over organic posts—paid promotions, especially event-related ads, serve as the main driver of impressions.
 - **Followers:** 4,588
 - **Organic Impressions:** 7,889
 - **Paid Impressions:** 33,158
 - **Total Impressions:** 41,047
 - **Reactions:** 334
 - **Comments:** 36
 - **Clicks:** 2,604
 - **Shares:** 83
 - **Average Engagement Rate:** 9.11%

- **TikTok.** TikTok is a new channel we launched in late January, giving us a fun space to experiment with short-form video for the DMO. We’re repurposing some of our top-performing Instagram Reels while also creating platform-specific content to tap into trends and keep things fresh. The TikTok algorithm can be unpredictable—but that’s part of the magic. One viral video can quickly drive a surge in views and followers. For now, we’re leaning into that potential and using TikTok as a testing ground to see what resonates with our audience. The platform’s SEO capabilities also offer exciting new opportunities for discoverability.

We’re mindful of the ongoing discussions around TikTok’s future in the U.S., including the possibility of a ban. Because of that, we’re not prioritizing TikTok as a core channel, but we’ll continue to use it strategically where we see opportunity and value.

 - **Followers:** 75
 - **Organic Impressions:** 16,278
 - **Likes:** 591
 - **Comments:** 28
 - **Saves:** 111

- **Blog.** In Q3, we created four **(4)** SEO-focused blog posts to enhance the visitor experience and drive organic traffic. A key piece was **The Top 60 Things to Do in Santa Clara**, developed as a forward-looking strategy ahead of SBLX. This builds on the success of the former DMO’s **Top 50 Things to Do in Santa Clara** blog created for SBLIX, which continues to rank well in search results. By expanding and updating the concept for the upcoming Super Bowl in 2026, the goal is to reclaim top search positioning and establish a long-term evergreen asset that drives sustained organic traffic. (Refer to Appendix O2).

Additional blog content this quarter included a celebration of local culinary achievement, spotlighting **The Good Salad’s impressive #8 national ranking on Yelp’s Top 100 Restaurants 2025 list**—a major milestone for Santa Clara’s food scene. We also celebrated community and equity during **Women’s History Month** with two pieces: **Support Women-Owned Businesses in Santa Clara** and **Women in Hospitality**, an editorial-style feature highlighting the female leaders shaping Santa Clara’s tourism and hospitality industry.

These blogs were also leveraged for cross-promotion on social media and served as valuable assets in email campaigns targeting our **meetings and conventions** audience.

- [Top 60 Things to Do in Santa Clara](#)
 - [Yelp’s Top 100 Restaurants 2025: The Good Salad in Santa Clara Ranks #8](#)
 - [Support Women-Owned Businesses in Santa Clara for Women’s History Month](#)
 - [Women in Hospitality: Meet the Leaders Shaping Santa Clara’s Hotel Industry](#)
- **Email.** In Q3, we executed nine (**9**) targeted email campaigns, reaching both our full subscriber base and key audience segments. Highlights included our **Monthly Event Roundups**, which continue to drive strong engagement and click-through rates. We also provided strategic email support to the DMO sales team, including **post-show outreach** following the RCMA Emerge 2025 tradeshow. Additional email touchpoints featured timely and newsworthy content, such as The Good Salad’s inclusion in **Yelp’s Top 100 Restaurants List**, the official announcement of SBLX returning to Santa Clara, and a spotlight on women leaders in hospitality. (Refer to Appendix O3).

KEY PERFORMANCE INDICATORS (KPIs) PROGRESS UPDATE

We secured only one future P2 group in Q3, which was disappointing. However, we are actively negotiating additional group opportunities to meet our FY 2024/25 KPIs and beyond, while generating revenue for our partners and the City. Lead growth remains strong, driven by our sales outreach, participation in tradeshow, and continuous client engagement.

By the end of the third quarter, we had 24 active prospects. While the target is to reach 140 active prospects by the end of the fiscal year, we believe this may be an overly ambitious goal, given the average number of prospects over the past two years and the time required to effectively manage each lead. We will continue to monitor progress and adjust the goal as needed for FY 2025/26.

With a fully equipped sales and marketing team, we’re confident in our ability to steadily increase group bookings moving forward. Developing a solid pipeline of definite business for in-the-year-for-the-year (ITYFTY) is a gradual process that requires sustained effort.

Under our Director of Sales & Destination Services leadership and with contributions from our Sales Managers, we are well-positioned to expand our outreach to targeted companies and meeting planners. This will drive citywide events, critically needed weekend business, and economic impact for Santa Clara. Our FY 2024/25 goals include securing six P1 and P2 groups for ITYFTY consumption and adding six more P1 and P2 group bookings for future years.

About seventy days into the new administration, the landscape remains unpredictable, and the effects of policies are still unclear. Additionally, recent reports of significant layoffs in the Bay Area's biotech sector may impact corporate transient and group booking demand in the region. We continue to work closely with our hotel partners and the Convention Center team to discuss the necessary concessions to close group business and strategically allocate business development funds to offset operational costs in Santa Clara. This ensures we remain competitive with other cities.

Our approach reflects our ongoing commitment to strengthening Santa Clara's standing as a premier destination for meetings and events.

Silicon Valley/Santa Clara DMO Inc.						
Performance Measures						
	2024/25 Target	YTD	January	February	March	YTD Percentage of Goal Achievement
1. Event Mix (Consumed)						
Percent of P1 Events	1.0%	0%	0%	0%	0%	0%
Number of P1 Events	2	0	0	0	0	0%
Percent of P2 Events	2.0%	1.0%	0%	0%	0%	50%
Number of P2 Events	4	2	0	0	0	50%
2. Number of Definite Events Booked (booked in the year for future years)						
Number of P1 Events	2	2	0	0	0	100%
Number of P2 Events	4	3	0	1	0	75%
3. Convention Center Gross Revenue (P1 & P2)	\$1,900,000	\$279,993	\$0	\$0	\$0	14.70%
4. Number of Room Nights Booked (for future years)	6,197	3,915	0	375	0	63%
5. Number of Room Nights Consumed	4,506	1,102	0	0	0	25%
6. Number of Weeks Impacted (Consumed)	2	2	0	0	0	100%
7. Customer Service Survey Results (overall satisfaction)	85%	N/A	-	-	-	N/A
8. Number of Prospects (active) (non-cumulative P1 & P2)	140	24	28	28	25	17%
9. Economic Impact (Consumed P1 and P2 events)	\$5,491,164	\$1,096,466	\$0	\$0	\$0	20%

THIRD QUARTER BUDGET SUMMARY

As of the end of Q3 for FY 2024/25, we are currently \$652,233.13 under budget year-to-date. This variance is primarily due to savings in salaries and wages, resulting from the staggered hiring of our Director of Sales and SMERF Sales Manager, who both joined the team in July and September 2024, respectively. Their delayed onboarding led to lower salary expenses. While both were actively involved in key tradeshow in Q2–Q3, their late start meant we were unable to fully allocate our sales budget for travel and entertainment.

We've had an aggressive tradeshow and client entertainment schedule, and while our client entertainment budget remains healthy, we do not anticipate utilizing it in full before the end of the fiscal year in June 2025. Additionally, our Director of Business Operations position remained unfilled throughout Q2 but was filled with a new hire starting on January 21, 2025. We also had budgeted for a Marketing Coordinator to begin in January, but the position was filled with our new team member starting on March 11, 2025.

Our marketing efforts have been in full swing with the launch of the DMO's new website, the release of our first-ever Santa Clara Visitors Guide, and the onboarding of our new Agency of Record, Madden Media, alongside the projects we've kicked off and are currently working on. We're also focused on producing high-quality, market-specific content to share across our own channels.

This includes pre- and post-marketing activities for tradeshow, relevant blogs, and partnerships with high-profile influencers, all aimed at boosting Santa Clara's visibility as a premier destination. Our goal remains to engage customers and generate high-quality leads, ultimately converting them into citywide groups that benefit both our partners and the City. We expect to fully utilize all of our approved marketing funds for FY 2024/25.

The team continues to explore strategic opportunities to reinvest unused YTD funds into additional sales and marketing initiatives. We have already utilized some of the excess funds by adding additional tradeshow, new partnerships (e.g., Simpleview Book Direct and Visiting Media), and exploring enhanced sales and reporting platforms. These investments will not only strengthen our ability to meet this year's KPIs but also help lay a solid foundation for achieving future goals.

FY 2024/25 Operating Budget Summary

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

Q3 Budget Variance

Report Date: 3/31/2025	Q3 Budget	Q3 Actual	Variance
TOTAL OPERATING EXPENSES	\$922,028.00	\$759,817.64	\$162,210.36
FUND SURPLUS(DEFICIT)		\$162,210.36	

YTD Budget Variance

Report Date: 3/31/2025	YTD Budget	YTD Actual	Variance
TOTAL OPERATING EXPENSES	\$2,665,790.00	\$2,013,556.87	\$652,233.13
FUND SURPLUS (DEFICIT)		\$652,233.13	

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

DSC PROGRAM AND ACTIVITY HIGHLIGHTS

Convention Sales, Incentives and Services

In Q3 FY 2024/25, the sales team remains focused on key initiatives, participating in high-profile tradeshows, sales missions, and various client engagement activities. These efforts are designed to increase awareness, broaden our client contact base, and drive lead generation.

We've utilized 64.32% of the quarterly sales budget, leaving a balance of \$158,423.21. While we've been active in sales conferences and organizing client-specific events, such as meeting planner dinners and client entertainment at concerts and sporting events, we still have unallocated funds in client entertainment and FAM trips.

Our ongoing partnership with Baronfeld Consulting continues to play a key role in ensuring consistent prospecting and business assessments, with a current focus on building out key groups and meeting contacts within our local market. They are also essential in attendee qualification and appointment scheduling during tradeshow, providing us access to influential meeting planners who can bring valuable business to Santa Clara, SCTID hotels, the Convention Center, and our partners. Their efforts are already boosting Santa Clara’s visibility, lead generation, and bookings.

We continue to prioritize events at Levi’s® Stadium (e.g., 49ers home games & high-profile concerts) as key opportunities to engage both current and potential clients with growth potential in an exciting and dynamic setting. These events serve as a strong re/introduction to Santa Clara, while focusing on building crucial client relationships, driving lead growth, and enhancing the visibility of the City and our partners.

	FY 2024/25 BUDGET	Q3 BUDGET	ACTUAL Q3 EXPENDITURE	VARIANCE	EXPENSE D
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$1,743,762	\$443,986.00	\$285,562.79	\$158,423.21	64.32%

Marketing and Communications

Over the past year, the team collaborated with Madden Media on the final key pieces of our Omnichannel Marketing Ecosystem Project. This quarter, we were thrilled to launch our new Discover Santa Clara® website and the first ever Santa Clara Visitors Guide. Both of these tools are essential foundational building blocks of the DMO in both building our brand and selling the unique energy and assets of the City.

The website boasts exciting content, such as the Simpleview Book Direct link widget for our SCTID Hotel Partners, which will allow clients on our website to view real-time rates and availability and book directly with the hotel, as well as working closely with our new partner Visiting Media to build immersive 360° and 3D modeling our partner hotels, the Convention Center and key venues that help to attract transient and group business to the city. We will have this tool launched and available for internal sales use and website visitors’ exploration before the end of the fourth quarter.

The marketing team exceeded the quarterly marketing budget by 101.94%, amounting to an overspend of (\$4,413.83). This slight overage is primarily attributable to the timing of larger projects within the Omnichannel Marketing Ecosystem. Adjustments in project timelines mean that some expenses will carry over and be reflected in subsequent billing cycles.

Additionally, the team will maintain a strong focus on high-quality, relevant content to highlight the city, our partner hotels, and events, while also collaborating with key influencers to drive awareness and increase followers for DMO channels.

	FY 2024/25 BUDGET	Q3 BUDGET	ACTUAL Q3 EXPENDITURE	VARIANCE	EXPENDED
TOTAL MARKETING & COMMUNICATIONS	\$864,246	\$226,968.00	\$231,381.83	(\$4,413.83)	101.94%

Administration and Operations

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

At the close of the third quarter, the overage in the Administration budget, totaling 110.14% or (\$22,273.39), was primarily due to expenditures on contract services. This includes increased expenses for legal support, as we required additional assistance for contracts and business needs during the quarter. We also signed a consulting agreement with Civitas Advisors, which was not part of the adopted FY 2024/25 budget. Civitas Advisors is a full-service firm specializing in supporting DMOs and developing funding strategies for tourism and travel promotion. This contract will assist the Discover Santa Clara® team in ensuring the proper use of public funds and provide valuable guidance in other critical areas.

Additionally, the overage reflects our increased reliance on the City Staffing Agreement to support DMO projects. With the Director of Business Operations position vacant since May 2024, we continued to lean more heavily on this agreement in the third quarter. The new Director of Business Operations, who started on January 21, 2025, along with support from the City's Contract Administrator, played a key role in onboarding this position. This role will be essential in strengthening the DMO's operational foundation and improving overall effectiveness and efficiency.

	FY 2024/25 BUDGET	Q3 BUDGET	ACTUAL Q3 EXPENDITURE	VARIANCE	EXPENDED
TOTAL ADMINISTRATION	\$860,035	\$219,574.00	\$241,847.39	(\$22,273.39)	110.14%

Contingency

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

	FY 2024/25 BUDGET	Q3 BUDGET	ACTUAL Q3 EXPENDITURE	VARIANCE	EXPENDED
CONTINGENCY	\$78,000	\$19,500	\$0	\$0	0%

City Administration Fee

The City of Santa Clara will receive a 2% fee from the assessment collected to cover collection and administration costs, including staffing, legal services, and general office expenses. Since Q3 assessments aren't due until 30 days post-quarter, we have not recorded the actual City Administration Fee yet.

	FY 2024/25 BUDGET	Q3 BUDGET	ACTUAL Q3 EXPENDITURE	VARIANCE	EXPENDED
CITY ADMINISTRATION FEE	\$52,000	\$12,000.00	\$1,025.63	\$10,974.37	8.55%

FOURTH QUARTER FOCUS

- Complete the **FY 2025/26 Budget**.
- Complete draft of the **FY 2025/26 Business Plan**.
- Attend key **tradeshows and conferences**:
 - U.S. Travel – Destination Capitol Hill, April 1-3 in Washington, DC.
 - Simpleview Annual Summit April 6-9 in San Francisco, CA.
 - CalSAE Elevate Conference April 6-9 in Monterey, CA.
 - Sports Event Symposium April 14-17 in Tulsa, OK.
 - Destination West April 27-29 in Colorado Springs, CO.
 - Esports Travel Summit June 16-18 in Bloomington, MN.
 - Helms Briscoe ABC Conference June 28-30 in Toronto, Canada.

- Work directly with our new partners, **Visiting Media** to create immersive 360° and 3D content and visuals for our SCTID hotels and partner to add to the **new Discover Santa Clara® website**.
 - **Visiting Media:** The Visiting Media sales enablement platform will allow our DMO and partner sales teams to seamlessly integrate virtual and augmented media with traditional collateral. It will provide the ability to manage all sales assets across various teams and channels, including immersive content like 360° and 3D visuals.

This platform will revolutionize how digital assets are shared across teams and digital channels, making the sales process more organic and customized, with the ability to present in real-time. **This tool will be featured on the website before the end of Q4 (June 2025).**

- **DMO Agency of Record Projects.** Now that the DMO has finalized its agreement with Madden Media as our Agency of Record (AOR), the team will be heavily focused on continued work to march towards execution of many of the key initiatives outlined for the remainder of FY 2024/25 and for FY 2025/26.
 - **Public Relations (PR):** Madden and the DMO will partner to craft a compelling narrative that enhances our brand presence and impact. This includes proactively pitching the DMO at industry events and through digital platforms like e-newsletters. We're also providing virtual media training for DMO stakeholders, equipping them with key talking points and curating content for white papers. Additionally, we're assisting in curating partner newsletters to highlight Santa Clara's positioning for upcoming 2026 events. Our efforts extend to developing a robust PR and Communications Strategy, ensuring diverse media representation across local, national, and international outlets, catering to corporate, leisure, and multicultural audiences alike.
 - **Meetings and Conventions Video:** Madden will be in-market to produce a high-quality meetings and conventions video to demonstrate Santa Clara's ability to host large-scale conferences, groups, meetings, and tradeshow while letting the city stand out by visually communicating what sets us apart from our competitors. The DMO will receive (1) 60-second, (1) 30-second, and (2) 15-second videos in addition to (50) edited meeting centric photos for sales and marketing purposes.
 - **Madden's Voyager Reporting Tool:** Madden Media's reporting tool, Voyager, will provide the DMO with critical ROI and performance insights as we roll out initiatives throughout the contract. To ensure the most comprehensive reporting possible, the DMO team will supply current STR, CRM, and Cvent data to supplement the platform's analytics. Reporting will be delivered in a dashboard format, allowing us to easily share results with our Board of Directors and hotel partners.

- **Digital Media Strategy:** We will further strengthen our digital strategy with Madden Media, focusing on Google SEM, Meta Prospecting, and Remarketing, while expanding our efforts to continuously evolve and amplify our scope, reach, and impact.
- **Continued SBLX/FWC26 Planning focus:**
 - Partner with Madden Media to bring the DMO's approved **SBLX/FWC26 Activation Plan** to life across all key components.
 - Share **Activation Plan with our SCTID Hotel Partners** and discuss ways that the DMO can support property specific plans to amplify SBLX and FIFA.
- CEO to set a date for a brainstorming session with the **Silicon Valley Chamber of Commerce** team to discuss ongoing initiatives and explore collaboration opportunities.
- CEO to participate in the **Silicon Valley Business Times Future of Santa Clara Panel Discussion** on May 15, 2025, being held at the Marriott Santa Clara.
- Marketing content strategic focus.
 - Increased Influencer Marketing Strategy for Instagram to include:
 - California Great America's Opening + Hotel Staycation Influencer Campaign.
 - Identify an influencer for Like/Follow/Share Followers Growth Campaign.
 - Multichannel Content **Spotlighting SCTID hotels**. Currently exploring creating a hotel **Chef F&B Series**.
 - Collaborating with one of our DMO clients Impulse Universe (**P2 Event**) on pre-event marketing promotion for their event, "**Anime Impulse**," taking place at the Santa Clara Convention Center on July 26–27. This is their first time ever in Santa Clara, so we want to make sure they're set up for success.
 - Content Spotlighting **California's Great America opening** and summer activities.
 - Content Spotlighting Upcoming Cultural Events such as **Asian American Pacific Islander Heritage Month and Pride Month**.
 - Highlight Santa Clara's **evolving food scene** by featuring coverage of new and trending restaurants.
 - Create Social content highlighting **summer concerts** at Levi's® Stadium such as Metallica and The Weeknd.
 - Develop recurring email newsletters for monthly event roundups, support in-market news efforts, and create post-tradeshow sales emails for Destination West and Sports ETA.
- Finalize **new format for DMO quarterly and annual reports** to highlight achievements in concise, reader-friendly formats.
- Finalize **SCTID hotel partner individual quarterly report format** to showcase DMO contributions.

APPENDIX

Key Performance Indicators Definitions

Number of Definite Events

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

Number of Weeks Impacted

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

SCCC Gross Revenue

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

Number of Room Nights Booked

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

Number of Room Nights Consumed

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

Prospects

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

Economic Impact

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

Customer Service Survey Results

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


Event Mix

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

MARKETING AND COMMUNICATIONS APPENDIX


Appendix Item O1

LinkedIn:



Discover Santa Clara®
2,001 followers
2mo • 🌐

We're thrilled to share that our CEO, [Christine Lawson](#), will be a mentor at the [Silicon Valley Business Journal's](#) Mentoring Monday on February 24! ...more



MENTOR HIGHLIGHT

MENTORING MONDAY


CHRISTINE LAWSON
CEO, Discover Santa Clara

Monday, February 24, 2025 | 8:30am-11:30AM
Villa Ragusa | #MentoringMonday

👍❤️ You and 102 others 14 comments

📄 Celebrate 💬 Comment 🔄 Repost

Give your good wishes...




Discover Santa Clara®
2,001 followers
2w • 🌐


We are thrilled to announce that our Marketing Manager, [Ben Landis](#), has been selected for the 2025 [Destinations International](#) 30 Under 30 class! This prestigious recognition celebrates Ben's outstanding contributions to promoting Santa Clara as a vibrant destination.

Congratulations, Ben—we're incredibly proud of you!

Read more here: <https://lnkd.in/eWQgYpq9>





30 UNDER 30
CLASS OF 2025

Founding Partner: 

👍❤️ You and 52 others 15 comments

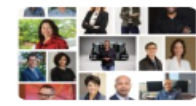
Reactions

 +45



Discover Santa Clara®
2,001 followers
3mo • 🌐

Congratulations to our CEO, [Christine Lawson](#), on being named to this year's [Silicon Valley Business Journal's](#) Power 100 list! 🎉 ...more



Silicon Valley Power 100: Meet the region's most influential leaders - Silicon Valley Business Journal
bizjournals.com

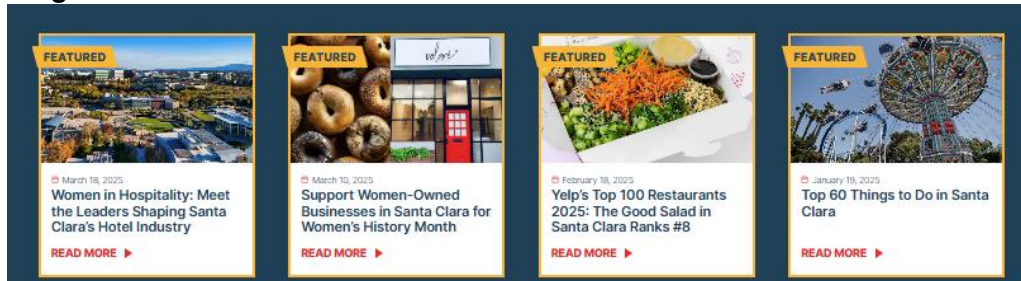
👍❤️ Andressa Gomes and 33 others 17 comments • 1 repost

📄 Like 💬 Comment 🔄 Repost

Comment as Discover Santa Clara®...

Appendix Item O2

Blog:



Appendix Item O3

Email:

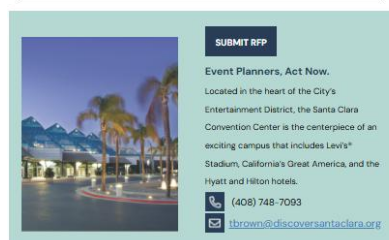


Meet the Leaders of Santa Clara's Hospitality Industry



This **Women's History Month**, step into the shoes of Santa Clara's hospitality leaders. You'll hear from multiple perspectives, including inspiring women like **Melissa Belluomini** and many others, as they share personal insights, reflections, and experiences that fuel their passion for hospitality.

[DISCOVER THEIR STORIES](#)



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ATTACHMENT A - DMO FY 2024/25 THIRD QUARTER FINANCIALS



Financials

Silicon Valley/Santa Clara DMO, Inc. For
the period July 2024 to March 2025

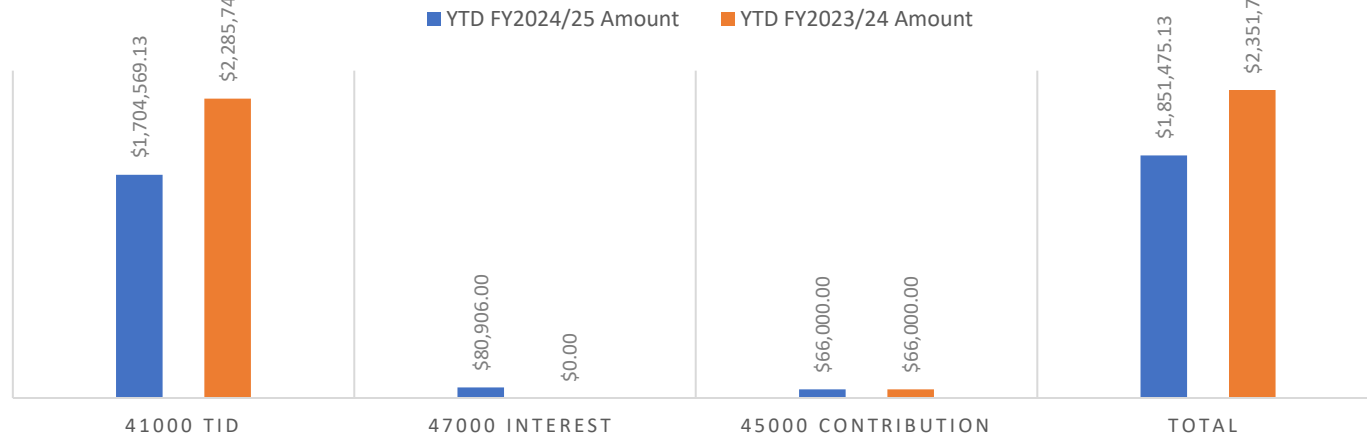
Prepared by
Krisch & Company

Prepared on
May 1, 2025

Silicon Valley/Santa Clara DMO, Inc.
Mar-25

March 2025		YTD FY2024/25	YTD FY2023/24	
Income	Amount	Amount	Amount	Increase/(Decrease)
41000 TID	\$51,281.42	\$1,704,569.13	\$2,285,742.35	(581,173.22)
47000 Interest	\$0.00	\$80,906.00	\$0.00	80,906.00
45000 Contribution	\$0.00	\$66,000.00	\$66,000.00	-
Total	\$51,281.42	\$1,851,475.13	\$2,351,742.35	(500,267.22)

FY2024 VS FY2025 REVENUE



Silicon Valley/Santa Clara DMO, Inc.												
Mar-25												
		Mar-25				YEAR TO DATE						
Report Ending Date: 03/31/2025		Budget	Actual	VARIANCE	%	Notes	YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
FY 2024/25 FUNDING ALLOCATION		\$336,330.00	\$257,839.94	\$78,490.06	77%		\$2,665,790.00	\$2,013,556.87	\$652,233.13	76%	56%	\$3,565,396.00
51000 PERSONNEL												
Salary												
Total 51100 Salary		\$110,164.00	\$91,440.99	\$18,723.01	83%		\$921,476.00	\$747,378.46	\$174,097.54	81%	60%	\$1,253,519.00
51200 Payroll Taxes												
Total 51200 Payroll Taxes		\$9,704.00	\$7,042.02	\$2,661.98	73%		\$75,150.00	\$54,744.02	\$20,405.98	73%	53%	\$104,262.00
51300 Employee Benefits												
51310 Health												
Total 51310 Health		\$13,756.00	\$3,614.32	\$10,141.68	26%		\$109,632.00	\$30,392.50	\$79,239.50	28%	20%	\$150,900.00
51400 401K Fee												
Total 51400 401K Fee		\$3,896.00	\$3,544.10	\$351.90	91%		\$29,448.00	\$25,238.74	\$4,209.26	86%	61%	\$41,136.00
Total 51300 Employee Benefits		\$17,652.00	\$7,158.42	\$10,493.58	41%		\$139,080.00	\$55,631.24	\$83,448.76	40%	29%	\$192,036.00
51600 Employee Incentives												
Total 51600 Employee Incentives		\$20,489.00	\$20,488.00	\$1.00	100%		\$184,356.00	\$184,392.00	(\$36.00)	100%	75%	\$245,826.00
Other												
Other		\$1,110.00	\$1,030.00	\$80.00	93%		\$9,750.00	\$8,870.00	\$880.00	91%	68%	\$13,080.00
TOTAL 51000 PERSONNEL EXPENSE		\$159,119.00	\$127,159.43	\$31,959.57	80%		\$1,329,812.00	\$1,051,015.72	\$278,796.28	79%	58%	\$1,808,723.00
54000 PURCHASED GOODS & SERVICES												
Contract Services												
54410-10 Accounting Services		\$4,666.00	\$5,282.50	(\$616.50)	113%		\$41,994.00	\$43,328.84	(\$1,334.84)	103%	77%	\$56,000.00
54410-20 PP&Co. Tax Preparation		\$458.00	\$5,365.00	(\$4,907.00)	1171%		\$4,122.00	\$9,015.00	(\$4,893.00)	219%	164%	\$5,500.00
54410-30 City of Santa Clara Fiscal Sponsorship		\$792.00	\$766.40	\$25.60	97%		\$7,124.00	\$6,897.60	\$226.40	97%	73%	\$9,500.00
54411 Marketing		\$22,290.00	\$46,646.66	(\$24,356.66)	209%		\$206,235.00	\$187,069.10	\$19,165.90	91%	68%	\$275,000.00
54419 Website Hosting & SEO - Madden Media		\$2,230.00	\$6,130.45	(\$3,900.45)	275%		\$23,790.00	\$26,904.05	(\$3,114.05)	113%	88%	\$30,480.00
54420 Legal Services		\$2,917.00	\$6,235.00	(\$3,318.00)	214%		\$26,249.00	\$24,922.50	\$1,326.50	95%	71%	\$35,000.00
54425 SmartCity IT Services		\$465.00	\$348.00	\$117.00	75%		\$4,179.00	\$4,810.13	(\$631.13)	115%	86%	\$5,574.00
54430 Payroll Services		\$612.00	\$535.58	\$76.42	88%		\$5,504.00	\$5,464.74	\$39.26	99%	74%	\$7,340.00
54440 Audit		\$1,250.00	\$0.00	\$1,250.00	0%		\$11,250.00	\$0.00	\$11,250.00	0%	0%	\$15,000.00
54460 Baronfeld Consulting, LLC.		\$4,800.00	\$5,040.00	(\$240.00)	105%		\$43,200.00	\$45,660.00	(\$2,460.00)	106%	79%	\$57,600.00
54470 Professional Services		\$7,000.00	\$7,287.30	(\$287.30)	104%		\$63,000.00	\$75,658.81	(\$12,658.81)	120%	90%	\$84,000.00
54480 HR Services		\$1,000.00	\$416.25	\$583.75	42%		\$9,000.00	\$2,776.50	\$6,223.50	31%	23%	\$12,000.00
Contract Services		\$48,480.00	\$84,053.14	(\$35,573.14)	173%		\$445,647.00	\$432,507.27	\$13,139.73	97%	73%	\$592,994.00
Operating Expenses												
54605 Banking Fees		\$40.00	\$0.00	\$40.00	0%		\$360.00	\$91.67	\$268.33	25%	19%	\$480.00
54610 Software Licenses		\$896.00	\$777.59	\$118.41	87%		\$8,058.00	\$7,492.77	\$565.23	93%	70%	\$10,750.00
54620 Postage		\$83.00	\$136.40	(\$53.40)	164%		\$747.00	\$146.15	\$600.85	20%	15%	\$1,000.00
54640 Licenses		\$15.00	\$0.00	\$15.00	0%		\$135.00	\$510.25	(\$375.25)	378%	283%	\$180.00
54660 Office Supplies		\$667.00	\$1,024.50	(\$357.50)	154%		\$5,999.00	\$3,022.34	\$2,976.66	50%	38%	\$8,000.00
54670 DMO Office Services		\$675.00	\$675.00	\$0.00	100%		\$6,075.00	\$6,075.00	\$0.00	100%	75%	\$8,100.00
54680 Internal Meetings & Training		\$1,300.00	\$690.71	\$609.29	53%		\$21,400.00	\$16,740.97	\$4,659.03	78%	56%	\$30,000.00
54690 Recruitment		\$42.00	\$0.00	\$42.00	0%		\$374.00	\$0.00	\$374.00	0%	0%	\$500.00
Operating Expenses		\$3,718.00	\$3,304.20	\$413.80	89%		\$43,148.00	\$34,079.15	\$9,068.85	79%	58%	\$59,010.00
Insurance												
54710 Workers Compensation		\$180.00	\$0.00	\$180.00	0%		\$1,620.00	\$3,042.00	(\$1,422.00)	188%	141%	\$2,160.00
54720 Business Owners Liability and Property		\$171.00	\$0.00	\$171.00	0%		\$1,539.00	\$5,136.64	(\$3,597.64)	334%	251%	\$2,050.00
54730 Professional Cyber Liability		\$306.00	\$321.91	(\$15.91)	105%		\$2,748.00	\$3,147.91	(\$399.91)	115%	86%	\$3,667.00
54740 Management Liability		\$182.00	\$0.00	\$182.00	0%		\$1,635.00	\$3,378.64	(\$1,743.64)	207%	155%	\$2,182.00
Insurance		\$839.00	\$321.91	\$517.09	38%		\$7,542.00	\$14,705.19	(\$7,163.19)	195%	146%	\$10,059.00

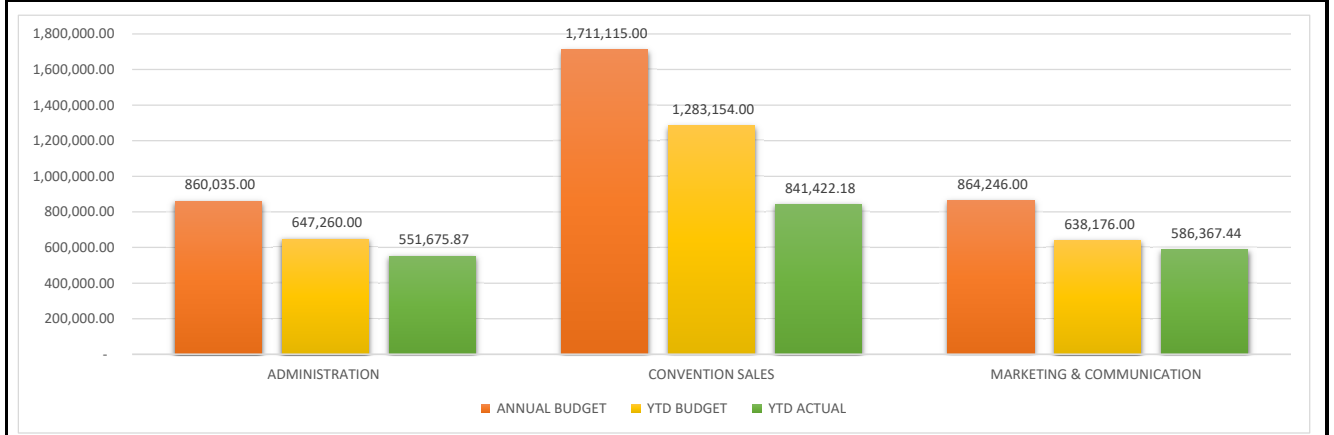
Report Ending Date: 03/31/2025	Mar-25				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
FY 2024/25 FUNDING ALLOCATION	\$336,330.00	\$257,839.94	\$78,490.06	77%		\$2,665,790.00	\$2,013,556.87	\$652,233.13	76%	56%	\$3,565,396.00
Memberships											
55110 Destinations International	\$0.00	\$0.00	\$0.00	0%		\$5,120.00	\$7,293.00	(\$2,173.00)	142%	142%	\$5,120.00
55120 PCMA	\$173.00	\$0.00	\$173.00	0%		\$1,557.00	\$2,499.98	(\$942.98)	161%	120%	\$2,080.00
55130 MPI ACE/WEC	\$417.00	\$0.00	\$417.00	0%		\$3,749.00	\$1,000.00	\$2,749.00	27%	20%	\$5,000.00
55140 CALSAE	\$67.00	\$55.33	\$11.67	83%		\$603.00	\$497.97	\$105.03	83%	62%	\$800.00
55150 California Travel Association	\$208.00	\$177.29	\$30.71	85%		\$1,529.00	\$531.87	\$997.13	35%	25%	\$2,153.00
55155 Sales & Marketing Executives International	\$67.00	\$0.00	\$67.00	0%		\$603.00	\$0.00	\$603.00	0%	0%	\$800.00
55160 San Francisco Travel Association	\$438.00	\$625.00	(\$187.00)	143%		\$3,936.00	\$1,875.00	\$2,061.00	48%	36%	\$5,250.00
55165 SITE Global	\$41.00	\$0.00	\$41.00	0%		\$369.00	\$0.00	\$369.00	0%	0%	\$500.00
55166 Association Forum	\$36.00	\$32.50	\$3.50	90%		\$300.00	\$97.50	\$202.50	33%	24%	\$410.00
55167 U.S. Travel Board Membership	\$2,666.00	\$1,683.33	\$982.67	63%		\$23,994.00	\$17,137.49	\$6,856.51	71%	54%	\$32,000.00
55168 WISE	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$200.00	(\$200.00)	200%	200%	\$0.00
Memberships	\$4,113.00	\$2,573.45	\$1,539.55	63%		\$41,760.00	\$31,132.81	\$10,627.19	75%	58%	\$54,113.00
Subscription Services											
55210 Act On	\$850.00	\$798.00	\$52.00	94%		\$7,650.00	\$7,182.00	\$468.00	94%	70%	\$10,283.00
55212 Knowland	\$1,269.00	\$1,270.00	(\$1.00)	100%		\$11,421.00	\$7,620.00	\$3,801.00	67%	50%	\$15,228.00
55213 CoStar Realty Information	\$1,666.00	\$0.00	\$1,666.00	0%		\$14,994.00	\$3,706.24	\$11,287.76	25%	19%	\$20,000.00
55214 Simpleview - Annual Subscription	\$1,256.00	\$1,672.01	(\$416.01)	133%		\$10,562.00	\$16,135.07	(\$5,573.07)	153%	113%	\$14,330.00
55215 Additional Support Hours	\$0.00	\$0.00	\$0.00	0%		\$6,300.00	\$0.00	\$6,300.00	0%	0%	\$6,300.00
55220 CVENT	\$0.00	\$3,764.58	(\$3,764.58)	3764%		\$28,115.00	\$33,441.22	(\$5,326.22)	119%	95%	\$35,320.00
55221 Tourism Economics Lodging Report	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$10,000.00	(\$10,000.00)	0%	0%	\$0.00
55230 Destination International EIC Subscription	\$0.00	\$0.00	\$0.00	0%		\$7,650.00	\$9,000.00	(\$1,350.00)	118%	118%	\$7,650.00
55240 Trade Journal/Newspapers	\$100.00	\$0.00	\$100.00	0%		\$900.00	\$170.00	\$730.00	19%	14%	\$1,200.00
55250 Conference Direct	\$3,807.00	\$2,333.33	\$1,473.67	61%		\$13,479.00	\$15,458.33	(\$1,979.33)	115%	0%	\$24,900.00
55260 HelmsBriscoe	\$1,032.00	\$916.67	\$115.33	89%		\$7,902.00	\$916.67	\$6,985.33	0%	0%	\$11,000.00
55270 Zoominfo	\$2,750.00	\$2,748.75	\$1.25	100%		\$11,000.00	\$10,995.00	\$5.00	100%	0%	\$13,890.00
55280 BOX	\$234.00	\$0.00	\$234.00	0%		\$2,106.00	\$1,804.63	\$301.37	86%	0%	\$2,800.00
55295 Visiting Media	\$0.00	\$2,424.00	(\$2,424.00)	2424%		\$0.00	\$2,424.00	(\$2,424.00)	2424%	0%	\$0.00
Subscription Services	\$12,964.00	\$15,927.34	(\$2,963.34)	123%		\$122,079.00	\$118,853.16	\$3,225.84	97%	73%	\$162,901.00
54000 PURCHASED GOODS & SERVICES CONT.											
Conferences and Trade Shows											
56310 MPI ACE/WEC											
56320 IMEX	\$0.00	\$0.00	\$0.00	0%		\$20,000.00	\$9,511.90	\$10,488.10	48%	48%	\$20,000.00
56329 Destination International Marketing Summit	\$0.00	\$0.00	\$0.00	0%		\$2,400.00	\$1,200.00	\$1,200.00	50%	50%	\$2,400.00
56341 Cal Asso Local Economic Dev	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$745.00	(\$745.00)	1036%	1036%	\$0.00
56360 Destination International Annual Convention	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$2,620.00	(\$2,620.00)	5360%	5360%	\$0.00
56364 Sports Events and Tourism	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$3,049.80	(\$3,049.80)	3413%	3413%	\$0.00
56370 CalTravel Summit	\$0.00	\$0.00	\$0.00	0%		\$4,800.00	\$4,437.84	\$362.16	92%	92%	\$4,800.00
56371 ESTO Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$1,250.00	(\$1,250.00)	1250%	1250%	\$0.00
56375 Planners Education Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$5,800.00	(\$5,800.00)	5800%	5800%	\$0.00
56380 TEAMS Conference & Expo	\$0.00	\$0.00	\$0.00	0%		\$9,500.00	\$8,372.41	\$1,127.59	88%	88%	\$9,500.00
56381 Prestige Show	\$0.00	\$0.00	\$0.00	0%		\$1,500.00	\$1,775.00	(\$275.00)	118%	118%	\$1,500.00
56382 Holiday Showcase	\$0.00	\$0.00	\$0.00	0%		\$4,500.00	\$4,000.00	\$500.00	89%	89%	\$4,500.00
56383 CalSAE Elevate Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,000.00
56384 Destination California	\$0.00	\$0.00	\$0.00	0%		\$4,500.00	\$4,500.00	\$0.00	100%	100%	\$4,500.00
56388 All Things Meetings	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$775.00	(\$775.00)	775%	775%	\$0.00
56386 RCMA Emerge Tradeshow	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$3,747.48	(\$3,747.48)	3748%	3748%	\$0.00
56390 Connect Spring Marketplace	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,000.00
56391 U.S Travel Summer Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$0.00
56392 CalSAE Seasonal Spectacular	\$0.00	\$0.00	\$0.00	0%		\$2,500.00	\$5,160.00	(\$2,660.00)	206%	206%	\$2,500.00
56393 PCMA Convening Leaders	\$0.00	\$0.00	\$0.00	0%		\$2,500.00	\$0.00	\$2,500.00	0%	0%	\$2,500.00
56394 Visit Outlook Forum	\$3,900.00	\$3,396.00	\$504.00	87%		\$3,900.00	\$3,396.00	\$504.00	87%	87%	\$3,900.00
56395 Simpleview Annual Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,500.00
56396 Destinations International - CEO Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,800.00
56397 Visit California CEO Mission	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,000.00
56398 Helms Briscoe Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$5,500.00
56399 MPINCC ACE	\$800.00	\$2,304.00	(\$1,504.00)	288%		\$800.00	\$2,304.00	(\$1,504.00)	288%	288%	\$800.00
Conferences and Trade Shows	\$4,700.00	\$5,700.00	(\$1,000.00)	121%		\$56,900.00	\$62,644.43	(\$5,744.43)	110%	86%	\$72,700.00
56400 Business Development	\$20,833.00	\$0.00	\$20,833.00	0%		\$187,497.00	\$0.00	\$187,497.00	0%	0%	\$250,000.00
56500 Advertising & Promotion	\$5,833.00	\$2,900.00	\$2,933.00	50%		\$52,501.00	\$81,737.08	(\$29,236.08)	156%	117%	\$70,000.00

Report Ending Date: 03/31/2025	Mar-25				Notes	YEAR TO DATE					
	Budget	Actual	VARIANCE	%		YTD Budget	YTD ACTUAL	VARIANCE	YTD	Annual	Annual Budget
FY 2024/25 FUNDING ALLOCATION	\$336,330.00	\$257,839.94	\$78,490.06	77%		\$2,665,790.00	\$2,013,556.87	\$652,233.13	76%	56%	\$3,565,396.00
Travel & Entertainment											
56610 Destination International Annual Convention	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$4,946.91	(\$4,946.91)	4946%	4946%	\$0.00
56611 CalTravel Summit	\$0.00	\$0.00	\$0.00	0%		\$5,340.00	\$6,498.20	(\$1,158.20)	122%	122%	\$5,340.00
56620 MPI ACE/VEC	\$1,730.00	\$960.28	\$769.72	56%		\$1,730.00	\$960.28	\$769.72	0%	56%	\$1,730.00
56621 TEAMS Conference + Expo	\$0.00	\$0.00	\$0.00	0%		\$2,270.00	\$5,151.16	(\$2,881.16)	227%	227%	\$2,270.00
56622 Connect Spring Marketplace	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$3,090.00
56633 PCMA Convening Leaders	\$0.00	\$0.00	\$0.00	0%		\$2,725.00	\$0.00	\$2,725.00	0%	0%	\$2,725.00
56635 CalSEA Seasonal Spectacular	\$0.00	\$0.00	\$0.00	0%		\$1,025.00	\$307.67	\$717.33	0%	30%	\$1,025.00
56640 IMEX North America	\$0.00	\$0.00	\$0.00	0%		\$6,220.00	\$7,354.86	(\$1,134.86)	118%	118%	\$6,220.00
56641 Prestige Show	\$0.00	\$0.00	\$0.00	0%		\$385.00	\$10.00	\$375.00	0%	3%	\$385.00
56645 Visit California Outlook Forum	\$5,335.00	\$5,201.08	\$133.92	97%		\$5,335.00	\$5,201.08	\$133.92	97%	97%	\$5,335.00
56649 Simpleview Annual Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$880.00
56655 Destination International - CEO Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,560.00
56660 Visit California CEO Mission	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,955.00
56665 Helms Briscoe	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,370.00
56669 Destinations International - Marketing Summit	\$0.00	\$0.00	\$0.00	0%		\$4,536.00	3,626.65	\$909.35	0%	0%	\$4,536.00
56671 ESTO Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$3,225.25	(\$3,225.25)	3225%	3225%	\$0.00
56675 Quarterly Sales Trips	\$2,655.00	\$0.00	\$2,655.00	0%		\$22,035.00	\$12,757.25	\$9,277.75	58%	43%	\$30,000.00
56678 Destination West Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$0.00
56679 Client Entertainment	\$2,400.00	\$253.43	\$2,146.57	11%		\$21,600.00	\$4,144.02	\$17,455.98	19%	14%	\$28,800.00
56681 Holiday Showcase	\$0.00	\$0.00	\$0.00	0%		\$3,000.00	\$6,125.86	(\$3,125.86)	0%	204%	\$3,000.00
56682 CALSAE Elevate Conference	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$1,835.00
56683 Destination California	\$0.00	\$0.00	\$0.00	0%		\$1,900.00	\$1,193.24	\$706.76	63%	63%	\$1,900.00
56684 Conference Direct Partners Meeting	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$2,600.00
56690 Mileage Reimbursement	\$278.00	\$109.90	\$168.10	40%		\$2,506.00	\$183.54	\$2,322.46	7%	5%	\$3,340.00
56692 RCMA Emerge Tradeshow	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$583.99	(\$583.99)	583%	583%	\$0.00
56691 U.S Travel Summer Summit	\$0.00	\$0.00	\$0.00	0%		\$0.00	\$0.00	\$0.00	0%	0%	\$0.00
Travel & Entertainment	\$12,398.00	\$6,524.69	\$5,873.31	53%		\$80,607.00	\$62,269.96	\$18,337.04	77%	55%	\$112,896.00
Support Services											
56810 Client Events + Entertainment	\$10,000.00	\$4,495.46	\$5,504.54	45%		\$90,000.00	\$47,543.20	\$42,456.80	53%	40%	\$120,000.00
56812 Client Activations	\$500.00	\$0.00	\$500.00	0%		\$4,500.00	\$0.00	\$4,500.00	0%	0%	\$6,000.00
56813 Personalized Greetings	\$200.00	\$0.00	\$200.00	0%		\$1,800.00	\$0.00	\$1,800.00	0%	0%	\$2,400.00
56820 Site Visits	\$1,400.00	\$0.00	\$1,400.00	0%		\$12,600.00	\$280.08	\$12,319.92	2%	2%	\$16,800.00
56830 Familiarization Trips	\$30,000.00	\$0.00	\$30,000.00	0%		\$60,000.00	\$17,883.41	\$42,116.59	30%	30%	\$60,000.00
56831 Promotional Items	\$833.00	\$0.00	\$833.00	0%		\$7,497.00	\$915.34	\$6,581.66	12%	9%	\$10,000.00
56832 Tradeshow Booth Activations	\$1,900.00	\$3,854.69	(\$1,954.69)	203%		\$20,000.00	\$20,370.52	(\$370.52)	102%	102%	\$20,000.00
56833 Tradeshow Shipping	\$0.00	\$0.00	\$0.00	0%		\$4,700.00	\$3,528.17	\$1,171.83	75%	52%	\$6,800.00
Support Services	\$44,833.00	\$8,350.15	\$36,482.85	19%		\$201,097.00	\$90,520.72	\$110,576.28	45%	37%	\$242,000.00
TOTAL PURCHASED GOODS & SERVICES EXPENSE	\$158,711.00	\$129,654.88	\$29,056.12	82%		\$1,238,778.00	\$928,449.77	\$310,328.23	75%	57%	\$1,626,673.00
58000 Contingency	\$6,500.00	\$0.00	\$6,500.00	0%		\$58,500.00	\$0.00	\$58,500.00	0%	0%	\$78,000.00
60000 City Administrative Fee	\$12,000.00	\$1,025.63	\$10,974.37	9%		\$38,700.00	\$34,091.38	\$4,608.62	88%	66%	\$52,000.00
TOTAL OPERATING EXPENSES	\$336,330.00	\$257,839.94	\$78,490.06	77%		\$2,665,790.00	\$2,013,556.87	\$652,233.13	76%	56%	\$3,565,396.00
SURPLUS(DEFICIT)		78,490.06					\$652,233.13				

Silicon Valley/Santa Clara DMO, Inc.

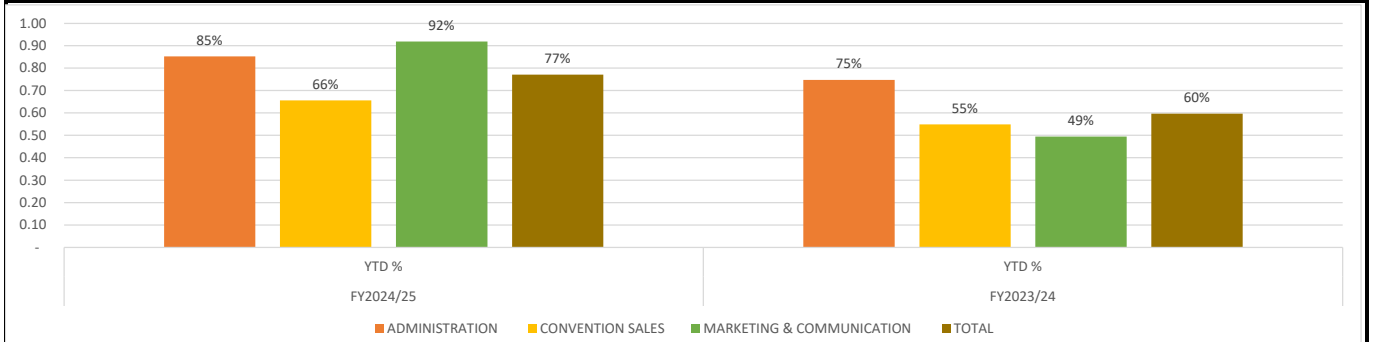
FY 2024/25 REMAINING BUDGET BY PROGRAM JULY 2024 TO MARCH 2025

PROGRAM	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	YTD VARIANCE	YTD %	ANNUAL %	REMAINING ANNUAL
ADMINISTRATION	860,035.00	647,260.00	551,675.87	95,584.13	85%	64%	308,359.13
CITY ADMINISTRATION FEES	52,000.00	38,700.00	34,091.38	4,608.62	88%	66%	17,908.62
CONTINGENCY	78,000.00	58,500.00	-	58,500.00	0%	0%	78,000.00
CONVENTION SALES	1,711,115.00	1,283,154.00	841,422.18	441,731.82	66%	49%	869,692.82
MARKETING & COMMUNICATION	864,246.00	638,176.00	586,367.44	51,808.56	92%	68%	277,878.56
TOTAL	3,565,396.00	2,665,790.00	2,013,556.87	652,233.13	76%	56%	1,551,839.13

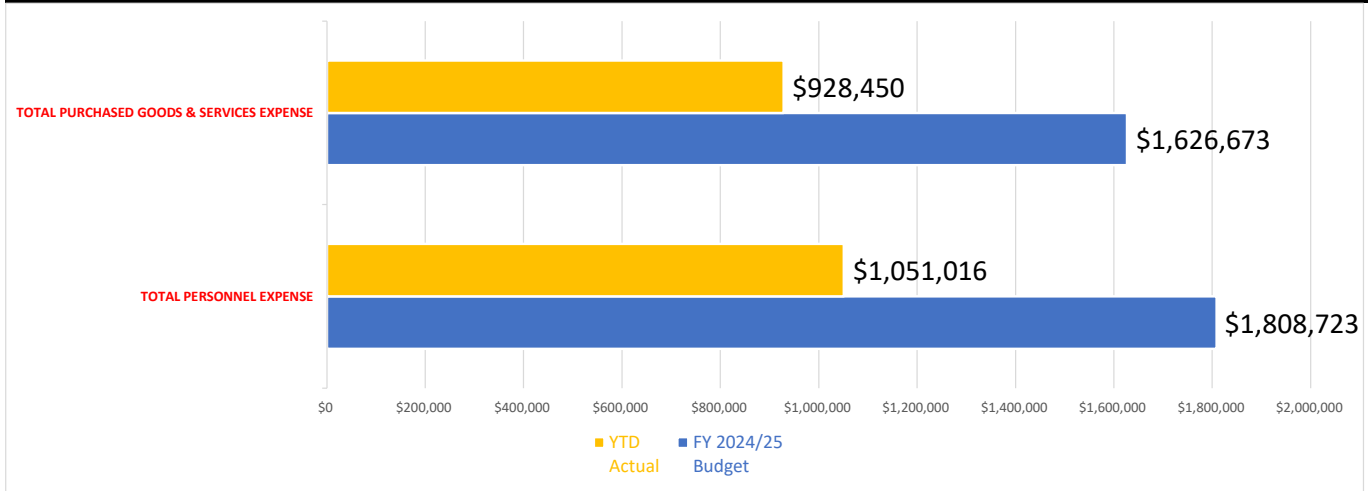


Silicon Valley/Santa Clara DMO, Inc.
YTD FY2024/25 AND YTD FY2023/24 COMPARISON

PROGRAM	FY2024/25				FY2023/24			
	YTD BUDGET	YTD ACTUAL	YTD VARIANCE	YTD %	YTD BUDGET	YTD ACTUAL	YTD VARIANCE	YTD %
ADMINISTRATION	647,260.00	551,675.87	95,584.13	85%	716,042.50	535,012.46	181,030.04	75%
CONVENTION SALES	1,283,154.00	841,422.18	441,731.82	66%	887,028.84	486,924.18	400,104.66	55%
MARKETING & COMMUNICATION	638,176.00	586,367.44	51,808.56	92%	644,628.34	318,894.42	325,733.92	49%
TOTAL	2,568,590.00	1,979,465.49	589,124.51	77%	2,247,699.68	1,340,831.06	906,868.62	60%



Silicon Valley/Santa Clara DMO, Inc. FY 2024/25 YEAR-TO-DATE (YTD) SUMMARY BY ORG July 2024 - March 2025							
	FY 2024/25 Budget	YTD Budget	YTD Actual	YTD Variance	YTD	Annual	Remaining Annual
FY 2024/25 FUNDING ALLOCATION	\$3,565,396	\$2,665,790	\$2,013,557	\$652,233	76%	56%	\$1,551,839
Personnel							
51100 Salary	\$1,253,519	\$921,476	\$747,378	\$174,098	74%	60%	506,140.54
51200 Payroll Taxes	\$104,262	\$75,150	\$54,744	\$20,406	73%	53%	49,517.98
51300 Employee Benefits	\$192,036	\$139,080	\$55,631	\$83,449	40%	29%	136,404.76
51310 Health	\$150,900	\$109,632	\$30,393	\$79,240	28%	20%	120,507.50
51400 401K Fee	\$41,136	\$29,448	\$25,239	\$4,209	86%	61%	15,897.26
51600 Employee Incentives	\$245,826	\$184,356	\$184,392	(\$36)	100%	75%	61,434.00
51700 Other	\$13,080	\$9,750	\$8,870	\$880	91%	68%	4,210.00
TOTAL PERSONNEL EXPENSE	\$1,808,723	\$1,329,812	\$1,051,016	\$278,796	79%	58%	757,707.28
Purchased Goods and Services Expense							
54400 Contract Services	\$592,994	\$445,647	\$432,507	\$13,140	97%	73%	160,486.73
54600 Operating Expenses	\$59,010	\$43,148	\$34,079	\$9,069	79%	58%	24,930.85
54700 Insurance	\$10,059	\$7,542	\$14,705	(\$7,163)	195%	146%	(4,646.19)
55000 Memberships	\$54,113	\$41,760	\$31,133	\$10,627	75%	58%	22,980.19
55201 Subscription Services	\$162,901	\$122,079	\$118,853	\$3,226	97%	73%	44,047.84
56300 Conferences and Trade Shows	\$72,700	\$56,900	\$62,644	(\$5,744)	0%	86%	10,055.57
56400 Business Development	\$250,000	\$187,497	\$0	\$187,497	0%	0%	250,000.00
56600 Travel & Entertainment	\$112,896	\$80,607	\$62,270	\$18,337	77%	55%	50,626.04
56500 Advertising & Promotion	\$70,000	\$52,501	\$81,737	(\$29,236)	156%	117%	(11,737.08)
56800 Support Services	\$242,000	\$201,097	\$90,521	\$110,576	45%	37%	151,479.28
TOTAL PURCHASED GOODS & SERVICES EXPENSE	\$1,626,673	\$1,238,778	\$928,450	\$310,328	75%	57%	698,223.23
58000 CONTINGENCY	\$78,000	\$58,500	\$0	\$58,500	0%	0%	78,000.00
60000 CITY ADMINISTRATIVE FEE	\$52,000	\$38,700	\$34,091	\$4,609	0%	66%	17,908.62
TOTAL OPERATING EXPENSES	\$3,565,396	\$2,665,790	\$2,013,557	\$652,233	76%	56%	1,551,839.13



Silicon Valley/Santa Clara DMO, Inc.
FY 2024/25 YEAR-TO-DATE (YTD) SUMMARY BY PROGRAM MARCH 2025

	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
Budget Item					YTD	Annual
CONVENTION SALES, INCENTIVES & SERVICES						
51000 Personnel	\$ 823,788.00	\$ 603,190.00	\$ 473,827.41	\$ 129,362.59	79%	58%
51100 Salary	\$ 560,500.00	\$ 411,620.00	\$ 337,178.90	\$ 74,441.10	82%	60%
51600 Incentives	\$ 117,200.00	\$ 87,890.00	\$ 87,930.00	\$ (40.00)	100%	75%
51300 Benefits	\$ 93,114.00	\$ 66,066.00	\$ 19,529.16	\$ 46,536.84	30%	21%
51310 Health	\$ 76,830.00	\$ 54,912.00	\$ 5,974.84	\$ 48,937.16	11%	8%
51400 401K Fee	\$ 16,284.00	\$ 11,154.00	\$ 13,554.32	\$ (2,400.32)	122%	83%
51200 Payroll Taxes	\$ 48,054.00	\$ 33,924.00	\$ 27,869.35	\$ 6,054.65	82%	58%
51710 Other-Cell Phone Stipend	\$ 1,920.00	\$ 1,440.00	\$ 1,320.00	\$ 120.00	92%	69%
51722 Other-relocation	\$ 3,000.00	\$ 2,250.00	\$ -	\$ 2,250.00	0%	0%
Convention Sales, Incentives & Services Expenses	\$ 887,327.00	\$ 679,964.00	\$ 367,594.77	\$ 312,369.23	54%	41%
Contract Services	\$ 57,600.00	\$ 43,200.00	\$ 45,660.00	\$ (2,460.00)	106%	79%
54460 Baronfeld Consulting, LLC.	\$ 57,600.00	\$ 43,200.00	\$ 45,660.00	\$ (2,460.00)	106%	79%
Memberships	\$ 48,993.00	\$ 36,640.00	\$ 23,839.81	\$ 12,800.19	65%	49%
55120 PCMA	\$ 2,080.00	\$ 1,557.00	\$ 2,499.98	\$ (942.98)	161%	120%
55130 MPI ACE/WEC	\$ 5,000.00	\$ 3,749.00	\$ 1,000.00	\$ 2,749.00	27%	20%
55140 CALSAE	\$ 800.00	\$ 603.00	\$ 497.97	\$ 105.03	83%	62%
55150 California Travel Association	\$ 2,153.00	\$ 1,529.00	\$ 531.87	\$ 997.13	35%	25%
55155 Sales & Marketing Executives International	\$ 800.00	\$ 603.00	\$ -	\$ 603.00	0%	0%
55160 San Francisco Travel Association	\$ 5,250.00	\$ 3,936.00	\$ 1,875.00	\$ 2,061.00	48%	36%
55165 SITE Global	\$ 500.00	\$ 369.00	\$ -	\$ 369.00	0%	0%
55166 Association Forum	\$ 410.00	\$ 300.00	\$ 97.50	\$ 202.50	33%	24%
55167 U.S. Travel Board Membership	\$ 32,000.00	\$ 23,994.00	\$ 17,137.49	\$ 6,856.51	71%	54%
55168 WISE	\$ -	\$ -	\$ 200.00	\$ (200.00)	0%	0%
Subscription Services	\$ 103,138.00	\$ 74,023.00	\$ 82,659.85	\$ (8,636.85)	112%	80%
55212 Knowland	\$ 15,228.00	\$ 11,421.00	\$ 7,620.00	\$ 3,801.00	67%	50%
55220 CVENT	\$ 35,320.00	\$ 28,115.00	\$ 33,441.22	\$ (5,326.22)	119%	95%
55221 Tourism Economics Lodging Report	\$ -	\$ -	\$ 10,000.00	\$ (10,000.00)	10000%	10000%
55250 Conference Direct	\$ 24,900.00	\$ 13,479.00	\$ 15,458.33	\$ (1,979.33)	115%	62%
55260 HelmsBriscoe	\$ 11,000.00	\$ 7,902.00	\$ 916.67	\$ 6,985.33	12%	8%
55270 Zoominfo	\$ 13,890.00	\$ 11,000.00	\$ 10,995.00	\$ 5.00	100%	79%
55280 BOX	\$ 2,800.00	\$ 2,106.00	\$ 1,804.63	\$ 301.37	86%	64%
55295 Visiting Media	\$ -	\$ -	\$ 2,424.00	\$ (2,424.00)	0%	0%
56400 Business Development	\$ 250,000.00	\$ 187,497.00	\$ -	\$ 187,497.00	0%	0%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Conferences and Tradeshow	\$ 72,700.00	\$ 56,900.00	\$ 62,644.43	\$ (5,744.43)	3870%	86%
56310 MPI ACE/WEC		\$ -	\$ -	\$ -	0%	0%
56320 IMEX	\$ 20,000.00	\$ 20,000.00	\$ 9,511.90	\$ 10,488.10	48%	48%
56329 Destination International Marketing Summit	\$ 2,400.00	\$ 2,400.00	\$ 1,200.00	\$ 1,200.00	50%	50%
56341 Cal Asso Local Economic Dev	\$ -	\$ -	\$ 745.00	\$ (745.00)	745%	745%
56360 Destination International Annual Convention	\$ -	\$ -	\$ 2,620.00	\$ (2,620.00)	2620%	2620%
56364 Sports Events and Tourism	\$ -	\$ -	\$ 3,049.80	\$ (3,049.80)	3050%	3050%
56370 CalTravel Summit	\$ 4,800.00	\$ 4,800.00	\$ 4,437.84	\$ 362.16	92%	92%
56371 ESTO Conference	\$ -	\$ -	\$ 1,250.00	\$ (1,250.00)	1250%	1250%
56375 Planners Education Conference	\$ -	\$ -	\$ 5,800.00	\$ (5,800.00)	5800%	5800%
56380 TEAMS Conference & Expo	\$ 9,500.00	\$ 9,500.00	\$ 8,372.41	\$ 1,127.59	88%	88%
56381 Prestige Show	\$ 1,500.00	\$ 1,500.00	\$ 1,775.00	\$ (275.00)	118%	118%
56382 Holiday Showcase	\$ 4,500.00	\$ 4,500.00	\$ 4,000.00	\$ 500.00	89%	89%
56383 CalSAE Elevate Conference	\$ 1,000.00	\$ -	\$ -	\$ -	0%	0%
56384 Destination California	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ -	100%	100%
56386 RCMA Emerge Tradeshow	\$ -	\$ -	\$ 3,747.48	\$ (3,747.48)	0%	0%
56388 All Things Meetings	\$ -	\$ -	\$ 775.00	\$ (775.00)	775%	775%
56390 Connect Spring Marketplace	\$ 1,000.00	\$ -	\$ -	\$ -	0%	0%
56391 U.S Travel Summer Summit	\$ -	\$ -	\$ -	\$ -	0%	0%
56392 CalSAE Seasonal Spectacular	\$ 2,500.00	\$ 2,500.00	\$ 5,160.00	\$ (2,660.00)	206%	206%
56393 PCMA Convening Leaders	\$ 2,500.00	\$ 2,500.00	\$ -	\$ 2,500.00	0%	0%
56394 Visit Outlook Forum	\$ 3,900.00	\$ 3,900.00	\$ 3,396.00	\$ 504.00	87%	87%
56395 Simpleview Annual Summit	\$ 1,500.00	\$ -	\$ -	\$ -	0%	0%
56396 Destinations International - CEO Summit	\$ 1,800.00	\$ -	\$ -	\$ -	0%	0%
56397 Visit California CEO Mission	\$ 5,000.00	\$ -	\$ -	\$ -	0%	0%
56398 Helms Briscoe Conference	\$ 5,500.00	\$ -	\$ -	\$ -	0%	0%
56399 MPINCC ACE	\$ 800.00	\$ 800.00	\$ 2,304.00	\$ (1,504.00)	288%	288%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Travel & Entertainment	\$ 112,896.00	\$ 80,607.00	\$ 62,269.96	\$ 18,337.04	77%	55%
56610 Destination International Annual Convention	\$ -	\$ -	\$ 4,946.91	\$ (4,946.91)	4947%	4947%
56611 CalTravel Summit	\$ 5,340.00	\$ 5,340.00	\$ 6,498.20	\$ (1,158.20)	122%	122%
56620 MPI ACE/WEC	\$ 1,730.00	\$ 1,730.00	\$ 960.28	\$ 769.72	56%	56%
56621 TEAMS Conference + Expo	\$ 2,270.00	\$ 2,270.00	\$ 5,151.16	\$ (2,881.16)	227%	227%
56622 Connect Spring Marketplace	\$ 3,090.00	\$ -	\$ -	\$ -	0%	0%
56633 PCMA Convening Leaders	\$ 2,725.00	\$ 2,725.00	\$ -	\$ 2,725.00	0%	0%
56635 CalSEA Seasonal Spectacular	\$ 1,025.00	\$ 1,025.00	\$ 307.67	\$ 717.33	30%	30%
56640 IMEX North America	\$ 6,220.00	\$ 6,220.00	\$ 7,354.86	\$ (1,134.86)	118%	118%
56641 Prestige Show	\$ 385.00	\$ 385.00	\$ 10.00	\$ 375.00	3%	3%
56645 Visit California Outlook Forum	\$ 5,335.00	\$ 5,335.00	\$ 5,201.08	\$ 133.92	97%	97%
56649 Simpleview Annual Summit	\$ 880.00	\$ -	\$ -	\$ -	0%	0%
56655 Destination International - CEO Summit	\$ 2,560.00	\$ -	\$ -	\$ -	0%	0%
56660 Visit California CEO Mission	\$ 2,955.00	\$ -	\$ -	\$ -	0%	0%
56665 Helms Briscoe	\$ 2,370.00	\$ -	\$ -	\$ -	0%	0%
56669 Destinations International - Marketing Summit	\$ 4,536.00	\$ 4,536.00	\$ 3,626.65	\$ 909.35	80%	80%
56671 ESTO Conference	\$ -	\$ -	\$ 3,225.25	\$ (3,225.25)	3225%	3225%
56675 Quarterly Sales Trips	\$ 30,000.00	\$ 22,035.00	\$ 12,757.25	\$ 9,277.75	58%	43%
56678 Destination West Conference	\$ -	\$ -	\$ -	\$ -	637%	637%
56679 Client Entertainment	\$ 28,800.00	\$ 21,600.00	\$ 4,144.02	\$ 17,455.98	19%	14%
56681 Holiday Showcase	\$ 3,000.00	\$ 3,000.00	\$ 6,125.86	\$ (3,125.86)	204%	204%
56682 CALSAE Elevate Conference	\$ 1,835.00	\$ -	\$ -	\$ -	0%	0%
56683 Destination California	\$ 1,900.00	\$ 1,900.00	\$ 1,193.24	\$ 706.76	63%	63%
56684 Conference Direct Partners Meeting	\$ 2,600.00	\$ -	\$ -	\$ -	0%	0%
56690 Mileage Reimbursement	\$ 3,340.00	\$ 2,506.00	\$ 183.54	\$ 2,322.46	7%	5%
56691 U.S Travel Summer Summit	\$ -	\$ -	\$ -	\$ -	0%	0%
56692 RCMA Emerge Tradeshow	\$ -	\$ -	\$ 583.99	\$ (583.99)	0%	0%
Support Services	\$ 242,000.00	\$ 201,097.00	\$ 90,520.72	\$ 110,576.28	45%	37%
56810 Client Events + Entertainment	\$ 120,000.00	\$ 90,000.00	\$ 47,543.20	\$ 42,456.80	53%	40%
56812 Client Activations	\$ 6,000.00	\$ 4,500.00	\$ -	\$ 4,500.00	0%	0%
56813 Personalized Greetings	\$ 2,400.00	\$ 1,800.00	\$ -	\$ 1,800.00	0%	0%
56820 Site Visits	\$ 16,800.00	\$ 12,600.00	\$ 280.08	\$ 12,319.92	2%	2%
56830 Familiarization Trips	\$ 60,000.00	\$ 60,000.00	\$ 17,883.41	\$ 42,116.59	30%	30%
56831 Promotional Items	\$ 10,000.00	\$ 7,497.00	\$ 915.34	\$ 6,581.66	12%	9%
56832 Tradeshow Booth Activations	\$ 20,000.00	\$ 20,000.00	\$ 20,370.52	\$ (370.52)	102%	102%
56833 Tradeshow Shipping	\$ 6,800.00	\$ 4,700.00	\$ 3,528.17	\$ 1,171.83	75%	52%
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$ 1,711,115.00	\$ 1,283,154.00	\$ 841,422.18	\$ 441,731.82	66%	49%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
MARKETING & COMMUNICATIONS						
Personnel	\$ 488,766.00	\$ 355,650.00	\$ 290,657.21	\$ 64,992.79	82%	59%
51100 Salary	\$ 322,750.00	\$ 233,304.00	\$ 207,687.63	\$ 25,616.37	89%	64%
51600 Incentives	\$ 66,938.00	\$ 50,202.00	\$ 50,202.00	\$ -	100%	75%
51300 Benefits	\$ 62,670.00	\$ 45,828.00	\$ 18,121.61	\$ 27,706.39	40%	29%
51310 Health	\$ 48,510.00	\$ 35,550.00	\$ 11,470.80	\$ 24,079.20	32%	24%
51400 401K Fee	\$ 14,160.00	\$ 10,278.00	\$ 6,650.81	\$ 3,627.19	65%	47%
51200 Payroll Taxes	\$ 35,208.00	\$ 25,476.00	\$ 13,925.97	\$ 11,550.03	55%	40%
51710 Other-Cell Phone Stipend	\$ 1,200.00	\$ 840.00	\$ 720.00	\$ 120.00	86%	60%
Marketing Expenses	\$ 375,480.00	\$ 282,526.00	\$ 295,710.23	\$ (13,184.23)	105%	79%
Contract Services	\$ 305,480.00	\$ 230,025.00	\$ 213,973.15	\$ 16,051.85	93%	70%
54411 Marketing Services Contract - We the Creative	\$ 33,000.00	\$ 24,750.00	\$ 22,090.00	\$ 2,660.00	89%	67%
54412 Digital Marketing (PPC, SEO + Social Media Ads)	\$ 70,000.00	\$ 52,497.00	\$ 44,701.37	\$ 7,795.63	85%	64%
54413 Influencer Marketing	\$ 21,500.00	\$ 16,128.00	\$ 9,185.72	\$ 6,942.28	57%	43%
54415 Photography	\$ 5,000.00	\$ 3,744.00	\$ 124.20	\$ 3,619.80	3%	2%
54416 Videography	\$ 10,000.00	\$ 7,497.00	\$ 8.00	\$ 7,489.00	0%	0%
54417 Branding services	\$ 5,000.00	\$ 3,744.00	\$ -	\$ 3,744.00	0%	0%
54419 Website Hosting & SEO - Madden Media	\$ 30,480.00	\$ 23,790.00	\$ 26,904.05	\$ (3,114.05)	113%	88%
54491 OmniChannel Marketing Project - Madden Media	\$ 105,000.00	\$ 78,750.00	\$ 65,020.00	\$ 13,730.00	83%	62%
54492 VibeMap	\$ 7,500.00	\$ 5,625.00	\$ 7,862.86	\$ (2,237.86)	140%	105%
54493 Content Creation Fund	\$ 18,000.00	\$ 13,500.00	\$ 5,798.47	\$ 7,701.53	43%	32%
54494 Visitor Guide Shipping	\$ -	\$ -	\$ 4,694.48	\$ (4,694.48)	0%	0%
54495 Marketing Agency of Record - Madden Media	\$ -	\$ -	\$ 27,584.00	\$ (27,584.00)	0%	0%
56510 Advertising	\$ 70,000.00	\$ 52,501.00	\$ 81,737.08	\$ (29,236.08)	156%	117%
TOTAL MARKETING & COMMUNICATIONS	\$ 864,246.00	\$ 638,176.00	\$ 586,367.44	\$ 51,808.56	92%	68%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
ADMINISTRATION						
Personnel	\$ 496,169.00	\$ 370,972.00	\$ 286,531.10	\$ 84,440.90	77%	58%
51100 Salary	\$ 370,269.00	\$ 276,552.00	\$ 202,511.93	\$ 74,040.07	73%	55%
51600 Incentives	\$ 61,688.00	\$ 46,264.00	\$ 46,260.00	\$ 4.00	100%	75%
51300 Benefits	\$ 36,252.00	\$ 27,186.00	\$ 17,980.47	\$ 9,205.53	66%	50%
51310 Health	\$ 25,560.00	\$ 19,170.00	\$ 12,946.86	\$ 6,223.14	68%	51%
51400 401K Fee	\$ 10,692.00	\$ 8,016.00	\$ 5,033.61	\$ 2,982.39	63%	47%
51200 Payroll Taxes	\$ 21,000.00	\$ 15,750.00	\$ 12,948.70	\$ 2,801.30	82%	62%
51710 Other-Cell Phone Stipend	\$ 960.00	\$ 720.00	\$ 1,430.00	\$ (710.00)	199%	149%
51730 Other-Car Allowance	\$ 6,000.00	\$ 4,500.00	\$ 5,400.00	\$ (900.00)	120%	90%
Administrative Expenses	\$ 363,866.00	\$ 276,288.00	\$ 265,144.77	\$ 11,143.23	96%	73%
Contract Services	\$ 229,914.00	\$ 172,422.00	\$ 172,874.12	\$ (452.12)	100%	75%
54410-10 Accounting Services	\$ 56,000.00	\$ 41,994.00	\$ 43,328.84	\$ (1,334.84)	103%	77%
54410-20 PP&Co. Tax Preparation	\$ 5,500.00	\$ 4,122.00	\$ 9,015.00	\$ (4,893.00)	219%	164%
54410-30 City of Santa Clara Fiscal Sponsorship	\$ 9,500.00	\$ 7,124.00	\$ 6,897.60	\$ 226.40	97%	73%
54420 Legal Services	\$ 35,000.00	\$ 26,249.00	\$ 24,922.50	\$ 1,326.50	95%	71%
54425 SmartCity IT Services	\$ 5,574.00	\$ 4,179.00	\$ 4,810.13	\$ (631.13)	115%	86%
54430 Payroll Services	\$ 7,340.00	\$ 5,504.00	\$ 5,464.74	\$ 39.26	99%	74%
54440 Audit	\$ 15,000.00	\$ 11,250.00	\$ -	\$ 11,250.00	0%	0%
54470 Professional Services	\$ 84,000.00	\$ 63,000.00	\$ 75,658.81	\$ (12,658.81)	120%	90%
54480 HR Services	\$ 12,000.00	\$ 9,000.00	\$ 2,776.50	\$ 6,223.50	31%	23%
Operating Expenses	\$ 59,010.00	\$ 43,148.00	\$ 34,079.15	\$ 9,068.85	79%	58%
54605 Banking Fees	\$ 480.00	\$ 360.00	\$ 91.67	\$ 268.33	25%	19%
54610 Software Licenses	\$ 10,750.00	\$ 8,058.00	\$ 7,492.77	\$ 565.23	93%	70%
54620 Postage	\$ 1,000.00	\$ 747.00	\$ 146.15	\$ 600.85	20%	15%
54640 Licenses	\$ 180.00	\$ 135.00	\$ 510.25	\$ (375.25)	378%	283%
54660 Office Supplies	\$ 8,000.00	\$ 5,999.00	\$ 3,022.34	\$ 2,976.66	50%	38%
54670 DMO Office Rent	\$ 8,100.00	\$ 6,075.00	\$ 6,075.00	\$ -	100%	75%
54680 Internal Meetings & Training	\$ 30,000.00	\$ 21,400.00	\$ 16,740.97	\$ 4,659.03	78%	56%
54690 Recruitment	\$ 500.00	\$ 374.00	\$ -	\$ 374.00	0%	0%
Insurance	\$ 10,059.00	\$ 7,542.00	\$ 14,705.19	\$ (7,163.19)	195%	146%
54710 Workers Compensation	\$ 2,160.00	\$ 1,620.00	\$ 3,042.00	\$ (1,422.00)	188%	141%
54720 Business Owners Liability and Property	\$ 2,050.00	\$ 1,539.00	\$ 5,136.64	\$ (3,597.64)	334%	251%
54730 Professional Cyber Liability	\$ 3,667.00	\$ 2,748.00	\$ 3,147.91	\$ (399.91)	115%	86%
54740 Management Liability	\$ 2,182.00	\$ 1,635.00	\$ 3,378.64	\$ (1,743.64)	207%	155%

Budget Item	FY 24/25	YTD Budget	YTD Actual	Variance	Expended	
					YTD	Annual
Memberships	\$ 5,120.00	\$ 5,120.00	\$ 7,293.00	\$ (2,173.00)	142%	142%
55110 Destinations International	\$ 5,120.00	\$ 5,120.00	\$ 7,293.00	\$ (2,173.00)	142%	142%
Subscription Services	\$ 59,763.00	\$ 48,056.00	\$ 36,193.31	\$ 11,862.69	75%	61%
55210 Act On	\$ 10,283.00	\$ 7,650.00	\$ 7,182.00	\$ 468.00	94%	70%
55213 CoStar Realty Information	\$ 20,000.00	\$ 14,994.00	\$ 3,706.24	\$ 11,287.76	25%	19%
55214 Simpleview - Annual Subscription	\$ 14,330.00	\$ 10,562.00	\$ 16,135.07	\$ (5,573.07)	153%	113%
55215 Additional Support Hours	\$ 6,300.00	\$ 6,300.00	\$ -	\$ 6,300.00	0%	0%
55230 Destination International EIC Subscription	\$ 7,650.00	\$ 7,650.00	\$ 9,000.00	\$ (1,350.00)	118%	118%
55240 Trade Journal/Newspapers	\$ 1,200.00	\$ 900.00	\$ 170.00	\$ 730.00	19%	14%
TOTAL ADMINISTRATION	\$ 860,035.00	\$ 647,260.00	\$ 551,675.87	\$ 95,584.13	85%	64%
58000 Contingency	\$ 78,000.00	\$ 58,500.00	\$ -	\$ 58,500.00	0%	0%
60000 City Administration Fee	\$ 52,000.00	\$ 38,700.00	\$ 34,091.38	\$ 4,608.62	88%	66%
TOTAL OPERATING BUDGET	\$ 3,565,396.00	\$ 2,665,790.00	\$ 2,013,556.87	\$ 652,233.13	76%	56%

Silicon Valley/Santa Clara DMO, Inc.
Balance Sheet
As of March 31, 2025

	<u>Total</u>
ASSETS	
Current Assets	
Bank Accounts	
1005 City - TID Account	1,947,381.49
1010 Checking-Operating-Wells	6,604.82
1015 Checking Bridge Bank	1,976,263.92
1070 Current Year Reserves	678,001.00
Total Bank Accounts	<u>\$ 4,608,251.23</u>
Accounts Receivable	
13100 TID Receivable	0.00
13101 Refunds	0.00
13110 Contributions Receivable	0.00
Total Accounts Receivable	<u>\$ 0.00</u>
Other Current Assets	
14100 Prepaid Expenses	103,399.93
14110 Prepaid Insurance	2,185.83
14120 Prepaid Annualized Software	1,118.51
14130 Prepaid Memberships	22,829.17
14150 Sales Tax on Purchases	0.00
14200 Employee Benefits	13,564.41
Total Other Current Assets	<u>\$ 143,097.85</u>
Total Current Assets	<u>\$ 4,751,349.08</u>
TOTAL ASSETS	<u>\$ 4,751,349.08</u>
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
30000 Accounts Payable (A/P)	334,928.75
Total Accounts Payable	<u>\$ 334,928.75</u>
Credit Cards	
30050 Bridge Bank CC	24,547.58
Total Credit Cards	<u>\$ 24,547.58</u>
Other Current Liabilities	
30100 Accrued Expenses	286,968.30
30110 Accrued Payroll Liability	0.00
Total 30100 Accrued Expenses	<u>\$ 286,968.30</u>
30200 Deferred Revenue	0.00
Total Other Current Liabilities	<u>\$ 286,968.30</u>
Total Current Liabilities	<u>\$ 646,444.63</u>
Total Liabilities	<u>\$ 646,444.63</u>
Equity	
30300 Change in Net Assets	4,266,986.19
Net Income	-162,081.74
Total Equity	<u>\$ 4,104,904.45</u>
TOTAL LIABILITIES AND EQUITY	<u>\$ 4,751,349.08</u>



MEMORANDUM

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

FROM: Christine Lawson, CEO

DATE: May 29, 2025

RE: FY 2025/26 Proposed Operating Budget and Key Variances for Silicon Valley/Santa Clara DMO, Inc.

This budget memo outlines the proposed budget for FY 2025/26, providing a detailed look at planned increases compared to the current adopted budget. It highlights key areas that will have a significant impact on both the budget and the operations of the Silicon Valley/Santa Clara DMO, Inc. This overview is shared in preparation for the upcoming Board of Directors Special Meeting on May 29, 2025, to support productive discussion. Please note that the data within this memo is still pending audit and may be subject to revisions.

BACKGROUND OF THE DMO:

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

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

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

FY 2024/25 FUND SUMMARY & PROPOSED FY 2025/26 BUDGET OVERVIEW:

This section provides an overview of the current fiscal year's financial status alongside the proposed budget for the upcoming FY 2025/26, highlighting key financial metrics and anticipated changes.

FY 2024/25 Fund Summary:

Budget Category	Amount
Beginning Fund Balance	\$5,167,483
Adopted Operating Budget	\$3,565,396 (Approved by the Board May 16, 2024)
Year-to-Date Expenditures (as of April 30, 2025)	\$2,316,660 (65% of budget)
Forecasted Total Expenditures for FY 2024/25	\$2,908,126 (82% of budget)
Revenues Received (through March 2025)	\$1,704,569

Proposed FY 2025/26 Operating Budget with YOY Increases and Key Drivers:

Proposed Category	Amount
Proposed Operating Budget	\$4,047,912
Year-over-Year Increase Compared to Adopted FY 2024/25 Budget	14%
Year-over-Year Increase Compared to Year-End FY 2024/25 Budget	39%
Key Drivers	–
• Strategic investments in marketing and communications.	–
• Expansion of administrative services and partnerships.	–
• Inclusion of one-time expenditures carried over from FY 2024/25.	–
Forecasted Revenues for FY 2025/26	\$3,500,000

This proposed budget reflects our commitment to enhancing the DMO's capabilities and achieving our strategic objectives for the upcoming fiscal year.

While we are not projected to expend the full FY 2024/25 budget, it's important to note that expenditures have steadily increased year-over-year (YOY), reflecting the effectiveness of our full team. As of April 30, 2025, our year-to-date organizational expenditures (YTD) stands at 80% of the budget, compared to 68% at the same time last year. And based upon our current year-end (YE) forecast, we anticipate expending 82% of the FY 2024/25 budget, up from 66.8% in FY 2023/24. This upward trend demonstrates that with a complete team and a strategic focus on sales and marketing, we are more effectively leveraging our resources to drive awareness and business to our SCTID hotels, partners, and the City of Santa Clara.

In FY 2024/25, our largest expenditures were driven by strategic client entertainment, an aggressive tradeshow calendar, and the Omnichannel Marketing Ecosystem Project. This project resulted in a comprehensive library of photography, dynamic Santa Clara sizzle reels, the launch of a new website, and the debut of the Santa Clara Visitors Guide—all designed to enhance destination exposure, strengthen our brand, and deepen partnerships with key meeting planners. These efforts are pivotal in continuing to drive business and economic impact for our SCTID hotels, partners, and the City of Santa Clara.

As we review the proposed expenditures for the FY 2025/26 budget, it's important to highlight significant investments in marketing & communications, and administration. These expenditures include both ongoing commitments and one-time costs, all contributing to the YOY budget increase. Some of these costs were approved by the Board of Directors in the current fiscal year and are being carried over, while others are new

initiatives. A detailed breakdown by program will be provided in the operating budget section.

These investments are crucial for the continued growth and evolution of the DMO, enabling us to achieve our annual goals and objectives. We remain committed to regularly evaluating our expenditures to ensure strategic alignment, a return on investment (ROI), and fiscal responsibility.

FY 2025/26 FUND SUMMARY:

FY 2024/25 Fund Balance	FY 2025/26 Projected Revenue	FY 2025/26 Reserves	FY 2025/26 Available Funds
\$5,167,483	\$3,741,000	\$1,619,165	\$7,289,318

Projected revenue for FY 2025/26 is \$3,741,000 which includes projected assessments of \$3,500,000 plus assessment interest earned of \$175,000 (based upon a 5% interest rate) and \$66,000 in marketing investments from OVG and Levy. When combined with the FY 2024/25 estimated fund balance of \$5,167,483 and the allocation of \$1,619,165 to the FY 2025/26 Reserve Fund, 7,289,318 in funds will be available for FY 2025/26.

FY 2025/26 PROPOSED OPERATING BUDGET:

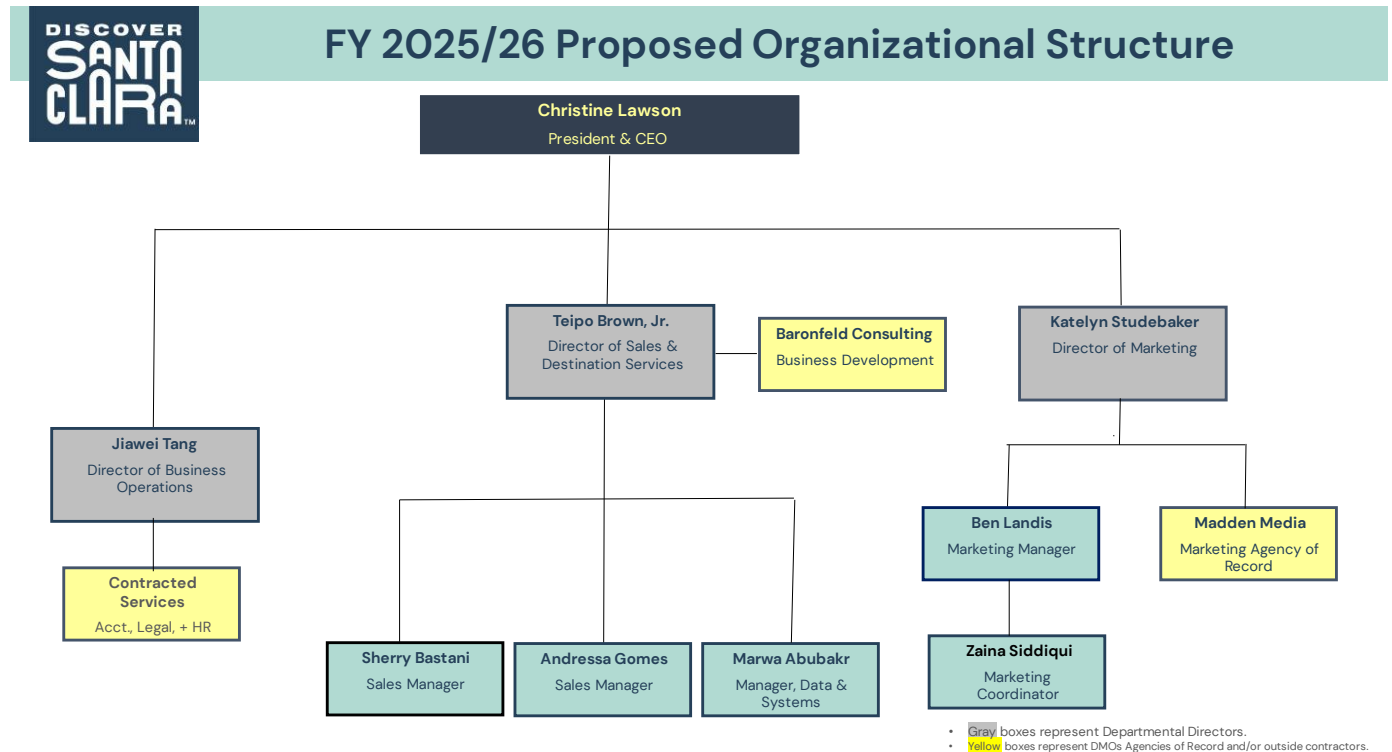
The current operating budget includes nine full-time equivalent (FTE) positions: 1.0 chief executive officer, 1.0 director of sales, 2.0 sales managers, 1.0 manager of data & strategy, 1.0 director of business operations, 1.0 director of marketing, 1.0 marketing manager, and 1.0 marketing coordinator. For FY 2025/26, the DMO organizational structure will continue to consist of nine (9) FTEs, with no additional staff proposed.

The adopted FY 2024/25 budget included positions for both a Marketing Coordinator and a Sales Event Coordinator, each planned to start mid-year on January 1, 2025. While the Marketing Coordinator joined the team on March 11, 2025, after reviewing the current sales organization and structure, the decision was made to postpone hiring for the Sales Event Coordinator position. The CEO and Director of Sales will continue to assess resource allocation and explore ways to maximize efficiency without the added expense of this role.

There has been ongoing discussion about adding a Director of Revenue Management to the DMO organizational structure. While this role would benefit both the DMO and our partners, it's essential to engage with our partners, review the current booking policy, and ensure the right systems are in place to fully realize the potential of this role and its broader economic impact on the City. We will continue working to prepare the organization for this position and may reconsider it within the fiscal year, presenting it to the board as a new request. However, we will not be adding this expense to the current proposed budget.

The proposed personnel budget for FY 2025/26 reflects an overall increase of \$14,498, equating to a minimal 1% YOY growth. This increase encompasses all medical and retirement benefits, as well as up to 5% in performance-based salary adjustments and incentives. These adjustments are contingent upon achievement of fiscal year goals and individual performance review outcomes. It is important to note that the actual YOY increase may be at or below the projected 1%, depending on final evaluations and goal achievement.

Position	FY 2024/25 Adopted	FY 2025/26 Proposed	Change
Chief Executive Officer	1	1	0
Director of Business Operations	1	1	0
Director of Sales	1	1	0
Sales Manager	2	2	0
Manager, Data & Strategy	1	1	0
Sales Event Coordinator	1	0	-1
Director of Marketing	1	1	0
Marketing Manager	1	1	0
Marketing Coordinator	1	1	0
TOTAL FTEs	10	9	-1



	FY 2024/25 Adopted	FY 2025/26 Proposed	Variance +/(–)	FY 2025/26 Change %
Personnel	\$1,808,723	\$1,823,221	\$14,498	1%
Purchased Goods & Services	\$1,626,673	\$2,049,691	\$423,018	26%
Contingency	\$78,000	\$105,000	\$27,000	35%
City Administration Fee	\$52,000	\$70,000	\$18,000	35%
Total Operating Budget	\$3,565,396	\$4,047,912	\$482,516	14%

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

Convention Sales, Incentives & Services:

The Convention Sales, Incentives, and Services Program plays a vital role in driving room nights and boosting the overall performance of the Convention Center by stimulating sales activity for major events. This program is focused on attracting new meetings, conventions, athletic events, and both corporate and leisure events that significantly contribute to the Center's revenue and increase assessed room night sales from group and event attendees. The budget is allocated to drive sales and secure events that have a substantial financial impact on the Convention Center and the Santa Clara Tourism Improvement District (SCTID). Additionally, the program offers client incentives and subsidies through business development funds to attract high-profile events and conventions that have not previously been hosted at the Center, or to retain past events that may be considering alternative locations, helping to mitigate the risk of losing valuable revenue.

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	FY 2025/26 Variance
CONVENTION SALES, INCENTIVES & SERVICES			
Positions			
FTE Director of Sales	1	1	0
FTE Sales Manager	2	2	0
FTE Data & Strategy	1	1	0
FTE Sales Event Coordinator	1	0	-1
Personnel	\$823,788	\$732,122	(\$91,666)
Salary	560,500	526,050	(34,450)
Incentives	117,200	107,888	(9,312)
Benefits	93,114	49,068	(44,046)
Payroll Taxes	48,054	47,196	(858)
Other-Cell Phone Stipend	1,920	1,920	-
Other-Relocation	3,000	-	-
Purchased Goods & Services	\$887,327	\$936,727	\$49,400
Business Development	250,000	250,000	-
Conferences & Tradeshows	72,700	82,542	9,842
Contract Services	57,600	59,942	2,342
Memberships	48,993	59,942	10,949
Subscription Services	103,138	204,354	101,216
Support Services	242,000	176,800	(65,200)
Travel & Entertainment	112,896	105,089	(7,807)
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$1,711,115	\$1,668,849	(\$42,266)

FY 2024/25 Year-End Program Budget Forecast.

The Convention Sales, Incentive & Services YE forecast is \$1,158,081 or 67.7% of the adopted budget of \$1,711,115.

Proposed Additional Staffing and Personnel Budget Salary Adjustments.

- We currently have a full sales staff consisting of four budgeted FTEs. In the FY 2024/25 adopted budget, we had planned for a Sales Event Coordinator to begin on January 1, 2025. After careful consideration, we've decided not to move forward with filling this position for the upcoming fiscal year. The focus will be on evaluating and optimizing our current resources to maintain efficiency while being mindful of expenditures. The salary line reflects a YOY savings of \$34,450 resulting from the decision not to fill the Sales Event Coordinator position. There are no additional personnel changes proposed for FY 2025/26.

- **Merit Increases.** The FY 2025/26 budget includes salary increases based on current compensation, with the potential for up to a 5% increase, determined by final performance evaluations and grading systems, contingent on meeting outlined KPIs and goals. While the increase could range from 0% to 5%, we have assumed the full 5% increase to stay within the personnel budget. All earned increases will be effective July 1, 2025, aligning with the start of the new fiscal year.
- **Incentives.** In FY 2025/26, incentive payouts are capped at a maximum of 25% of eligible team members' base salaries, contingent upon meeting the KPIs and goals outlined in the current incentive plans for the Director of Sales and Sales Managers. The budget reflects a YOY decrease of \$9,312, as some open positions in the FY 2024/25 adopted budget were set at the highest end of the pay range, with incentive calculations based on those figures. For FY 2025/26, the calculations are based on actual base salaries. We have assumed the full 25% will be earned and paid to ensure the budget is protected. It's important to note that the Manager of Data & Strategy position does not have an incentive plan.
- The budget allocation for **Health and Dental Benefits** has decreased significantly, with a YOY reduction of \$44,046, or 47.3%. This decrease comes despite anticipated annual increases of 7.5% to 15% as reported by our medical contractor, Johnson & Dugan, depending on the medical plan chosen by employees. Some positions are not participating in the DMO's medical benefits, and we are not hiring the Sales Event Coordinator. The DMO covers 85% of medical costs.

We are seeing a YOY increase of 47.6% in **401k expenses**. This increase is primarily due to the Director of Sales and an additional Sales Manager who joined in July and September 2025, respectively. These individuals were not eligible for the 401k benefit during their first 90 days but will now be eligible for a full year of contributions in FY 2025/26. The 401k program, launched in July 2023, matches 100% of salary deferrals up to 5% of eligible compensation. Sales Managers averaged \$4,000 per month in 401k costs in FY 2024/25, with costs expected to rise due to any merit increases in the upcoming fiscal year.

- **Payroll taxes** are estimated at 16% and are expected to remain flat compared to FY 2024/25.

Proposed Purchased Goods & Services Budget Changes:

The Convention Sales, Incentives & Services Budget is showing a YOY increase of 5.56%, or \$49,400, compared to the adopted FY 2024/25 budget. This increase is mainly driven by **Memberships and Subscription Services**, while other expense categories show either minimal growth or, in most cases, a YOY decrease.

- In FY 2025/26, we've allocated an additional \$10,949 to our **Memberships** budget, reflecting a 22.3% increase, bringing the total to \$59,942. This increase is primarily driven by a 46.4% rise in our **San Francisco Travel** membership, budgeted at \$7,686, and a 31.25% increase in our **U.S. Travel** dues, budgeted at \$40,200. Both of these partnerships are vital for the DMO's growth and outreach. Maintaining our connection with San Francisco Travel provides us access to client events and lead distribution for groups that they cannot support or those specifically requesting the South Bay. U.S. Travel, a prominent and credible national tourism nonprofit, advocates for the U.S. travel industry through education and policy efforts. Their mission to increase travel to and within the U.S. aligns with our objectives, providing us valuable access to networking opportunities, participation in advocacy opportunities, educational conferences, and insights into tourism trends.

As a key part of our strategy, these memberships ensure that we stay connected with our peers and key influencers in the industry. DMOs of all sizes are participate in this essential U.S. Travel membership, with annual costs determined by budget range. At this stage in the DMO's development, it's crucial that we position ourselves within influential networks and gain a strong voice in the broader tourism landscape. These memberships provide us with a platform and a seat at the table.

- **Subscription Services** is experiencing a significant YOY increase of 98.13%, adding \$101,216 to the budget. This increase is primarily driven by the rise in costs for existing and/or proposed new subscription services.
 - **Cvent** is the leading RFP delivery portal and an essential tool widely used by meeting planners across the industry. For the DMO, over 90% of our leads are sourced through Cvent. This fiscal year, we upgraded our Cvent subscription from a one-diamond to a two-diamond package, which has resulted in continued lead generation. Some of this growth can be attributed to the enhanced placement and visibility the two-diamond package provides, alongside our ongoing sales efforts. We propose to maintain the two-diamond status to keep building momentum for the destination, which comes with a YOY increase of \$13,676, or 38.7%.
 - We continue to see strong success with our **Helms Briscoe** partnership through client entertainment, the Helms Briscoe ABC Annual Tradeshow, and leads generated. In mid-FY 2024/25, we made the strategic decision to upgrade our partnership from the basic to preferred level for the remainder of the current fiscal year and through FY 2025/26. This upgrade represents a 100% YOY increase, adding \$11,000 to the total annual partnership fee of \$22,000. The elevated partnership offers increased visibility on the Helms Briscoe website, complimentary registration for up to three attendees at the annual tradeshow, and priority promotional placement for preferred partners when pitching meeting locations to clients.

Conversely, we have decided not to renew our partnership with **Conference Direct**, as we have not seen the desired return on investment or the quality of client interaction we anticipated. This decision will help offset the increased cost of our Helms Briscoe partnership.

- **The Tourism Economics Report Stack** is a new request for FY 2025/26. Tourism Economics, a leader in the industry, combines travel expertise with economic tools to help DMOs and other organizations make more informed, strategic decisions. As part of Oxford Economics, their team of economists provides global forecasts, travel trends, economic impact analysis specific to City visitation, demographics, and industry segments, along with other critical market assessments.

We are proposing the **Symphony BI Platform**, which synthesizes data from various sources to track performance, provide actionable insights, and measure sales and marketing effectiveness. Additionally, the **Website Impact Calculator (WIC)** will help attribute website traffic to physical visits, measure the economic impact of those visits, and identify market growth opportunities. Both tools offer data in a clear and presentable format, making it easier to communicate with stakeholders more strategically.

These tools are standard across the DMO community, and given our recent investments in sales and marketing, they are essential for our team to gain insights into trends and make better informed decisions to benefit our partners. The Symphony Tool is priced at \$35,000, the Website Impact Calculator at \$14,000 annually, with a one-time setup fee of \$10,000, bringing the total ask to \$59,000.

- Under **Support Services**, we have reduced budgeted expenses by \$65,200, or 36.9%, YOY. This decrease is mainly due to a significant cut in **Familiarization Trips (FAMs)**, with only one overnight FAM planned for the Morgan Wallen Concert this August. Our primary FAM Trip will be tied to the SBLX/FWC26 DMO Activation Plan, where we will entertain high-profile media and meeting planners. Given our aggressive tradeshow and client entertainment plans, these two FAMs will be sufficient for the year. Should the opportunity arise to host another high-profile FAM, we will make sure to integrate it into the existing budget.

Additionally, we've moved funds from the **Quarterly Client Activations and Personalized Greetings lines** within Support Services, as well as from the **Client Entertainment line** in the Travel & Entertainment section, into the **Client Events & Entertainment line item within Support Services**. This consolidation reduces the number of budget line items and allows us to track all these efforts in one place. The Client Events & Entertainment line item will remain flat YOY at \$120,000.

Marketing & Communication:

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

Budget Item	FY 2024/25 Adopted	FY2025/26 Proposed	FY 2025/26 Variance
MARKETING & COMMUNICATIONS			
Positions			
FTE Director of Marketing	1	1	0
FTE Marketing Manager	1	1	0
FTE Marketing Coordinator	1	1	0
Personnel	\$488,766	\$498,789	\$10,023
Salary	302,750	352,085	49,335
PR – As Needed/Hourly	20,000	-	(20,000)
Incentives	66,938	71,500	4,562
Benefits	62,670	42,648	(20,022)
Payroll Taxes	35,208	31,116	(4,092)
Other – Cell Phone Stipend	1,200	1,440	240
Purchased Goods & Services	\$375,480	\$648,887	\$273,407
Advertising & Promotions	70,000	192,300	122,300
Contract Services	305,480	456,587	151,107
TOTAL MARKETING & COMMUNICATIONS	\$864,246	\$1,147,676	\$283,430

FY 2024/25 Year-End Program Budget Forecast.

The Marketing & Communications YE forecast is \$935,287 or 108.2% of the adopted budget of \$864,246.

Proposed Personnel Budget Changes:

- There are no proposed personnel changes.
- **Merit Increases.** The FY 2025/26 budget includes salary increases based on current compensation, with the potential for up to a 5% increase, determined by final performance evaluations and grading systems, contingent on meeting outlined KPIs and goals. While the increase could range from 0% to 5%, we have assumed the full 5% increase to stay within the personnel budget. All earned increases will take effect on July 1, 2025, to coincide with the start of the new fiscal year, except for the Marketing Coordinator, who will be evaluated for a salary increase at their one-year anniversary in March 2026.
- **Incentives.** In FY 2025/26, incentive payouts are capped at a maximum of 25% of eligible team members' base salaries, contingent upon meeting the KPIs and goals outlined in the current incentive plans for the Director of Marketing and Marketing Manager.
The budget reflects a YOY increase of \$4,562, based upon budgeting annual salary increases. We have assumed the full 25% will be earned and paid to ensure the budget is protected. It's important to note that the Marketing Coordinator position does not have an incentive plan.

- The budget allocation for **Health and Dental Benefits** within the Marketing & Communications Program has decreased significantly, with a YOY reduction of \$20,022, or 46.9%. This decrease occurs despite anticipated annual increases of 7.5% to 15% communicated through our medical contractor, Johnson & Dugan, based on the plan selected by employees, with the DMO covering 85% of costs. We had overbudgeted medical expenses in the current fiscal year's adopted budget. Additionally, the **401k Program** expenses have remained relatively flat compared to the previous year. Launched in July 2023, this program offers eligibility to team members after 90 days of employment, with the DMO matching 100% of salary deferrals up to 5% of eligible compensation.
- **Payroll taxes** are estimated at 16% and are expected to remain flat compared to FY 2024/25.
- **Public Relations (PR)** has been removed from the Personnel line item for FY 2025/26, as we now have Madden Media as our Agency of Record. PR services are included in the contract with Madden Media, so we no longer require the additional funds that were allocated for PR in the FY 2024/25 adopted budget, amounting to \$20,000.

Proposed Purchased Goods & Services Budget Changes:

The Marketing & Communications budget shows a substantial YOY increase of 72.8%, or \$273,407, compared to the adopted FY 2024/25 budget. This thoughtful and strategic increase is primarily driven by higher spending in **Advertising & Promotions and Contract Services**, while other expense categories reflect either minimal growth or a YOY decrease.

- The **Advertising & Promotions** line is increasing YOY by \$122,300, or 174.7% driven by monies allocated to **CBS and Expedia** accounting for \$187,300 of the total \$192,300 budget.
 - Earlier this fiscal year, we partnered with **CBS** to feature Discover Santa Clara® and our SCTID hotel partners on **"The 49ers Experience"** from September to November 2024. The weekly show included 30-second segments highlighting each of our 11 SCTID hotels and the DMO. Although this was an unbudgeted expense of \$57,225, the exposure and visibility made it an opportunity we couldn't pass up. Madden Media, our Agency of Record reviewed the results and confirmed that the ROI far exceeded average expectations, making it a valuable investment.

We now have the opportunity to again partner with CBS to be featured on "The 49ers Experience," which will be even more impactful with the excitement surrounding SBLX/FWC26. With more time to strategize with our hotel partners, the goal is to refine our messaging and approach. The request for this advertising opportunity in FY 2025/26 is \$67,300, representing a 17% YOY increase. However, this remains an exceptional opportunity for the DMO, our hotel partners, and the City of Santa Clara.

- In FY 2025/26, we will partner with **Expedia**, the leading online travel agency (OTA), investing \$120,000 to market a targeted campaign aimed at driving weekend transient business to our SCTID hotel partners. Friday through Sunday remains our most challenging period, with YTD occupancy levels hovering at 30%. This is a critical area of focus and it's the right time to engage the leisure segment by packaging compelling weekend activities to position Santa Clara as a great and convenient weekend getaway. We will collaborate with our hotels and other partners, to strategize the most effective use of our investment, with the goal of promoting the campaign year-round. Additionally, Visit California offers co-op dollars when working with Expedia, which will help extend the reach of our investment.

- The **Contract Services** line is increasing YOY by \$151,107, or 49.5%, driven primarily by our new **Agency of Record, Madden Media**. To provide context, we've had great success this fiscal year partnering with Madden Media to execute key elements of our Omnichannel Marketing Ecosystem Project. This included leading a brand positioning meeting, creating a photo and video asset library, producing the Santa Clara Visitors Guide, and launching a new website (including hosting and SEO services), all of which were delivered in March 2025.

Looking ahead, we strategically evaluated how we approach branding, PR, digital advertising, photography, videography, and data/research capture. As a result, we completed a comprehensive RFP process to select a **Marketing Agency of Record** to better align and integrate these efforts moving forward.

We officially selected **Madden Media as our Agency of Record** and entered into a three-year agreement on March 10, 2025, valid through March 9, 2028, with the option to renew. The total contract amount is \$1,200,348, with \$745,388 allocated for ongoing services over the three-year period and \$455,000 designated for supporting the execution of our **SBLX/FWC26 Activation Plan**. This special event activation plan **is not** part of the FY 2025/26 proposed operating budget, as it was presented to and approved by the Board of Directors on March 6, 2025, and funded through appropriated funds. This plan will leverage the global impact of these events to promote the destination, attract new visitors, help to encourage a longer length of stay, and secure return visits to the City.

- The FY 2025/26 budget includes \$231,295 for the Agency of Record efforts, as outlined in a contracted project and fee schedule. It's important to note that the **Contract Services** section of the budget previously included line items for Email Marketing, Photography, Videography, and Branding services. However, these funds have now been reallocated as part of the Agency of Record costs to support these efforts through Madden Media's expertise.
- Although the components of the **Omnichannel Marketing Ecosystem Project** have been delivered, the FY 2025/26 budget includes \$36,000 to cover **website sprints** for the Discover Santa Clara® website.
- The budget includes a \$30,168 **shipping expense** for the strategic distribution of the Santa Clara Visitors Guide throughout the year, along with an additional \$15,084 for distributing the SBLX/FWC26 Special Events Guide, bringing the total shipping expense to \$45,252.
- The DMO will be contracting **Mindtrip AI Trip Planner** to provide visitors to our website with the ability to create personalized itineraries for their time in Santa Clara and the Bay Area. This tool is gaining significant traction in the marketplace and the tourism sector and given our location in the heart of the tech industry, we're eager to adopt it. The cost of this service will be \$11,940.
- We are excited to partner with **Seeker Events**, our new vendor, to manage real-time updates of events on the Discover Santa Clara® website. With their strong reputation, they will help transform our website into a go-to hub for visitors to easily access all local events. The annual cost of this service is \$9,600.

Administration:

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

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	FY 2025/26 Variance
ADMINISTRATION			
Positions			
FTE CEO	1	1	0
FTE Director of Business Operations	1	1	0
Personnel	\$496,169	\$592,310	\$96,141
Salary	370,269	407,000	36,731
Incentives	61,688	100,050	38,362
Benefits	36,252	44,604	\$8,352
Payroll Taxes	21,000	31,176	10,176
Other-Cell Phone Stipend	960	2,280	1,320
Other – Car Allowance	6,000	7,200	1,200
Purchased Goods & Services	\$363,866	\$464,077	\$100,211
Contract Services	259,914	329,440	69,526
Internal Meetings & Training	30,000	25,000	(5,000)
Insurance	10,059	12,410	2,351
Memberships	\$5,120	7,500	2,380
Operating Supplies	9,660	9,512	(148)
Software Licenses	10,750	18,505	7,755
Office Rent	8,100	8,100	-
Recruitment	500	-	(500)
Subscription Services	59,763	53,610	(6,153)
TOTAL ADMINISTRATION	\$860,035	\$1,056,387	\$196,352

FY 2024/25 Year-End Program Budget Forecast.

The Administration YE forecast is \$746,575 or 88.8% of the adopted budget of \$860,035.

Proposed Personnel Budget Changes:

- There are no proposed personnel changes.
- The FY 2025/26 budget reflects a \$96,141 increase in the personnel line, or 19.37%. This increase is driven by a compensation and benefits adjustment for the CEO in February 2025, as well as a Board-approved salary range increase for the Director of Business Operations position to attract top talent, which was implemented with the new hire in January 2025.
- **Merit Increases.** The FY 2025/26 budget includes salary increases based on current compensation, with the potential for up to a 5% increase, determined by performance evaluations and grading systems, contingent on meeting the outlined KPIs and goals. While the increase could range from 0% to 5%, we have assumed the full 5% increase to stay within the personnel budget. All earned increases will take effect on July 1, 2025, to coincide with the start of the new fiscal year, except for the Director of Business Operations, who will be evaluated for a salary increase at their one-year anniversary in January 2026.
- **Incentives.** FY 2025/26, incentive payouts are capped at a maximum of 30% for the CEO and 15% for the Director of Business Operations, based on current salaries and contingent upon meeting the KPIs and goals outlined in their respective incentive plans. The budget reflects a YOY increase of \$38,312, or 62.2%, primarily driven by budgeted salary increases and an increase in the CEO's bonus potential. The Director of Business Operations role, previously ineligible for an incentive, is now eligible as part of the compensation package. We have budgeted for the full incentive payout to be earned and paid to ensure the budget remains protected.

- The budget allocation for **Health and Dental Benefits** within the Administration Program has increased by \$8,352, or 23%, YOY. This increase is due to the Director of Business Operations, who joined in January 2025, now utilizing a full year of medical benefits. We are also anticipating annual increases of 7.5% to 15%, as communicated by our medical contractor, Johnson & Dugan, depending on the medical plan selected by employees. The DMO covers 85% of medical costs.

The **401k Program**, launched in July 2023, provides eligibility to team members after 90 days of employment, with a DMO match of 100% on salary deferrals up to 5% of eligible compensation. YOY increases in 401k costs are driven by contributions from the current CEO and the new Director of Operations, who started mid-year in January 2025. Since the Director was not eligible to contribute during their first 90 days, they will have a full year of contributions in FY 2025/26. Additionally, this role started at a higher salary than originally budgeted, resulting in the current fiscal year's 401k costs being under-represented. The FY 2025/26 budgeted amount is \$15,300, reflecting a 43% YOY increase.

- The increase in **payroll taxes** for FY 2025/26 is due to the compensation and benefits increase for the CEO in February 2025, as well as the Director of Operations position, which was vacant for nearly seven months in FY 2024/25. We have accounted for a combined 16% increase in both federal and state payroll taxes. The budgeted amount for FY 2025/26 is \$31,176.

Proposed Purchased Goods & Services Budget Changes:

The Administrative budget shows a YOY increase of \$100,211 or 27.54%, compared to the adopted FY 2024/25 budget. This increase is primarily driven by higher spending in **Contract Services** some of which will be a one-time expense for the upcoming fiscal year.

- The **Contract Services** line is increasing YOY by \$69,526, or 26.8%, driven primarily by the following outlined costs.
 - **Audit.** The DMO has not yet been audited since its formation, but the plan is to conduct an audit in December 2025. While the current adopted budget allocated \$15,000 for this purpose, the actual cost is expected to be closer to \$35,000.
 - **Fiscal Services.** We are seeing a YOY increase of \$32,124, or 45.2%, primarily due to our **accounting services** provider, which has a YOY increase of \$31,060, or 55.5%. Currently, two individuals manage our monthly financial statement preparations and bi-weekly ADP processing for the DMO. Together, they commit an average of 50 hours per month, and their hourly rates will increase by 5% in January 2026.

An additional \$15,000 has been budgeted (\$2,500 per month) in **accounting services** for the period from January to June 2026, based on an estimated 6.5 hours per month of work from one of the accounting firm's senior partners at an hourly rate of \$380. This support will be used to develop Fiscal Procedures for the DMO, which are necessary to accompany the Financial Policies approved by the Board of Directors in January 2024, as we prepare to assume custody of our funds. In 2023, we had a separate contract for the creation of our Financial Policies, with a project cost of \$10,000. We are budgeting similarly for FY 2025/26, accounting for the increase in the senior partner's hourly rate.

- In the current fiscal year, we signed two agreements with **Civitas Advisors** that will add \$124,796 to the FY 2025/26 budget as follows:
 - **Consulting Services.** The DMO has entered into an agreement with Civitas to retain their **consulting services** on a monthly basis, providing the team with ten hours of support per month. As experts in the tourism industry, Civitas has been invaluable in answering questions, offering guidance, and providing insights to help the DMO make more informed decisions. The cost for this service is \$3,120 per month, totaling \$38,376 for the fiscal year.

For the period from January to June 2026, the contract fee was increased by 5% at renewal to account for potential YOY increases and protect the budget.

- **SCTID Renewal.** The Santa Clara Tourism Improvement District (SCTID) is currently set for a five-year term, running from July 1, 2021, to June 30, 2026. With just fourteen months remaining before the expiration date, the DMO's CEO has engaged Civitas Advisors, the nation's leading firm in Tourism Improvement Districts (TIDs), to provide expert support and guidance throughout the renewal process. This agreement was presented and approved by the Board of Directors on April 17, 2025, with the contract running from May 1, 2025, to July 1, 2026. The remaining 12-month portion of the contract impacting FY 2025/26 (July 1, 2025 – July 1, 2026) totals \$86,420. This will be a one-time fee for FY 2025/26.

Note that although the Management District Plan allows Contingency Funds to cover the renewal costs for the SCTID, we have decided to include it in the Administrative budget instead. This approach will help preserve the FY 2025/26 Contingency funds for any unforeseen expenses.

Contingency:

The DMO budget includes a contingency line item for uncollected assessments, with funds either reserved or used for program, administrative, or renewal costs at the DMO Board's discretion. The Board will set policies on contributions, target amounts, and expenditures from the reserve fund.

Contingency funds may cover unanticipated district programs or renewal costs. As per the Management District Plan, contingency is budgeted at 3% of the assessment collected.

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	FY 2025/26 Variance
Contingency	\$78,000	\$105,000	\$27,000

City Administration:

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

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	FY 2026/26 Variance
City Administration Fee	\$52,000	\$70,000	\$18,000

The proposed **Contingency** and **City Administration Fee** budgets were calculated using the FY 2025/26 projected assessment revenue of \$3,500,000.

For the FY 2025/26, we are anticipating \$3,500,000 in TID assessment revenue, far surpassing the SCTID Management District Plan's projected annual budget of \$1,283,543, based on the maximum assessment rate of 2%. While we are still awaiting the total Q3 assessment revenues, YTD assessments for FY 2024/25 have already reached \$1,704,569 through Q2, including \$51,281.42 in early Q3 collections. This represents a 17.8% increase compared to the same time last year. We are confident that we will exceed our \$2.6 million budget. Quarterly revenues have shown consistent growth, with Q1 bringing in \$827,763, Q2 at \$825,614, and an additional \$51,281 collected early for Q3, which will be included in the final Q3 total.

We are optimistic that the SCTID assessment revenue for FY 2025/26 will reach \$3,500,000. This projection is based on the ongoing strength of weekday occupancies, particularly on Tuesdays and Wednesdays, which continue to perform well despite SCTID hotel occupancies being about 20% below pre-COVID levels. A healthy average daily rate (ADR) further supports YOY growth in our assessment revenue, while weekends remain our biggest opportunity for growth moving forward.

We will stay vigilant in monitoring the political landscape, especially regarding tariffs and the decline in international travel, adjusting our strategies, as necessary. That said, the buzz around SBLX/FWC26 is set to bring an unprecedented influx of travelers to Santa Clara, providing a significant boost to both our hotel community and overall revenue generation.

Additionally, two new apartment buildings, AVE and Placemakr Santa Clara, are located within the SCTID boundaries and will be offering a portion of their inventory as short-term rentals (STRs). As per the SCTID Management District Plan (MDP), these STRs will be subject to the 2% SCTID assessment. With the continued growth in SCTID assessment revenue, including contributions from AVE and Placemakr, and our optimism surrounding SBLX/FWC26, we are confident that our projected assessment revenue for FY 2025/26 will be fully supported.

BUDGET SUMMARY:

The Proposed Operating Budget for FY 2025/26 is \$4,047,912 and the Proposed Reserve Fund Allocation is \$1,619,165.

Attachments:

- A. Silicon Valley/Santa Clara, DMO, Inc. Fund Summary
- B. DMO FY 2025/26 Proposed Budget by Program
- C. DMO FY 2025/26 Proposed Budget Detail

ATTACHMENT A

Silicon Valley/Santa Clara, DMO, Inc. Source and Use (Fund Summary)

DMO FUNDS	As of 07/01/2024	Transfer of Funds
City – TID Account	4,425,113	1,366,927
DMO – Wells Fargo	11,154	11,154
DMO – Bridge Bank	209,159	3,267,345
Total Beginning Fund Balance	4,645,426	4,645,426

A	B	C	D	E	F
			YTD 07/01/25-		
	FY 2024/25 Approved	FY 2024/25 Amended	04/30/2025 (Actuals)	FY 2024/25 Estimate	FY 2025/26 Proposed
Beginning Fund Balance					
Operations Reserve	1,426,158	1,426,158	1,426,158	1,426,158	1,619,165
Restricted – SBLX/FWC26	-	455,000	455,000	455,000	455,000
Unrestricted	2,542,958	2,764,268	2,764,268	2,764,268	3,093,318
Total Beginning Fund Balance	3,969,116	4,645,426	4,645,426	4,645,426	5,167,483
Revenue					
Interest	-	-	100,428	160,000	175,000
Assessment	2,600,000	2,600,000	1,704,569	3,200,000	3,500,000
Levy Marketing Investment	30,000	30,000	30,000	30,000	30,000
OVG Marketing Investment	36,000	36,000	36,000	36,000	36,000
Other Revenue	-	-	-	-	-
Total Revenue	2,666,000	2,666,000	1,870,997	3,426,000	3,741,000
Total Source of Funds	6,635,116	7,311,426	6,516,423	8,071,426	8,908,483
Expenditures					
Convention Sales, Incentives & Services	1,711,115	1,711,155	934,477	1,158,081	1,668,849
Marketing & Communications	864,246	864,246	732,844	935,287	1,147,676
Administration	860,035	860,035	615,248	746,575	1,056,387
Contingency	78,000	78,000	-	-	105,000
City Administration Fee	52,000	52,000	34,091	64,000	70,000
Restricted – SBLX/FWC26	-	-	-	-	455,000
Total Expenditures	3,565,396	3,565,436	2,316,660	2,903,943	4,502,912
Ending Fund Balance					
Operations Reserve	1,426,158	1,426,158	1,426,158	1,426,158	1,619,165
Restricted – SBLX/FWC26	-	455,000	455,000	455,000	-
Unrestricted	1,643,562	1,864,832	2,318,605	3,286,325	2,786,406
Total Ending Fund Balance	3,069,720	3,745,990	4,199,763	5,167,483	4,405,571
Total Use of Funds	6,635,116	7,311,426	6,516,423	8,071,426	8,908,483

ATTACHMENT B

Silicon Valley/Santa Clara DMO, Inc. FY 2025/26 Proposed Budget by Program

Budget Item	FY 2025/26 Proposed
CONVENTION SALES, INCENTIVES & SERVICES	
Personnel	\$ 732,122
Purchased Goods & Services	\$ 936,727
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$ 1,668,849
MARKETING & COMMUNICATIONS	
Personnel	\$ 498,789
Purchased Goods & Services	\$ 648,887
TOTAL MARKETING & COMMUNICATIONS	\$ 1,147,676
ADMINISTRATION	
Personnel	\$ 592,310
Purchased Goods & Services	\$ 464,077
TOTAL ADMINISTRATION	\$ 1,056,387
CONTINGENCY	\$ 105,000
CITY ADMINISTRATION FEE	\$ 70,000
TOTAL OPERATING BUDGET	\$ 4,047,912

Budget Item	FY 2025/26 Proposed
Personnel	\$ 1,823,221
Purchased Goods & Services	\$ 2,049,691
Contingency	\$ 105,000
City Administration Fee	\$ 70,000
TOTAL OPERATING BUDGET	\$ 4,047,912

ATTACHMENT C

Revenue	FY 2024/25 Adopted	FY 2025/26 Proposed	Variance
Interest	-	\$ 175,000	\$ 175,000
SCTID Assessment	\$ 2,600,000	\$ 3,500,000	\$ 900,000
Levy Marketing Contribution	\$ 30,000	\$ 30,000	\$ -
OVG 360 Marketing Contribution	\$ 36,000	\$ 36,000	\$ -
FY 2025/26 REVENUE	\$ 2,666,000	\$ 3,741,000	\$ 1,075,000

Silicon Valley/Santa Clara DMO, Inc. FY 2025/26 Proposed Budget			
Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	Variance FY 2024/25 Adopted & FY 2025/26 Proposed
CONVENTION SALES, INCENTIVES & SERVICES			
Personnel	\$823,788	\$ 732,122	\$ 91,666
Incentives	\$117,200	\$ 107,888	\$ 9,313
Benefits	\$93,114	\$ 49,068	\$ 44,046
Health & Dental	76,830	17,988	\$ 58,842
Retirement Plan	16,284	31,080	\$ (14,796)
Payroll Taxes	\$48,054	\$ 47,196	\$ 858
Other - Cell Phone Stipend	\$1,920	\$ 1,920	\$ -
Other - Relocation	\$3,000	\$ -	\$ 3,000
Purchased Goods & Services	\$ 887,327	\$ 936,727	\$ (49,400)
Business Development	\$250,000	\$ 250,000	\$ -
Conferences and Tradeshows	\$72,700	\$ 82,542	\$ (9,842)
Destination International Annual Convention	-	2,742	\$ (2,742)
RCMA Emerge Show	-	2,100	\$ (2,100)
CalTravel Summit	4,800	-	\$ 4,800
IMEX America	20,000	10,000	\$ 10,000
TEAMS Conference & Expo	9,500	10,000	\$ (500)
Connect Spring Marketplace	1,000	5,000	\$ (4,000)
CalSAE Seasonal Spectacular	2,500	5,600	\$ (3,100)
Destinations West - Northstar Meetings	-	5,000	\$ (5,000)
PCMA Convening Leaders	2,500	-	\$ 2,500
Visit California Outlook Forum	3,900	1,700	\$ 2,200
Simpleview Annual Summit	1,500	-	\$ 1,500
Destinations International - CEO Summit	1,500	1,500	\$ -
Visit California CEO Mission	5,000	-	\$ 5,000
Helms Briscoe ABC Conference	5,500	-	\$ 5,500
MPINCC ACE	800	800	\$ -
Sports Events & Tourism Show (ETA)	-	4,000	\$ (4,000)
U.S. Travel Summer Summit	-	500	\$ (500)
Prestige Show	1,500	1,900	\$ (400)
Holiday Showcase	4,500	5,000	\$ (500)
CalSAE Elevate Conference	1,000	5,500	\$ (4,500)
Destination California - Northstar Meetings	4,500	5,000	\$ (500)
Independent Planners Education Conference (IPEC)	-	-	\$ -
U.S. Travel ESTO Marketing Conference	-	2,500	\$ (2,500)
U.S. Travel Destination DC	-	800	\$ (800)
All Things Meetings - Spring Show	-	1,250	\$ (1,250)
All Things Meetings - Fall Show	-	1,250	\$ (1,250)
California Association for Local Economic Development (CALED)	-	1,300	\$ (1,300)
E-Sports Summit	-	5,100	\$ (5,100)
Destinations International Business Operations Summit	-	1,500	\$ (1,500)
Destinations International - Marketing Summit	2,400	2,500	\$ (100)
Contract Services	\$57,600	\$ 58,000	\$ (400)
Baronfeld Consulting, LLC.	57,600	58,000	\$ (400)

Silicon Valley/Santa Clara DMO, Inc.
FY 2025/26 Proposed Budget

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	Variance FY 2024/25 Adopted & FY 2025/26 Proposed
Memberships	48,993	\$ 59,942	\$ (10,949)
California Society of Association Executives (Cal SAE)	800	870	\$ (70)
CalTRAVEL	2,153	2,181	\$ (28)
San Francisco Travel	5,250	7,686	\$ (2,436)
Meeting Professional International (MPI)	5,000	1,152	\$ 3,848
Professional Convention Management Association (PCMA) Sponsorship	2,080	5,458	\$ (3,378)
Sports ETA Membership	800	1,200	\$ (400)
SITE Global	500	525	\$ (25)
Association Forum	410	410	\$ -
U.S. Travel Membership	32,000	40,200	\$ (8,200)
WISE Membership	-	260	\$ (260)
Subscription Services	\$103,138	\$ 204,354	\$ (101,216)
CVENT (Consolidated GL#55220-01)	35,320	48,996	\$ (13,676)
CVENT – Additional User, Cvent Dashboard & Navigator	-	-	\$ -
Knowland	15,228	16,008	\$ (780)
ConferenceDirect	24,900	14,010	\$ 10,890
HelmsBriscoe	11,000	22,372	\$ (11,372)
ZoomInfo	13,890	11,274	\$ 2,616
Visiting Media	-	29,688	\$ (29,688)
Box	2,800	3,006	\$ (206)
Tourism Economics	-	59,000	\$ (59,000)
Support Services	\$242,000	\$ 176,800	\$ 65,200
Site Tours & Personalized Greeting	16,800	7,500	\$ 9,300
Familiarization Trips	60,000	8,000	\$ 52,000
Client Events + Entertainment	120,000	120,000	\$ -
Quarterly Client Activations	6,000	-	\$ 6,000
Personalized Greetings	2,400	-	\$ 2,400
Promotional Items	10,000	10,000	\$ -
Tradeshow Booth & Activations	20,000	24,500	\$ (4,500)
Tradeshow Shipping	6,800	6,800	\$ -
Travel & Entertainment	112,896	\$ 105,089	\$ 7,807
Destination International – Annual Convention	-	9,800	\$ (9,800)
RCMA Emerge Show	-	4,125	\$ (4,125)
CalTravel Summit	5,340	-	\$ 5,340
IMEX	6,220	4,720	\$ 1,500
TEAMS Conference & Expo	2,270	3,410	\$ (1,140)
Connect Spring Marketplace	3,090	2,035	\$ 1,055
CalSEA Seasonal Spectacular	1,025	980	\$ 45
Destination West – Northstar Meetings	-	2,520	\$ (2,520)
PCMA Convening Leaders	2,725	-	\$ 2,725
Visit California Outlook Forum	5,335	6,480	\$ (1,145)
Simpleview Summit	880	-	\$ 880
Destination International – CEO Summit	2,560	2,395	\$ 165
Visit California CEO Mission	2,955	-	\$ 2,955
Helms Briscoe	2,370	5,140	\$ (2,770)
MPINCC ACE	1,730	1,615	\$ 115
Sports Events & Tourism Show (ETA)	-	2,045	\$ (2,045)
U.S. Travel Summer Summit	-	2,450	\$ (2,450)
Prestige Show	385	60	\$ 325
Holiday Showcase	3,000	2,980	\$ 20
CalSAE Elevate Conference	1,835	2,270	\$ (435)
Destination California	1,900	1,940	\$ (40)
Independent Planners Education Conference (IPEC)	-	-	\$ -
U.S. Travel ESTO Marketing Conference	-	3,320	\$ (3,320)
U.S Travel Destination Capitol Hill	-	3,270	\$ (3,270)

Silicon Valley/Santa Clara DMO, Inc.
FY 2025/26 Proposed Budget

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	Variance FY 2024/25 Adopted & FY 2025/26 Proposed
All Things Meetings – Spring Show	-	240	\$ (240)
All Things Meetings – Fall Show	-	60	\$ (60)
California Association for Local Economic Development (CALED)	-	2,370	\$ (2,370)
E-Sports Summit	-	2,570	\$ (2,570)
Conference Direct Partners Meeting	2,600	-	\$ 2,600
Destinations International Business Operations Summit	-	3,140	\$ (3,140)
Destinations International – Marketing Summit	4,536	4,654	\$ (118)
Quarterly Sales Trips + Missions	30,000	27,500	\$ 2,500
Client Entertainment	28,800	-	\$ 28,800
Mileage Reimbursement	3,340	3,000	\$ 340
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$ 1,711,115	\$ 1,668,849	\$ 42,266
MARKETING & COMMUNICATIONS			
Personnel	\$488,766	\$ 498,789	\$ (10,023)
Salary	\$302,750	\$ 352,085	\$ (49,335)
PR As Needed Hourly	\$20,000	\$ -	\$ 20,000
Incentives	\$66,938	\$ 71,500	\$ (4,562)
Benefits	\$62,670	\$ 42,648	\$ 20,022
Health & Dental	48,510	25,704	\$ 22,806
Retirement Plan	14,160	16,944	\$ (2,784)
Payroll Taxes	\$35,208	\$ 31,116	\$ 4,092
Other – Cell Phone Stipend	\$1,200	\$ 1,440	\$ (240)
Purchased Goods & Services	\$ 375,480	\$ 648,887	\$ (273,407)
Advertising & Promotions	\$70,000	\$ 192,300	\$ (122,300)
CBS	-	\$ 67,300	\$ (67,300)
Expedia	-	\$ 120,000	\$ (120,000)
Tradeshaw Backwalls	-	\$ 5,000	\$ (5,000)
Contract Services	\$305,480	\$ 456,587	\$ (151,107)
Marketing Services Contract – We the Creative	33,000	37,960	\$ (4,960)
Digital Marketing (PPC, SEO + Social Media Ads)	70,000	18,902	\$ 51,098
Influencer Marketing	21,500	25,008	\$ (3,508)
Email Marketing	-	-	\$ -
Photography	5,000	-	\$ 5,000
Videography	10,000	-	\$ 10,000
Branding Services	5,000	-	\$ 5,000
Website Evolution	-	-	\$ -
Website Hosting & SEO – Madden Media	30,480	26,640	\$ 3,840
OmniChannel Marketing Project – Madden Media	105,000	36,000	\$ 69,000
VibeMap	7,500	3,750	\$ 3,750
Content Creation Special Event Fund	18,000	10,240	\$ 7,760
Marketing Agency of Record – Madden Media	-	231,295	\$ (231,295)
SBLX/FWC26 Activation Plan – Madden Media	-	-	\$ -
Visitors Guide Shipping	-	30,168	\$ (30,168)
SBLX/FWC26 Sports & Events Guide Shipping	-	15,084	\$ (15,084)
Mindtrip AI Trip Planner	-	11,940	\$ (11,940)
Seeker Events	-	9,600	\$ (9,600)
			\$ -
TOTAL MARKETING & COMMUNICATIONS	\$ 864,246	\$ 1,147,676	\$ (283,430)
ADMINISTRATION			
Personnel	\$496,169	\$ 592,310	\$ (96,141)
Salary	\$370,269	\$ 407,000	\$ (36,731)
Incentives	\$61,688	\$ 100,050	\$ (38,362)
Benefits	\$36,252	\$ 44,604	\$ (8,352)

Silicon Valley/Santa Clara DMO, Inc.
FY 2025/26 Proposed Budget

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	Variance FY 2024/25 Adopted & FY 2025/26 Proposed
Health & Dental	25,560	29,304	\$ (3,744)
401K	10,692	15,300	\$ (4,608)
Payroll Taxes	\$21,000	\$ 31,176	\$ (10,176)
Other – Cell Phone Stipend	\$960	\$ 2,280	\$ (1,320)
Other – Car Allowance	\$6,000	\$ 7,200	\$ (1,200)
Purchased Goods & Services	\$ 363,866	\$ 464,077	\$ (100,211)
Contract Services	259,914	\$ 329,440	\$ (69,526)
Audit	15,000	35,000	\$ (20,000)
Fiscal Services	71,000	103,124	\$ (32,124)
Accounting Services	56,000	87,060	\$ (31,060)
PP&Co. Tax Preparation	5,500	6,500	\$ (1,000)
City of Santa Clara Fiscal Sponsorship	9,500	9,564	\$ (64)
Human Resources	12,000	12,000	\$ -
SmartCity IT Services	5,574	6,720	\$ (1,146)
Legal	35,000	40,000	\$ (5,000)
ADP Payroll	7,340	7,800	\$ (460)
Professional Services	84,000	-	\$ 84,000
Temp. Staffing Services	-	-	\$ -
Civitas Advisors	-	124,796	\$ (124,796)
Consulting Agreement	-	38,376	\$ (38,376)
SCTID Renewal Agreement	-	\$ 178,835	\$ (178,835)
Internal Team Strategy Meetings & Training	30,000	25,000	\$ 5,000
Insurance	\$10,059	\$ 12,410	\$ (2,351)
Business Owners Liability & Property	2,050	2,123	\$ (73)
Management Liability	2,182	3,380	\$ (1,198)
Professional Liability	3,667	2,520	\$ 1,147
Cyber Insurance	-	2,505	\$ (2,505)
Workers Comp	2,160	1,882	\$ 278
Memberships	\$5,120	\$ 7,500	\$ (2,380)
Destinations International	5,120	7,500	\$ (2,380)
Operating Supplies	\$9,660	\$ 9,512	\$ 148
Bank Fees	480	420	\$ 60
Licenses	180	840	\$ (660)
Office supplies	8,000	8,000	\$ -
Postage	1,000	252	\$ 748
Software Licenses	\$10,750	\$ 18,505	\$ (7,755)
Quickbooks	1,000	1,440	\$ (440)
Adobe Acrobat	3,060	3,900	\$ (840)
Microsoft Office + Email	3,240	9,400	\$ (6,160)
Zoom	930	930	\$ -
ChatGBT 4 Pro	2,520	2,835	\$ (315)
DMO Convention Center Building Services	\$8,100	\$ 8,100	\$ -
Recruitment	\$500	\$ -	\$ 500
Subscription Services	\$59,763	\$ 53,610	\$ 6,153
Simpleview CRM System	30,913	32,020	\$ (1,107)
Annual Subscription	14,330	15,820	\$ (1,490)
ACT-ON	10,283	11,200	\$ (917)
Additional Support Hours	6,300	-	\$ 6,300
BookDirect Tool	-	5,000	\$ (5,000)
Automated Expense Management Tool (New)	-	1,300	\$ (1,300)
Destinations International (EIC)	7,650	9,630	\$ (1,980)
CoStar Group (STR Reports)	20,000	10,410	\$ 9,590
Trade Journals/Newspapers	1,200	250	\$ 950
TOTAL ADMINISTRATION	\$ 860,035	\$ 1,056,387	\$ (196,352)

**Silicon Valley/Santa Clara DMO, Inc.
FY 2025/26 Proposed Budget**

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	Variance FY 2024/25 Adopted & FY 2025/26 Proposed
CONTINGENCY	\$78,000	\$ 105,000	\$ (27,000)
CITY ADMINISTRATION FEE	\$52,000	\$ 70,000	\$ (18,000)
TOTAL OPERATING BUDGET	\$3,565,396	\$ 4,047,912	\$ (482,516)

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	Variance FY 2024/25 Adopted & FY 2025/26 Proposed	% Variance
Personnel	\$ 1,808,723	\$ 1,823,221	\$ 14,498	1%
Purchased Goods & Services	\$ 1,626,673	\$ 2,049,691	\$ 423,018	26%
Contingency	\$ 78,000	\$ 105,000	\$ 27,000	35%
City Administration Fee	\$ 52,000	\$ 70,000	\$ 18,000	35%
TOTAL OPERATING BUDGET	\$3,565,396	\$ 4,047,912	\$ 482,516	14%

Board of Directors

Special Meeting

May 29, 2025

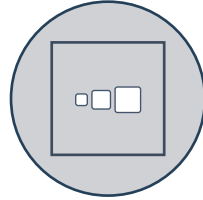


Highlights Driving the Year Ahead

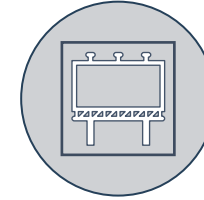
Current State & Achievements



Keep driving the development of strong strategies, processes, and tools to ensure sustained success and growth.



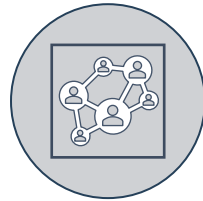
First year with a fully staffed, highly capable team, driving stability, stronger integration of sales and marketing, enhanced productivity, and deeper partner collaboration.



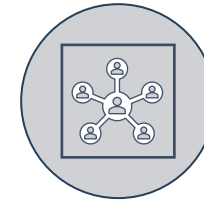
Crafted comprehensive sales and marketing strategies to boost brand visibility, drive lead generation and bookings.



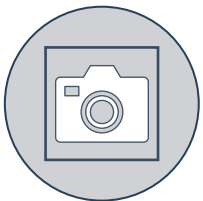
Led proactive sales initiatives by attending 16 high-profile tradeshows and hosting 11 client entertainment events, driving destination awareness and strengthening relationships with industry influencers, supporting a 45% increase in YOY lead growth.



Cultivated new, strategic partnerships across sales, marketing, and organizational support areas to expand exposure, grow our client base, generate greater interest in the destination, and grow our knowledge base.



Leveraged a diversified marketing strategy, utilizing social platforms and collaborating with high-profile influencers to boost exposure, grow our follower base, and drive visitation, all with the goal of expanding the sales pipeline and generating more leads.



Successfully executed Omnichannel Marketing Ecosystem Project initiatives, including creation of a dynamic photography and videography asset library, the Santa Clara Visitor's Guide, and a modernized website.

FY 2024/25 Budget Snapshot

FY 2024/25 Adopted Budget Overview	Amount
Adopted Operating Budget	\$3,565,396 (Approved by the Board May 16, 2024)
Year-to-Date Expenditures (as of April 30, 2025)	\$2,316,660 (65% of budget)
Forecasted Total Expenditures for FY 2024/25	\$2,908,126 (82% of budget)
Revenues Received (through March 2025)	\$1,704,569 (on budget of \$2.6M)

FY 2025/26 Budget Snapshot

FY 2025/26 Proposed Budget Overview	Amount
Proposed Operating Budget	\$4,047,912
Year-over-Year Increase Compared to Adopted FY 2024/25 Budget	14%
Year-over-Year Increase Compared to Year-End FY 2024/25 Budget	39%
Key Drivers	–
• Strategic investments in marketing and communications.	–
• Expansion of administrative services and partnerships.	–
• Inclusion of one-time expenditures carried over from FY 2024/25.	–
Forecasted Revenues for FY 2025/26	\$3,500,000

FY 2025/26 Big Ticket Budget Items



Fund Summary

Fund Summary

Category	Amount
Beginning Fund Balance	\$5,167,483
+ Projected Revenue	\$3,741,000
– Reserves	\$1,619,165
= Available Funds	\$7,289,318

A	B	C	D	E	F			
			YTD			DMO FUNDS	As of	Transfer of
			07/01/25-				07/01/2024	Funds
			04/30/2025					
			(Actuals)					
Beginning Fund Balance	FY 2024/25 Approved	FY 2024/25 Amended	FY 2024/25 Estimate	FY 2025/26 Proposed		City - TID Account	4,425,113	1,366,927
Operations Reserve	1,426,158	1,426,158	1,426,158	1,426,158	1,619,165	DMO - Wells Fargo	11,154	11,154
Restricted - SBLX/FWC26	-	455,000	455,000	455,000	455,000	DMO - Bridge Bank	209,159	3,267,345
Unrestricted	2,542,958	2,764,268	2,764,268	2,764,268	3,093,318	Total Beginning Fund Balance	4,645,426	4,645,426
Total Beginning Fund Balance	3,969,116	4,645,426	4,645,426	4,645,426	5,167,483			
Revenue								
Interest	-	-	100,428	160,000	175,000			
Assessment	2,600,000	2,600,000	1,704,569	3,200,000	3,500,000			
Levy Marketing Investment	30,000	30,000	30,000	30,000	30,000			
OVG Marketing Investment	36,000	36,000	36,000	36,000	36,000			
Other Revenue	-	-	-	-	-			
Total Revenue	2,666,000	2,666,000	1,870,997	3,426,000	3,741,000			
Total Source of Funds	6,635,116	7,311,426	6,516,423	8,071,426	8,908,483			
Expenditures								
Convention Sales, Incentives & Services	1,711,115	1,711,155	934,477	1,158,081	1,668,849			
Marketing & Communications	864,246	864,246	732,844	935,287	1,147,676			
Administration	860,035	860,035	615,248	746,575	1,056,387			
Contingency	78,000	78,000	-	-	105,000			
City Administration Fee	52,000	52,000	34,091	64,000	70,000			
Restricted - SBLX/FWC26	-	-	-	-	455,000			
Total Expenditures	3,565,396	3,565,436	2,316,660	2,903,943	4,502,912			
Ending Fund Balance								
Operations Reserve	1,426,158	1,426,158	1,426,158	1,426,158	1,619,165			
Restricted - SBLX/FWC26	-	455,000	455,000	455,000				
Unrestricted	1,643,562	1,864,832	2,318,605	3,286,325	2,786,406			
Total Ending Fund Balance	3,069,720	3,745,990	4,199,763	5,167,483	4,405,571			
Total Use of Funds	6,635,116	7,311,426	6,516,423	8,071,426	8,908,483			

FY 2025/26 Proposed Reserves

FY 2025/26 Projected Revenue
2% SCTID Assessment

FY 2024/25 Forecasted Fund
Balance

FY 2025/26 Available Funds

\$5,167,483 + \$3,741,000 + (\$1,619,165)
= \$7,289,318

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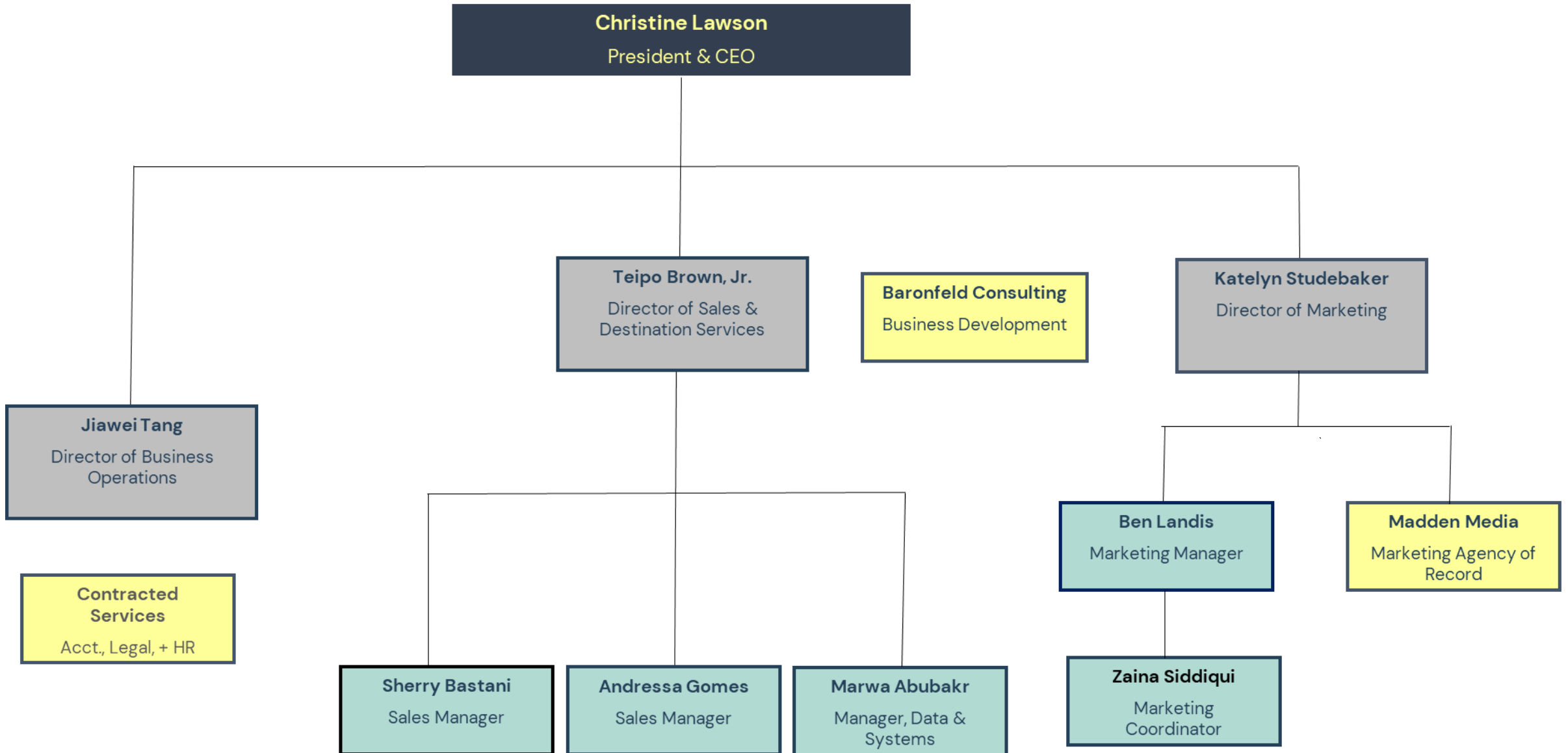
FY 2025/26 Proposed Operating Budget

Staffing & Budget Summary

Position	FY 2024/25 Adopted	FY 2025/26 Proposed	Change
Chief Executive Officer	1	1	0
Director of Business Operations	1	1	0
Director of Sales	1	1	0
Sales Manager	2	2	0
Manager, Data & Strategy	1	1	0
Sales Event Coordinator	1	0	-1
Director of Marketing	1	1	0
Marketing Manager	1	1	0
Marketing Coordinator	1	1	0
TOTAL FTEs	10	9	-1

	FY 2024/25 Adopted	FY 2025/26 Proposed	Variance + / (-)	FY 2025/26 Change %
Personnel	\$1,808,723	\$1,823,221	\$14,498	1%
Purchased Goods & Services	\$1,626,673	\$2,049,691	\$423,018	26%
Contingency	\$78,000	\$105,000	\$27,000	35%
City Administration Fee	\$52,000	\$70,000	\$18,000	35%
Total Operating Budget	\$3,565,396	\$4,047,912	\$482,516	14%

FY 2025/26 PROPOSED ORGANIZATIONAL STRUCTURE



- Gray boxes represent Departmental Directors.
- Yellow boxes represent DMOs Agencies of Record and/or outside contractors.

- Advancing Santa Clara as a premier global destination for groups, meetings, business and leisure travelers.
- Foster relationships with business partners and high-profile meeting planners to enhance brand awareness, expand opportunities, and increase revenue.
- Conduct familiarization tours and product development tours and activities for agreed upon prospective clients.
- Host prospective meeting planners and other prospective clients in the City to promote business and industry development and the tourism industry.
- Strengthen sales initiatives focused on securing new conventions, meetings, sports events, and other significant gatherings that benefit both increase guestroom bookings within the SCTID hotels and the Convention Center's financial outcomes.
- Offer client incentives and subsidies to attract premier, previously untapped events and conventions to the Convention Center and SCTID hotels.

Convention Sales, Incentives & Services Key Variances

Personnel:

- Assumes complete staffing model for FY 2025/26.
- The **Sales Event Coordinator** position will not be filled, with efforts focused on optimizing current resources.
- Annual salary increases of up to 5% are assumed for current positions, contingent upon performance reviews and achievement of KPIs/Goals.
- We have budgeted for the full incentive payout to be earned and paid to ensure the budget remains protected. Incentives are earned based upon achievement of KPIs/Goals.
- Personnel reflects a YOY decrease of 11.1%.

Benefits + Payroll Taxes

- Benefits show a YOY decrease of 47% as some positions are not participating in the DMO's medical benefits, and we are not hiring the Sales Event Coordinator role.
- Payroll taxes estimated at 16% and expected to remain flat YOY.
- DMO covers 85% of selected medical plans.

Purchased Goods & Services:

Memberships

- Memberships budget, reflecting a 22.3% increase, bringing the fiscal year total to \$59,942. This increase is primarily driven by a 46.4% rise in our **San Francisco Travel** membership, budgeted at \$7,686, and a 31.25% increase in our **U.S. Travel** dues, budgeted at \$40,200.

Subscription Services

- Increase of **Cvent** subscription of 38.7% equating to an additional \$13,676 YOY.
- Increased partnership level with **Helms Briscoe**, a third-party meeting planning company to preferred status incurring a 100% YOY increase from \$11,000 to \$22,000.

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	FY 2025/26 Variance
CONVENTION SALES, INCENTIVES & SERVICES			
Positions			
FTE Director of Sales	1	1	0
FTE Sales Manager	2	2	0
FTE Data & Strategy	1	1	0
FTE Sales Event Coordinator	1	0	-1
Personnel	\$823,788	\$732,122	(\$91,666)
Salary	560,500	526,050	(34,450)
Incentives	117,200	107,888	(9,312)
Benefits	93,114	49,068	(44,046)
Payroll Taxes	48,054	47,196	(858)
Other-Cell Phone Stipend	1,920	1,920	-
Other-Relocation	3,000	-	-
Purchased Goods & Services	\$887,327	\$936,727	\$49,400
Business Development	250,000	250,000	-
Conferences & Tradeshows	72,700	82,542	9,842
Contract Services	57,600	59,942	2,342
Memberships	48,993	59,942	10,949
Subscription Services	103,138	204,354	101,216
Support Services	242,000	176,800	(65,200)
Travel & Entertainment	112,896	105,089	(7,807)
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$1,711,115	\$1,668,849	(\$42,266)

Convention Sales, Incentives & Services Key Variances

- Proposing addition of **Tourism Economics Symphony BI Platform and Website Impact Calculator** enabling the DMO to build a foundation of strong data and analytics to make better strategic decisions and allocation of resources. The Symphony Tool is priced at \$35,000, the Website Impact Calculator at \$14,000 annually, with a one-time set-up fee of \$10,000, bringing the total ask to \$59,000.

Support Services

- Support Services expenses have been reduced YOY by \$65,200 or 36.9%.
- The decrease is primarily due to a significant cut in **Familiarization Trips (FAMs)**, with only one overnight FAM planned for the Morgan Wallen Concert this August.

Our main FAM will be tied to the SBLX/FWC26 DMO Activation Plan, hosting high-profile media and meeting planners. With the team's aggressive tradeshow and client entertainment plans, these two FAMs will be sufficient. If another high-profile FAM opportunity arises it will be integrated into the budget.

- We've consolidated funds from **Quarterly Client Activations, Personalized Greetings, and Client Entertainment into the Client Events & Entertainment line item within Support Services**. This reduces budget line items and allows for easier tracking. The Client Events & Entertainment line will remain flat year-over-year at \$120,000.

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	FY 2025/26 Variance
CONVENTION SALES, INCENTIVES & SERVICES			
Positions			
FTE Director of Sales	1	1	0
FTE Sales Manager	2	2	0
FTE Data & Strategy	1	1	0
FTE Sales Event Coordinator	1	0	-1
Personnel	\$823,788	\$732,122	(\$91,666)
Salary	560,500	526,050	(34,450)
Incentives	117,200	107,888	(9,312)
Benefits	93,114	49,068	(44,046)
Payroll Taxes	48,054	47,196	(858)
Other-Cell Phone Stipend	1,920	1,920	-
Other-Relocation	3,000	-	-
Purchased Goods & Services	\$887,327	\$936,727	\$49,400
Business Development	250,000	250,000	-
Conferences & Tradeshows	72,700	82,542	9,842
Contract Services	57,600	59,942	2,342
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Subscription Services	103,138	204,354	101,216
Support Services	242,000	176,800	(65,200)
Travel & Entertainment	112,896	105,089	(7,807)
TOTAL CONVENTION SALES, INCENTIVES & SERVICES	\$1,711,115	\$1,668,849	(\$42,266)

Marketing & Communications Focus Overview

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

Marketing & Communications Key Variances

Personnel:

- Assumes complete staffing model for FY 2025/26.
- A full year of FTE for the **Marketing Coordinator**, who joined in March 2025 to support data analysis, strategy development, and content creation.
- Public Relations (PR)** budget of \$20,000 has been removed for FY 2025/26, as these services are included in our Agency of Record Contract.
- Annual salary increases of up to 5% are assumed for current positions, contingent upon performance reviews and achievement of KPIs/Goals.
- We have budgeted for the full incentive payout to be earned and paid to ensure the budget remains protected. We have budgeted for the full incentive payout to be earned and paid to ensure the budget remains protected. Incentives are earned based upon achievement of KPIs/Goals.
- Personnel reflects a YOY decrease of 2%.

Benefits + Payroll Taxes

- Decrease of in Benefits of 31.9% are driven by medical plans selected by the employee each of which vary in price.
- DMO covers 85% of selected medical plans.
- Payroll taxes estimated at 16% and expected to decrease slightly YOY.

Purchased Goods & Services:

Advertising & Promotions

- Advertising & Promotions expenses are increasing by 174.7% YOY driven by proposed **CBS** and **Expedia** commitments.
- This fiscal year, we partnered with **CBS** for “**The 49ers Experience**,” featuring Discover Santa Clara® and our SCTID hotels in 30-second weekly segments from September to November 2024. Although an unbudgeted \$57,225 expense, our Agency of Record, Madden Media confirmed that the ROI far exceeded expectations. We now have the chance to partner with CBS again for “The 49er Experience”, with the added excitement of SBLX/FWC26. The proposed budget for FY 2025/26 is \$67,300, a 17% YOY increase, but it remains a valuable opportunity for the DMO, our hotel partners, and the City of Santa Clara.

Budget Item	FY 2024/25 Adopted	FY2025/26 Proposed	FY 2025/26 Variance
MARKETING & COMMUNICATIONS			
Positions			
FTE Director of Marketing	1	1	0
FTE Marketing Manager	1	1	0
FTE Marketing Coordinator	1	1	0
Personnel	\$488,766	\$498,789	\$10,023
Salary	302,750	352,085	49,335
PR – As Needed/Hourly	20,000	-	(20,000)
Incentives	66,938	71,500	4,562
Benefits	62,670	42,648	(20,022)
Payroll Taxes	35,208	31,116	(4,092)
Other – Cell Phone Stipend	1,200	1,440	240
Purchased Goods & Services	\$375,480	\$648,887	\$273,407
Advertising & Promotions	70,000	192,300	122,300
Contract Services	305,480	456,587	151,107
TOTAL MARKETING & COMMUNICATIONS	\$864,246	\$1,147,676	\$283,430

Marketing & Communications Key Variances

- In FY 2025/26, we will invest \$120,000 to partner with **Expedia**, developing a targeted and strategic year-round campaign to drive weekend transient business to our SCTID hotel partners. With the average Friday through Sunday occupancy at just 30%, YTD, this campaign will engage the leisure segment, positioning Santa Clara as an ideal weekend getaway. We'll collaborate with our hotels and partners to maximize the campaign's message, offerings, and measure impact. Additionally, Visit California offers co-op dollars when working with Expedia, which will help extend the reach of our investment.

Contract Services

- Contract Services expenses are increasing by 49.5% YOY driven primarily by our new **Agency of Record, Madden Media**, at a cost of \$231,295.
- This fiscal year, we strategically evaluated how we want to approach branding, PR, digital advertising, photography, videography, and data/research capture. This led to a comprehensive RFP process and the selection of Madden Media as our Agency of Record. We signed a three-year agreement with Madden Media, effective March 10, 2025, through March 9, 2028, totaling \$1,200,348. Of this, \$745,388 is allocated for ongoing services over the three years (\$231,295 in the FY 2025/26 budget), with \$455,000 designated to support the execution of our SBLX/FWC26 Activation Plan.
 - Budget Note:** This special event activation plan **is not** part of the FY 2025/26 proposed budget, as it was presented to and approved by the Board of Directors on March 6, 2025, and funded through appropriated funds.
- There is \$36,000 allocated to the **Omnichannel Marketing Ecosystem Project**. While the major components of this project have been delivered, **this** budget covers **website sprints** for the new Discover Santa Clara® website.
- Strategic distribution of the Santa Clara Visitors Guide is budgeted at \$30,168 and \$15,084 for the SBLX/FWC26 Special Events Guide for a total of \$45,252.

Budget Item	FY 2024/25 Adopted	FY2025/26 Proposed	FY 2025/26 Variance
MARKETING & COMMUNICATIONS			
Positions			
FTE Director of Marketing	1	1	0
FTE Marketing Manager	1	1	0
FTE Marketing Coordinator	1	1	0
Personnel	\$488,766	\$498,789	\$10,023
Salary	302,750	352,085	49,335
PR – As Needed/Hourly	20,000	-	(20,000)
Incentives	66,938	71,500	4,562
Benefits	62,670	42,648	(20,022)
Payroll Taxes	35,208	31,116	(4,092)
Other – Cell Phone Stipend	1,200	1,440	240
Purchased Goods & Services	\$375,480	\$648,887	\$273,407
Advertising & Promotions	70,000	192,300	122,300
Contract Services	305,480	456,587	151,107
TOTAL MARKETING & COMMUNICATIONS	\$864,246	\$1,147,676	\$283,430

Marketing & Communications Key Variances

- Strategic distribution of the Santa Clara Visitors Guide is budgeted at \$30,168 and \$15,084 for the SBLX/FWC26 Special Events Guide for a total of \$45,252.
- We will be entering into a new contract with **Mindtrip AI Trip Planner** at an annual amount of \$11,940 to provide visitors to our website with the ability to create personalized itineraries for their time in Santa Clara and the Bay Area.
- **Seeker Events**, will be our new vendor, to manage real-time updates of local events on the Discover Santa Clara® website. The annual cost of this service is \$9,600.

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TOTAL MARKETING & COMMUNICATIONS	\$864,246	\$1,147,676	\$283,430

Administration Focus Overview

- The budget will be allocated to cover the costs associated with the CEO, and Director of Business Operations in addition to supporting office expenses, policy development, and other general administrative expenses such as insurance, human resources, legal fees, accounting services, and IT support.
- Administration provides management, coordination and support to all organizational services and functions.
- Administration is responsible to develop the annual budget, manage expenses, and ensure the overall fiscal health and monitoring of the organization.
- In FY 2025/26, Administration will collaborate with Civitas Advisors, the SCTID hotels, and the City of Santa Clara on the renewal of the Santa Clara Tourism Improvement District (SCTID).

Administration Key Variances

Personnel:

- Assumes complete staffing model for FY 2025/26.
- The Personnel budget reflects a 19.37% increase, driven by a compensation and benefits adjustment for the CEO in February 2025, as well as a Board-approved salary range increase for the Director of Business Operations. This increase, implemented with the new hire in January 2025, will now be absorbed for the full fiscal year.
- The budget reflects a YOY increase of \$38,312, or 62.2%, primarily driven by budgeted salary increases and an increase in the CEO's bonus potential. The Director of Business Operations role, previously ineligible for an incentive, is now eligible as part of the compensation package starting in FY 2024/25. We have budgeted for the full incentive payout to be earned and paid to ensure the budget remains protected. We have budgeted for the full incentive payout to be earned and paid to ensure the budget remains protected. Incentives are earned based upon achievement of KPIs/Goals.
- Annual salary increases of up to 5% are assumed for current positions, contingent upon performance reviews and achievement of KPIs/Goals.

Benefits + Payroll Taxes

- Benefits are increasing year-over-year by 23%, primarily because the Director of Business Operations position was vacant for the first half of the current fiscal year. Additionally, this position was not eligible for the 401k benefit during the first 90 days of employment but will be eligible for FY 2025/26.
- The YOY increase of 48.5% in **Payroll Taxes** for is due to the compensation and benefits increase for the CEO in February 2025, as well as the Director of Operations position, which was vacant for nearly seven months in FY 2024/25. We have accounted for a combined 16% increase in both federal and state payroll taxes.

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	FY 2025/26 Variance
ADMINISTRATION			
Positions			
FTE CEO	1	1	0
FTE Director of Business Operations	1	1	0
Personnel	\$496,169	\$592,310	\$96,141
Salary	370,269	407,000	36,731
Incentives	61,688	100,050	38,362
Benefits	36,252	44,604	\$8,352
Payroll Taxes	21,000	31,176	10,176
Other-Cell Phone Stipend	960	2,280	1,320
Other – Car Allowance	6,000	7,200	1,200
Purchased Goods & Services	\$363,866	\$464,077	\$100,211
Contract Services	259,914	329,440	69,526
Internal Meetings & Training	30,000	25,000	(5,000)
Insurance	10,059	12,410	2,351
Memberships	\$5,120	7,500	2,380
Operating Supplies	9,660	9,512	(148)
Software Licenses	10,750	18,505	7,755
Office Rent	8,100	8,100	-
Recruitment	500	-	(500)
Subscription Services	59,763	53,610	(6,153)
TOTAL ADMINISTRATION	\$860,035	\$1,056,387	\$196,352

Administration Key Variances

Purchased Good & Services:

Contract Services

- Contract Services are increasing YOY by 26.8% primarily driven by the following costs:
- Audit.** The DMO has not yet been audited since its formation, but the plan is to conduct an audit in December 2025. The estimated cost is expected to be \$35,000.
- Fiscal Services.** We are seeing a YOY increase of \$32,124, or 45.2%, primarily due to our **accounting services** provider, which has a YOY increase of \$31,060, or 55.5%. Currently, two individuals manage our monthly financial statement preparations and bi-weekly ADP processing for the DMO. Together, they commit an average of 50 hours per month, and their hourly rates increase by 5% in January 2026.

An additional \$15,000 (\$2,500 per month) has been budgeted for accounting services from January to June 2026, based on 6.5 hours per month from a senior partner at \$380 per hour. This support will help develop Fiscal Procedures for the DMO, complementing the Financial Policies approved in January 2023 as we prepare to assume custody of our funds.

- In the current fiscal year, we signed two agreements with **Civitas Advisors** that will add \$124,796 to the FY 2025/26 budget as follows:
 - The DMO has engaged Civitas for monthly **consulting services**, providing ten hours of support per month at \$3,120, totaling \$38,376 for the fiscal year.
 - SCTID Renewal.** The Santa Clara Tourism Improvement District (SCTID) is set to expire on June 30, 2026. With 14 months remaining, we've engaged Civitas Advisors to guide us through the renewal process. The Board approved the agreement on April 17, 2025, covering from May 1, 2025, to July 1, 2026. The remaining 12-month portion of the contract (July 1, 2025 – July 1, 2026) totals \$86,420. This will be a one-time fee for FY 2025/26.

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	FY 2025/26 Variance
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Recruitment	500	-	(500)
Subscription Services	59,763	53,610	(6,153)
TOTAL ADMINISTRATION	\$860,035	\$1,056,387	\$196,352

- Equals 3% of gross assessments (\$3,500,000).
- Accounts for uncollected assessments, if any.
- Contingency funds collected may be held in a reserve fund or utilized for other program, and/or unanticipated short-term program, or administrative or renewal costs.
- There were no Contingency funds expended in FY 2024/25.

Budget Item	FY 2024/25 Adopted	FY 2024/25 Proposed	FY 2024/25 Variance
CONTINGENCY	\$78,000	\$105,000	\$27,000

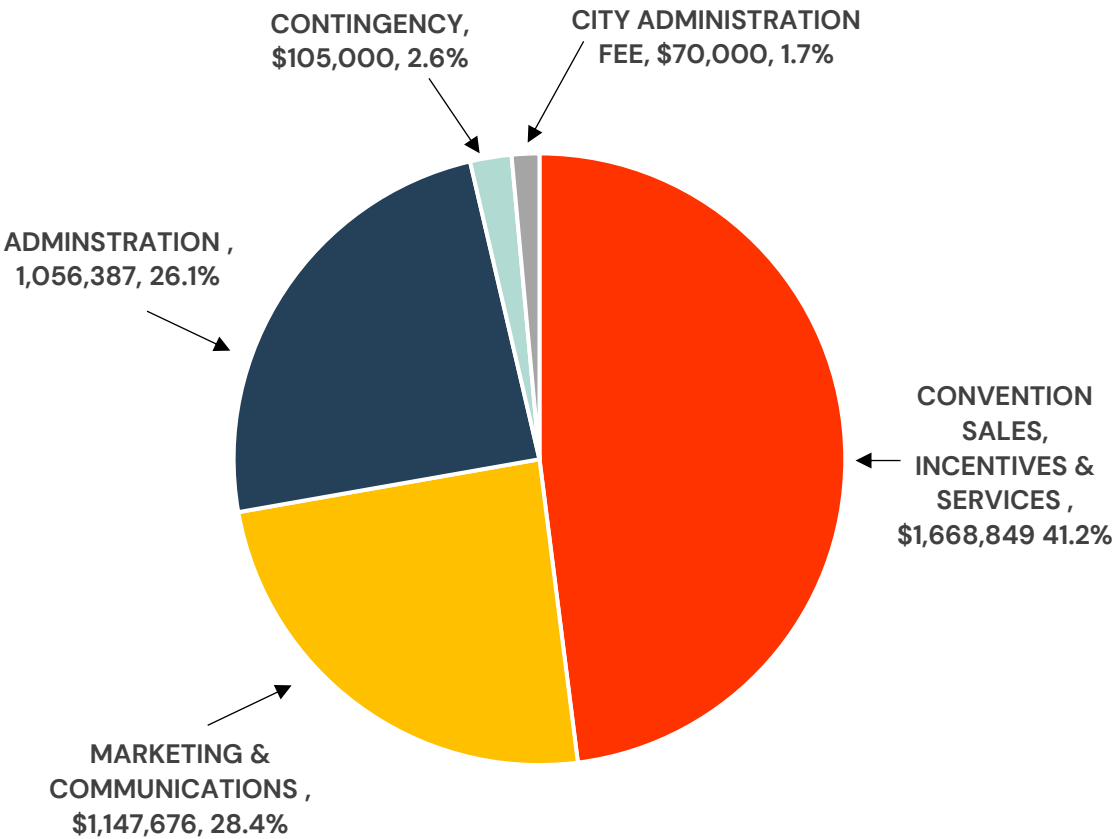
City Administration Fee

- Equals 2% of gross assessments (\$3,500,000).
- Covers costs of collection and administration which may include but are not limited to staffing costs, legal services, and operational costs for rent, telephone, supplies, postage, and other general office expenses.

Budget Item	FY 2024/25 Adopted	FY 2025/26 Proposed	FY 2025/26 Variance
CITY ADMINISTRATION FEE	\$52,000	\$70,000	\$18,000

Budget Summary by Program

PROPOSED COST BY PROGRAM	FY 2025/26 Proposed	% of Budget
Convention Sales, Incentives & Services	\$1,668,849	41.2%
Marketing & Communications	\$1,147,676	28.4%
Administration	\$1,056,387	26.1%
Contingency	\$105,000	2.6%
City Administration Fee	\$70,000	1.7%
Total Operating Budget	\$ 4,047,912	100%



Questions?





Thank you

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