

A photograph of three women sitting at a glass table on a rooftop terrace. They are smiling and looking at each other. In the background, a city skyline is visible at sunset, with lights reflecting on the water. The terrace has a wooden railing and string lights.

TEAM SAN JOSÉ

**ANNUAL REPORT
FISCAL YEAR 2024—2025**

ABOUT TEAM SAN JOSÉ

Team San José is an innovative partnership unifying the San José Convention and Visitors Bureau, hotels, arts, labor and venues to deliver an exceptional visitor experience and serve as the gateway to San José as a destination. Our company manages the San José Convention Center and arts and entertainment venues including the California Theatre, the Center for the Performing Arts, Montgomery Theater, San José Civic and South Hall.

MISSION STATEMENT

Team San José promotes San José as a destination to stimulate economic development that benefits our community.

VALUES STATEMENT

- We empower leaders in the Arts, Business, Labor and Hotel communities to work together.
- We are dedicated to an open and honest dialogue among diverse partners.
- We are devoted to making San José a desirable destination for local, national and international visitors.
- We are committed to fiscal responsibility and accountability to the customer.
- We are dedicated to providing a unique and compelling customer experience.
- We are committed to investing in opportunities and practices that advance diversity, racial equity and inclusion as the right and smart objective to implement to position Team San José to succeed.



DEAR FRIENDS AND COLLEAGUES,

“San José is doing something right.”

This past July when The Mercury News reported on Bay Area downtown recoveries since the pandemic, they captured the essence of our work: Team San José’s efforts and those of our strong partners have set the foundation for a newly invigorated City. We are proudly leading the Bay Area in recovery.

Our venue management, Facilities and Event Services Teams operate in tandem with sales and destination marketing efforts to drive visitation, fill convention and theater calendars, and generate revenue. From globally significant tech events to critical community-building local activations, our work directly benefits our community’s hotels, restaurants, shops, cultural institutions and tax base.

Through our Sales Team’s ongoing commitment to reach out to diverse industries, we continue to grow the Convention Center’s occupancy, strengthening the economic heartbeat of our Downtown. Our San José Theaters — comprising the San José Civic, Center for the Performing Arts, Montgomery Theater and California Theatre — attract visitors and locals alike with important performances and very special events. Our Procurement Team continues to source local and regional products to best serve our venue attendees while ensuring that benefits continue to flow within our community. Our Marketing Team remains committed to finding fresh and compelling ways to tell the story of San José through our cultural partnerships and all our earned, owned, paid, shared, and social media channels.

As a result, Downtown San José has restored 90% of its foot traffic compared to 2019 — reaching nearly 100% in December 2024. This was due, in large part, to the launch of the Team San José–led collaborative marketing partnerships with the City, San José State University, the Mayor’s Office, the San José Downtown Association and the San José Mineta International Airport. Creating partnerships that champion our vibrant Downtown and diverse neighborhoods is the cornerstone of everything we do.

All of these efforts directly benefit our City of San José and residents, and with that, we are pleased to present our Fiscal Year 2024–2025 Annual Report. We humbly thank each stakeholder, partner and advocate that makes San José such a special and unique place to live, work and play.

We look forward to all the coming year will bring.

Our best,

John LaFortune, President and Chief Executive Officer
Brent Gaines, Chairman of the Board



JOHN LAFORTUNE
*President and
Chief Executive Officer*



BRENT GAINES
Chairman of the Board



STRENGTHENING SAN JOSÉ

Supporting local businesses and community partners has always been at the heart of Team San José's mission. From new restaurants and theater performances to music festivals and cultural events, these experiences not only draw visitors to the City but also impact San José's neighborhoods in a meaningful way. Ticket sales, hotel stays, dining reservations, convention bookings and more play a direct role in the City's economic growth. This year, more businesses than ever felt that positive effect. Looking ahead, Team San José remains committed to investing in the people, places and moments that define our City.

“SAN JOSÉ'S FOUNTAIN BLUES & BREWS FESTIVAL NEEDED A MARKETING BOOST. WE REACHED OUT TO LAURA AND COMPANY AND THEY CUSTOMIZED A SOCIAL MEDIA STRATEGY FOR US THAT PUT THIS SIGNATURE SAN JOSÉ EVENT IN FRONT OF NEW AUDIENCES. WE HAD TICKET BUYERS FROM 23 STATES!”

SUZANNE ST. JOHN-CRANE
President, Fountain Blues Foundation



LISTENING TO OUR COMMUNITY

“AS WE LOOK BACK ON OUR EVENT AT THE SAN JOSÉ CONVENTION CENTER, WE’RE FILLED WITH SO MUCH GRATITUDE. NOT JUST FOR THE FLAWLESS EXECUTION BUT FOR THE PEOPLE WHO MADE IT ALL POSSIBLE. YOU!!!!”

RASHMI PATEL

Meditation and Leadership Coach,
Art of Living Foundation



“WE HAVE WORKED WITH HUNDREDS OF VENUES, AND IT’S QUITE COMMON FOR SALES MANAGERS TO BE UNRESPONSIVE OR NOT ANSWER CALLS. HOWEVER, OUR EXPERIENCE WITH THE TEAM IN SAN JOSÉ WAS TRULY EXCEPTIONAL. EVERY TIME WE CALLED, THE SALES MANAGERS PICKED UP ON THE VERY FIRST RING AND WERE CONSISTENTLY PROMPT AND RESPONSIVE IN ALL EMAIL COMMUNICATIONS. IT WAS GENUINELY A PLEASURE WORKING WITH SUCH A PROACTIVE AND PROFESSIONAL TEAM.”

DHAVAL PATEL

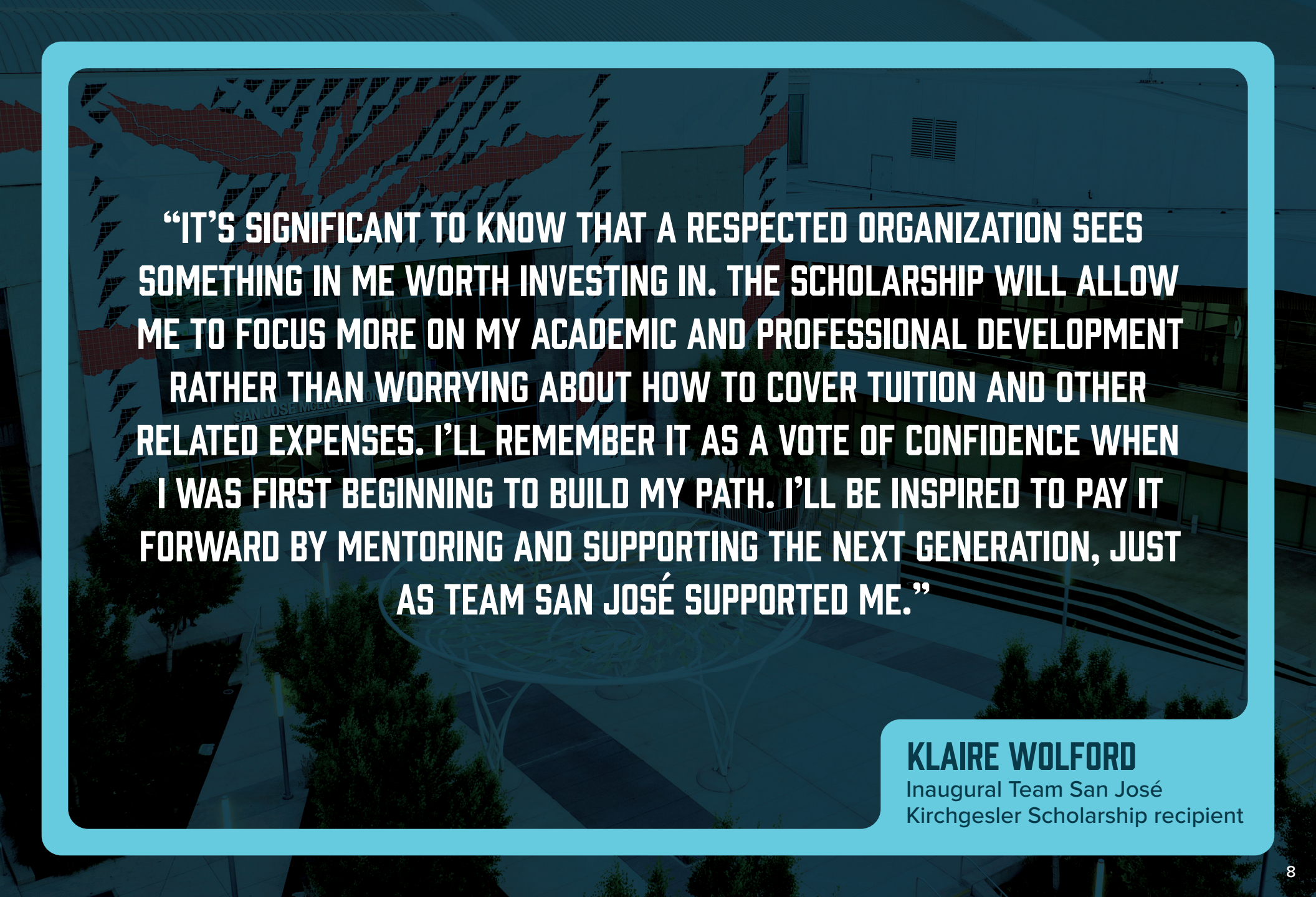
Director, Millennial Events



OUR FIRST SCHOLARSHIP WINNER AT SAN JOSÉ STATE UNIVERSITY

Team San José was thrilled to award a \$10,000 scholarship to San José State University student Klaire Wolford. A senior who is pursuing a degree in hospitality, tourism and event management, Klaire is also an active member of SJSU's Women in Business organization. Her dedication exemplifies the leadership and legacy of Team San José's former CEO and President Karolyn Kirchgesler, whose memory we will continue to honor by championing the next generation of tourism leaders.



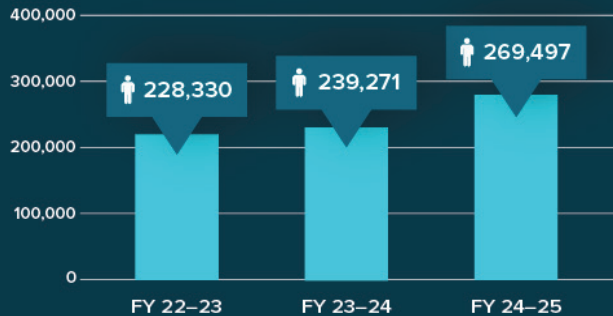


“IT’S SIGNIFICANT TO KNOW THAT A RESPECTED ORGANIZATION SEES SOMETHING IN ME WORTH INVESTING IN. THE SCHOLARSHIP WILL ALLOW ME TO FOCUS MORE ON MY ACADEMIC AND PROFESSIONAL DEVELOPMENT RATHER THAN WORRYING ABOUT HOW TO COVER TUITION AND OTHER RELATED EXPENSES. I’LL REMEMBER IT AS A VOTE OF CONFIDENCE WHEN I WAS FIRST BEGINNING TO BUILD MY PATH. I’LL BE INSPIRED TO PAY IT FORWARD BY MENTORING AND SUPPORTING THE NEXT GENERATION, JUST AS TEAM SAN JOSÉ SUPPORTED ME.”

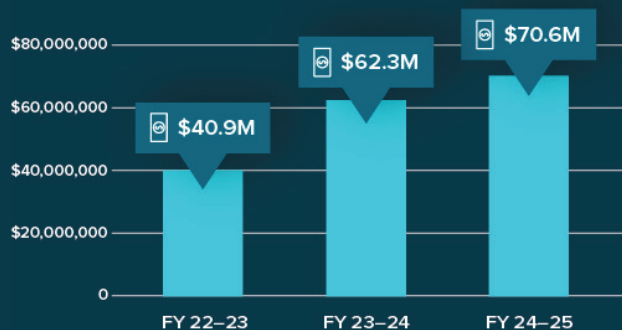
KLAIRE WOLFORD

Inaugural Team San José
Kirchgesler Scholarship recipient

ATTENDEES AT CONVENTION FACILITIES [SJCC AND SOUTH HALL]



ESTIMATED VISITOR SPENDING FROM ATTENDEES OF CONVENTION FACILITIES [SJCC AND SOUTH HALL]



THE PULSE OF CONFERENCES

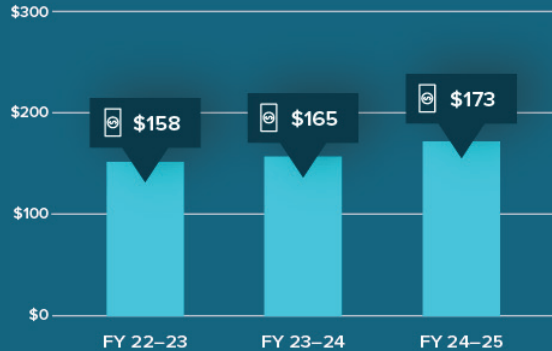
Whether it's a gathering of AI thought leaders or a hall packed with anime fans, filling our Downtown venues is the cornerstone of our work. Conventions, meetings and performances not only fill our venues, they also invigorate our community. We take pride in welcoming new groups and reconnecting with returning clients at the San José McEnery Convention Center, South Hall and our four historic theaters.

From large-scale trade shows to private client events and annual festivals, an active events calendar directly feeds our Downtown economy. Multiple-day events expose out-of-town visitors to the charms of San José — Downtown and throughout our vibrant neighborhoods. Attendees in our convention facilities alone spent over \$70.6 million in the community during the past fiscal year.

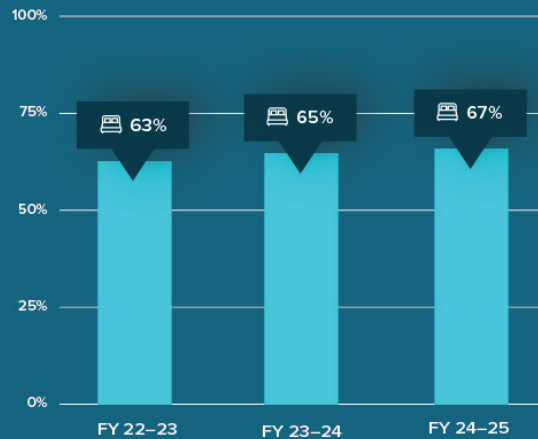
Last year, we hosted 58 unique events in the Convention Center and South Hall, totaling more than 269,000 attendees. Our San José Theaters had 222 events, with over half a million attendances. Attendees across all Team San José–managed facilities spent over \$94 million in the community. Even more heartening, our hardworking Sales Team acquired more than 1,200 leads for future events, ensuring a healthy pipeline in a shifting business-travel environment.

Our Sales and Marketing Teams are always brainstorming new ways to reach out to local, regional and national organizations and planners. As travel patterns evolve, our focus remains steady: keeping San José's venues active and full to create vitality in our Downtown.

AVERAGE DAILY HOTEL RATE BY FISCAL YEAR



PERCENTAGE OF HOTEL ROOMS OCCUPIED BY FISCAL YEAR



HOTELS LANDSCAPE

Across the board, San José hotels have seen an increase in revenue and bookings. Occupancy (FY0Y) is up 3%, and we've seen an increase for every day of the week – with the busiest days continuing to be Tuesdays and Wednesdays. Daily hotel rates have also consistently gone up year over year. Because portions of the Transient Occupancy Tax go directly to boosting tourism, managing the Convention Center and other visitor-related facilities, fostering arts and cultural projects through the Office of Cultural Affairs, and feeding our City's General Tax Fund, keeping our hotels occupied is essential to our City's fiscal health.

Together, we cheered on the opening of TownePlace Suites San José Downtown, just minutes from the San José McEnery Convention Center, San José State University and the SAP Center. A milestone project such as this is more than a hotel; it's a driver of traffic, business travel and economic energy in San José.

Pre-pandemic, San José had some of the highest hotel rates and occupancies in the country thanks to transient business travel and citywide conventions and meetings. Now, with ever-shifting trends around remote culture and reduced travel budgets, our team has been focused on new opportunities. Our team is determined to support the continued growth of hotel revenue by embracing consumer travel too. According to Hotel Horizons, among 65 major U.S. markets tracked by Global Commercial Real Estate Services, the Bay Area markets of San Francisco, San José and Oakland are expected to be the only markets yet to return to 2019 ADR levels in nominal dollars. Thus, developing this emerging sector's growth is the key to recovery.

TEAM SAN JOSÉ FY24-25 OVERVIEW

TEAM SAN JOSÉ'S IMPACT IS CLEAR.

TOURISM'S IMPACT IN SAN JOSÉ IN 2024



**\$2.8B IN DIRECT
VISITOR SPENDING**



**\$3.7B TOTAL
ECONOMIC IMPACT**



**23,108 TOTAL
JOBS CREATED**



**\$423.7M GENERATED IN
STATE AND LOCAL TAXES**



**\$1,279 IN
HOUSEHOLD SAVINGS**

(This represents the amount of additional taxes each San José household would need to pay to replace the \$423.7M in state and local taxes generated by visitors.)

SALES



**133,513 HOTEL
ROOM NIGHTS SOLD
FOR ALL YEARS**



**47 TRADE SHOWS
AND CLIENT
EVENTS ATTENDED**



**1,207 EVENT LEADS
ACQUIRED FOR
FUTURE YEARS**

HR



**103 FULL-TIME
EMPLOYEES**



**1,451 PART-TIME
EMPLOYEES**



**56 EMPLOYEE
TRAININGS
COMPLETED**

OPS / FINANCE



**58 EVENTS IN THE
SAN JOSÉ MCENERY
CONVENTION CENTER
AND SOUTH HALL**



**269,497 ATTENDEES IN
CONVENTION FACILITIES
(SJCC AND SOUTH HALL)**



**\$94.4M TOTAL SPEND
BY ATTENDEES OF TSJ
MANAGED FACILITIES**



**\$47.5M IN GROSS
OPERATING REVENUES**



**\$5.7M IN GROSS
OPERATING RESULTS**



**97% OF EVENT
PLANNERS SURVEYED
WOULD RETURN TO
SAN JOSÉ FOR A
FUTURE EVENT**

THEATERS



**222 EVENTS IN SAN
JOSÉ THEATERS**



**517,331 THEATER
ATTENDEES**

SALES

WHERE SOCIAL INNOVATION MEETS CONNECTION

San José has long been the center of innovation, and we have had the honor of hosting many of the world's most talked-about meetings and conventions. Our unparalleled expertise in planning means that we can accommodate events of every scale — from NVIDIA GTC at the San José McEnery Convention Center to the San José Summer Jazz Fest at the Montgomery Theater.

In recent years, we have diversified our outreach to companies that might not have considered San José before — like those in biotechnology and pharmaceuticals — and the rise of the AI industry has become an opportunity like no other. Our Sales Team has also reimagined our account development strategy by dedicating team members to both small and large meetings, and those added resources allow us to deepen our engagement with those prospective customers.

In addition to the world-class Convention Center, historic theaters and sports venues, our engaged community makes San José such a desirable place to be. Downtown San José is the hub of vibrant events such as the Fountain Blues & Brews festival and San José Jazz Summer Fest. Our director of community engagement knocks on the doors of small businesses to create partnerships, and we're always coming up with new activities to bring into our diverse neighborhoods.

INNOVATIVE SALES TACTICS

We've been doing more events than ever before to inspire prospective customers to experience the best of San José.

- Hosting an intimate yoga class on the field of PayPal Park
- Reserving a luxury suite to watch Lionel Messi and Inter Miami CF play the San José Earthquakes
- Shifting toward appointment-based trade show events to maximize productivity



**“WE LOOK AT SALES OPPORTUNITIES AS
THE BEGINNING OF A LONG RELATIONSHIP.”**

MATTHEW MARTINUCCI

Vice President of Sales and Destination Services



222 EVENTS

DURING FY24-25

THEATER ATTENDANCE: 517,331

DAYS OCCUPIED: 96%

TOTAL ATTENDEE SPEND: \$23.8M

THEATERS IN THE SPOTLIGHT

A STANDING OVATION FOR SAN JOSÉ'S THEATERS

In the past year, San José Theaters welcomed more than half a million attendances to 222 performances and events, generating over \$23 million in total spend. Team San José's management of these historic venues is worthy of applause, and we look forward to building more innovative partnerships for our four historic venues.

Broadway's biggest hits arrive in Silicon Valley in style at San José Center for the Performing Arts, our 2,677-seat theater in the heart of Downtown San José. At the California Theatre, the curtain rises on galas, concerts and cinematic gems — all within a 1927 treasure that has been meticulously restored for modern audiences. The landmark San José Civic remains a magnet for music legends and marquee entertainers, while the Montgomery Theater charms audiences with an intimate setting that blends historic character with contemporary appeal.

Whether it's one of our esteemed arts partners, a private awards ceremony for a global tech firm or an indie dance company debuting new work, the theaters managed by Team San José are more than just architectural attractions. They offer a sense of place and are pillars of San José's reputation as a desirable arts destination.

As open-house facilities, each venue is available to all production houses, which makes it possible to bring in diverse shows and keep arts partners in the City. These partners directly benefit from assistance, such as special rates and rental fees, priority event scheduling to secure programming dates, and additional staffing levels with no additional fees. All of these efforts directly feed into the vibrancy and cultural relevance of our City.

As we look ahead, we remain focused on deepening our community impact, welcoming even more diverse programming and building strong partnerships to ensure that the benefits flow in every direction.

MARKETING STRATEGY

FY24-25 CONSUMER CAMPAIGN OVERVIEW

Our primary goal for FY24–25 was to sustain a strong return on ad spend (ROAS), a benchmark we not only met but exceeded by achieving an impressive \$42.94 ROAS. This performance underscores the success of our strategy to drive hotel bookings and revenue in direct support of local hotels and business owners. Our media approach remained highly effective, leveraging a strategic mix of endemic platforms, digital channels and premium publishers to maximize reach and conversion throughout the year.

In regard to the creative, the Marketing Team aimed to bring the City's vibrant culture to life through dynamic storytelling. Similar to years past, local artists were prominently featured across digital creatives, with their work forming the visual foundation of the campaign and showcasing the City's creative spirit. A major focus was also placed on San José's diverse culinary landscape, with tailored print and digital activations that invited future travelers to explore the City's unique dining offerings.

Supporting Downtown businesses was a top priority. In September 2024, we launched a robust local campaign that leveraged digital media, audio placements and out-of-home billboards. The goal of the campaign was to drive foot traffic and stimulate revenue across the Downtown area, reinforcing the economic value of spending locally.

ALL RESULTS:

TOTAL RETURN ON AD SPEND: \$42.94

REVENUE GENERATED: \$45,029,765

HOTEL REVENUE: \$22,332,509

FLIGHT REVENUE: \$17,621,879

TOTAL BOOKINGS: 56,244

HOTEL BOOKINGS: 50,904

FLIGHT BOOKINGS: 5,340

IMPRESSIONS: 103,247,617

ENGAGEMENTS: 5,054,001

PAID SOCIAL RESULTS:

IMPRESSIONS: 19,215,114

CLICKS: 143,662

ENGAGEMENTS: 94,954

MARKETING STRATEGY

FY24-25 MEETINGS CAMPAIGN OVERVIEW

In FY24-25, our meetings campaign strategy remained focused on lead generation. Building on the previous year's momentum, we expanded our outreach through enhanced digital targeting, refined paid email strategies and webinars aimed at high-value meeting planner databases. Our goal was to not only sustain but further grow meetings leads. Through our efforts, we received a total of 9,856 leads, resulting in a 136% increase from last year.

We saw increased engagement across key lead sources, including RFP submissions, direct on-site inquiries and our meetings modal sign-ups. Creative assets showcased San José's unique venues alongside the City's dynamic local experiences, reinforcing its appeal as both a professional and leisure destination for business travelers to extend their stays. The campaign strategically targeted planners across a wide range of industries and event types, supporting strong group-hotel bookings and driving new business opportunities to the destination.



ALL RESULTS:

IMPRESSIONS: 56,210,555

ENGAGEMENTS: 5,009,774

LEADS: 9,856

(Webinar leads provided by media vendors, RFP submissions via GA, direct on-site and modal sign-ups.)

PAID SOCIAL RESULTS:

IMPRESSIONS: 21,275,103

CLICKS: 213,599

ENGAGEMENTS: 4,915,054



EARNED MEDIA ACCOMPLISHMENTS

The Marketing Team remains committed to building and maintaining a strong positive brand presence across local, regional, national and international media outlets using strategic earned media efforts. We champion local businesses and cultural partners across all neighborhoods by identifying and tailoring media opportunities that align with their unique stories and goals. In FY24–25, our messaging remained aligned with broader business objectives while increasing overall visibility. As a result, the team secured 58 placements in prominent national and local publications and news outlets, resulting in meaningful exposure and tangible impact for both the destination and its partners.

AD VALUE: \$2.5M

UNIQUE VIEWS: 1 Billion




Throughout the fiscal year, the Marketing Team earned placements in high-profile outlets including Bon Appétit, AARP, Better Homes & Gardens, Men's Journal, CNET, and others. These features covered a range of compelling storylines, from positioning San José as an emerging wine and wedding destination to spotlighting the City's newest restaurants and culinary talent. Each placement contributed to elevating the City's profile while reinforcing its reputation as a dynamic, diverse and must-experience destination.

ORGANIC SOCIAL GROWTH

The Marketing Team actively amplified community partners on social media by spotlighting new restaurants, local businesses and cultural organizations with dynamic content and collaborative campaigns. From promoting restaurant weeks to highlighting neighborhood events, the team drove awareness and participation throughout the City. By consistently tagging, sharing and engaging with both emerging and established partners, the Marketing Team helped expand their reach, foster meaningful connections and strengthen the City's sense of community. These efforts not only elevated local voices but also reinforced San José's identity as a diverse, vibrant and supportive destination.



FY0Y FOLLOWER GROWTH

	PLATFORM	FY23-24	FY24-25	YOY
	FACEBOOK	30,626	31,082	1.49%
	INSTAGRAM	33,298	39,448	28.81%
	LINKEDIN	3,437	3,826	11.31%
	YOUTUBE	479	518	8.14%
	PINTEREST	676	680	0.59%
	TIKTOK	1,258	1,603	27.43%
	THREADS	5,936	7,178	20.92%

BOARD OF DIRECTORS

Team San José is overseen by a Board of Directors made up of 18 representatives. In total, 16 voting members are from the hotel, labor, business and arts communities. Two liaison seats are held by representatives of the City of San José.

BUSINESS COMMUNITY PARTNERS



TAMARA ALVARADO
*The David & Lucille
Packard Foundation*



MICHAEL E. FOX, JR.



DAN GORDON
*Gordon Biersch Brewing
Company*



LEAH TOENISKOETTER
*San José Chamber
of Commerce*



RU WEERAKOON
Weerakoon Company



ROSALYNN HUGHEY
City of San José



MICHAEL MULCAHY
*Councilmember,
District Six*

CITY PARTNERS

HOTEL PARTNERS



BRENT GAINES
*Chairman of the Board
Hotel Valencia Santana Row*



YVES HANSEL
*Treasurer, Holiday Inn
San José – Silicon Valley*



CATHERINE HENDRICKS
Hilton San José



JOHN SOUTHWELL
San José Marriott

ARTS PARTNERS



SHAWNA LUCEY
Opera San José



ROBERT MASSEY
Symphony San José



DANA ZELL
*Children's Musical
Theater San José*

LABOR PARTNERS



JEAN COHEN
South Bay Labor Council



JON CURCIO
IATSE Local 134



ENRIQUE FERNANDEZ
UNITE HERE Local 19

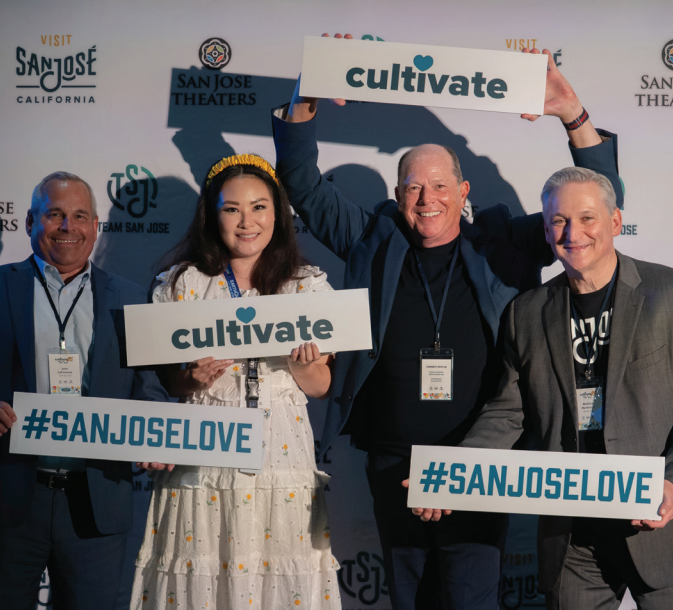


OWEN MURPHY
Sign Display Local 150

DEPARTING BOARD MEMBER



BILL FAIRWEATHER
IATSE Local 134



SENIOR TEAM



JOHN LAFORTUNE
President & CEO



IHAB SABRY
CFO



MADINA MOORE
EVP of Human Resources



LAURA CHMIELEWSKI
VP of Marketing & Communications



TANYA FLEMING
VP of Operations



MATTHEW MARTINUCCI
VP of Sales & Destination Services



BENJAMIN ROSCHKE
VP of Research & Strategic Development



THANK YOU!

We send enormous thanks to our Board of Directors, our community partners and to the dedicated staff at Team San José, all of whom work together to serve our City. A strong sense of community drives all of our work. From knocking on the doors of local businesses and planning off-site activations for our convention attendees to supporting the launch of brand-new events and building relationships, every effort is intended to serve San José. We appreciate all of your efforts and look forward to an exciting and productive year to come.