

TEAM SAN JOSE

Annual Report

2017



ABOUT TEAM SAN JOSE

Team San Jose (TSJ) is a 501c(6) nonprofit economic development company. Formed in 2004, the organization has historically pursued two contracts with the City of San Jose. The first is to serve as the manager and operator of seven city-owned venues: the San Jose McEnery Convention Center, California Theatre, Center for the Performing Arts, City National Civic, Montgomery Theater, Parkside Hall and South Hall. The other contract is to act as the official destination marketing organization for San Jose – conducting sales, marketing and public relations promoting the city as a travel and tourism destination. The organization is overseen by a board of directors representing business sectors most impacted by the lines of business: hotels, arts partners, organized labor and the business community. There are also two representatives of the city (one staff and one elected) that serve as board liaisons.

Team San Jose's story has been one of constant evolution in an effort to deliver results to our customers and to the City. Within the venues, the organization is directly responsible for food and beverage, facility operations, and technology services. This allows event clients to enjoy the same level and quality of service they would experience at a premium brand hotel and has distinguished the San Jose McEnery Convention Center as a top choice for Silicon Valley's elite tech clientele.

In 2016 a consumer-facing "Visit San Jose" brand was launched in conjunction with Super Bowl 50. In 2017, Team San Jose worked with the City to evolve that brand into a cohesive look and feel to better align marketing efforts of both Visit San Jose and the economic development arm of the City. This year also marked the procurement of a third contract for Team San Jose: the marketing of new international flights to Mineta San Jose International Airport.

This report will highlight the many activities Team San Jose has pursued in 2017 to enhance visitation and contribute to the economic vitality of San Jose.



“EACH U.S. HOUSEHOLD WOULD PAY \$1,300 MORE IN TAXES WITHOUT THE TAX REVENUE GENERATED BY TRAVEL AND TOURISM.”

U.S. Travel Association



“SAN JOSE IS MORE THAN SILICON VALLEY – IT’S THE BAY AREA’S MOST UNDERRATED LEISURE DESTINATION. BETWEEN SHOPPING AT SANTANA ROW TO MICHELIN-STARRED MEALS, LUXURIOUS RESORTS AND BOUTIQUE WINERIES, THERE’S PLENTY TO APPEAL TO SOPHISTICATED PALATES.”

Amber Gibson, Forbes

DEAR FRIENDS AND COLLEAGUES,

We are pleased to present the 2017 Team San Jose Annual Report. While Team San Jose observes a fiscal year that runs from July 1–June 30, we observe the calendar year in publishing our annual report. This gives us an opportunity to audit numbers fully and ensure that the scope of work reported is 100% correct as we submit this report in conjunction with our June annual meeting.

2017 saw continued growth for both San Jose and Team San Jose. We welcomed over 1.34 million attendees to our managed facilities. Those attendees spent over \$111 million in local hotels, restaurants and other attractions. Our events generated \$52.7 million in revenue and earned \$15.6 million in gross operating profit. In our convention center, we completed a massive refurbishing of the exhibit hall ceilings, allowing for larger productions by our most lucrative tech clients. We also completed the final projects in the City National Civic’s multi-year \$25 million renovation.

At the start of the 2017–18 fiscal year, the Board of Directors approved a strategic plan that will guide Team San Jose’s activities over the next three years. The plan focuses on goals in five areas that represent the key components of Team San Jose’s mission:

1. *Strengthen TSJ as the region’s trusted advisor on expanding the visitor economy*
2. *Maximize available opportunities to drive overnight visitation to San Jose*

3. *Create awareness of San Jose as a travel destination on a national and international level to drive overnight visitation*
4. *Focus on maintaining TSJ’s position as a best-in-class venue management and operations organization*
5. *Foster a culture at TSJ that attracts and retains quality employees*

We are excited to pursue these larger goals through the dedication of our Board of Directors and the incredible Team San Jose staff. And we feel fortunate to have the support of partners at City Hall – both staff and elected officials – as well as wonderful community partner organizations. We look forward to continued partnership and success in 2018!



KAROLYN KIRCHGESLER
Chief Executive Officer

MICHAEL E. FOX, JR.
Chairman of the Board

2017 Economic Impact



\$52.7 MILLION
in revenue generated at the San Jose Convention and Cultural Facilities



\$15.6 MILLION
in gross operating profit at the San Jose Convention and Cultural Facilities



Team San Jose has
119 FULL-TIME EMPLOYEES
with up to 1,620 people working in our facilities at any given time



102,400 PEOPLE
are employed in the San Jose hospitality industry



1.34 MILLION
attendees visited the San Jose Convention and Cultural Facilities



\$111 MILLION
spent by attendees at San Jose hotels, restaurants and other attractions



For every tax dollar invested in the San Jose Convention and Cultural Facilities,
\$1.99 WAS RETURNED



If you discount debt service on bonds, capital improvements, free city use dates, city overhead costs and fire insurance, Team San Jose management of the facilities returns
\$3.20 FOR EVERY TAX DOLLAR INVESTED



\$10 MILLION
generated in local taxes from attendees

SAN JOSE Accolades

“SAN JOSE IS A TRUE MELTING POT. MAYOR SAM LICCARDO SAYS NEARLY 40 PERCENT OF ITS RESIDENTS WERE BORN IN ANOTHER COUNTRY, SO WE’RE TREATED TO AN INCREDIBLY DIVERSE SELECTION OF CUISINE IN MANY UNIQUE NEIGHBORHOODS.”

Renee Slawrew, Washington Post



#1 STARTING SALARIES IN THE U.S.
U.S. News & World Report, 2017



#3 MOST EDUCATED CITY IN THE U.S. HOLDING A SHARE OF DEGREES AND GRADUATE DEGREES
WalletHub, 2018



#4 SAFEST CITY IN THE U.S. FOR ONLINE DATING
SafeWise and HighSpeedInternet.com, 2017



#5 FITTEST CITY IN THE U.S.
Men’s Fitness, 2017



#6 BEST CITY FOR JOB SEEKERS
Forbes, 2017



Average Vacation Days Used

20.3 DAYS [1978–2000]

17.2 DAYS [2017]

PROJECT *Time Off*

BENEFITTING FROM RESTORING AMERICA'S LOST VACATION DAYS

Team San Jose partners with a number of larger industry organizations, including state and federal destination marketing organizations: Visit California, Cal Travel, Destinations International and the U.S. Travel Association. The U.S. Travel Association is the national nonprofit organization representing and advocating for all components of the travel industry. One key initiative of the U.S. Travel Association is Project Time Off – a study and follow-up marketing program whose purpose is to restore America's lost vacation days, thereby increasing travel in the U.S.

Vacation time is a key benefit for employees, ranking only behind health care and retirement among a list of most valued benefits. For decades, Americans averaged 20 days of vacation used per year. By 2014, we had almost lost a week. This had a double impact on the U.S. For employers and workers, it reduced productivity, increased burnout and led to a stressful 24/7 work culture. For the travel industry, it cost billions of dollars in potential economic output.

Since its inception in 2014, Project Time Off has raised awareness and put forth travel promotions in an attempt to reverse the trend. In the past three years, we've seen an increase in average days taken with 2017 averaging 17.2 days used. However, we still have a ways to go to get back to our historic averages of 20 days per year.

CALIFORNIA



61% of workers have unused vacation days (tied for 13th worst among states)



90,382,363 unused vacation days



\$17,903,329,488 in untapped economic benefit

SAN FRANCISCO - OAKLAND METRO AREA



64% of workers have unused vacation days (tied for worst among top 30 metro areas)



12,769,541 unused vacation days



\$3,142,522,058 in untapped economic benefit

In California and the Bay Area specifically, the under-usage of vacation days is even worse than the national average. This creates a unique opportunity for San Jose, as more overnight visitors come from California than any other state and more overnight visitors come from the Bay Area than any other metro region. Team San Jose will be participating in specific marketing programs related to Project Time Off to raise awareness of both San Jose as a travel destination and the need for America's workers to stop leaving their time off on the table.

Meeting SILICON VALLEY'S Meeting Space

HIGH-TECH CLIENTS MEET AT SAN JOSE MCENERY CONVENTION CENTER

With its prime location in the capital of Silicon Valley, superb offerings and Team San Jose's commitment to providing an exceptional customer experience, the San Jose McEnery Convention Center is perfectly suited to host the top tech clients' conferences, events and meetings.

The 2017 conference calendar resembled the listings on NASDAQ as Silicon Valley's biggest names came to downtown San Jose.

The top 10 events brought almost 40,000 attendees from all over the world to downtown San Jose. The attendees at these events accounted for over \$26 million in spending in the local economy and generated \$3 million in local taxes for San Jose.

TOP HIGH-TECH EVENTS OF 2017



ADOBE

Adobe Tech Summit 2018



APPLE

WWDC 2017



ATLASSIAN

2017 Atlassian Summit



FACEBOOK

Facebook F8



FACEBOOK

Women's Leadership Day 2017



HORTONWORKS, INC.

Hadoop Summit 2017



NVIDIA CORPORATION

Nvidia GPU Technology Conference 2017



ORACLE

ORACLE AMERICA, INC.

Modern Supply Chain Experience

TEAMING UP For Success

THE SAN JOSE SPORTS AUTHORITY LEADS THE WAY IN SPORTS EVENTS

Large-scale sporting events not only bring large amounts of visitors to San Jose, they assist in spreading the word about San Jose as a travel destination through media exposure and positive word-of-mouth from returning fans. Team San Jose has been very fortunate to have a strong local partner in the San Jose Sports Authority (SJSA), whose leadership in bidding and securing these events has helped turn San Jose and the Silicon Valley into a premier sports destination.

In 2017, John Poch took over as the Executive Director of the SJSA, replacing Patricia Ernstrom, who led the organization for nearly 10 years. John and his team had a fantastic year. San Jose played host to long running local events like the Rock'n'Roll Half Marathon and international events like the Silicon Valley 7s Rugby Competition at Avaya Stadium. In early 2018, San Jose's SAP Center hosted the 2018 Prudential U.S. Figure Skating Championships.

Things will continue to heat up as San Jose will host both the College Football Playoff National Championship at Levi's Stadium and the NHL All-Star Weekend at SAP Center in January 2019. Team San Jose is excited to continue our fantastic partnership with John and the SJSA team.



“OUR PARTNERSHIP WITH TEAM SAN JOSE IS THE CATALYST IN DELIVERING MEMORABLE EVENTS THAT HAVE A SIGNIFICANT IMPACT ON ECONOMIC DEVELOPMENT, VISIBILITY AND BUILDING CIVIC PRIDE THROUGH SPORTS FOR THE CITY OF SAN JOSE”

John Poch - Executive Director, San Jose Sports Authority

NEW FLIGHTS WITH A *New Site*

MARKETING, PUBLIC RELATIONS & COMMUNICATIONS

In 2017, Team San Jose continued to make a major push in exposing San Jose as a domestic and international tourism destination. The marketing and communications team (working as Visit San Jose) launched a new website, collaborated with the City of San Jose on a new brand identity and greatly expanded our presence overseas. Additionally, Team San Jose hosted travel writers – thereby securing incredible articles about San Jose as a travel destination.

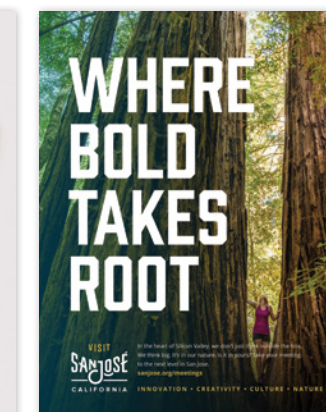
A NEW WEBSITE AND A NEW LOOK

Team San Jose designed the new website with both visitors and meeting planners in mind. We simplified navigation while creating a platform to tell San Jose's story through the lens of our cultural groups, performing arts community and diverse neighborhoods. An event calendar is prominent on our homepage showcasing all the cool and unique things our city has to offer any visitor. The new site features large beautiful imagery and new curated content pages, such as trip ideas, itineraries and neighborhood pages, allowing for further exploration of our destination. Meeting planners will find it easy to view our event spaces while providing tools to assist their attendees in getting excited about coming to San Jose.

The site also marked the launch of a shared brand developed in partnership with the City of San Jose. This new look uniting the City's economic development efforts along with the work Team San Jose does in tourism development as Visit San Jose will allow for a more cohesive user experience across multiple touch points. In the coming year, Team San Jose will work with the City in expanding the new logo to merchandising opportunities with local retailers.

DIGITAL MARKETING CAMPAIGNS

The marketing team continued to utilize digital marketing platforms to promote San Jose events and attractions. In 2017, an effective campaign was launched on Pandora to highlight specific events in San Jose and encourage subscription to our newsletter created in partnership with *Content* magazine. Over the course of 2017, promotions for *Beautiful: the Carole King Musical*, Lindsey Buckingham and Shakira garnered over 43.5 million impressions. This campaign led to growth of our e-newsletter subscribers from 13,000 at the end of 2016 to over 50,000 currently.



MARKETING RESULTS: PRINT AND DIGITAL

Trade Print Ads:
337,860 impressions

Leisure Print Ads:
585,000 impressions

Trade Digital Ads:
31,427,646 impressions

Leisure/Bleisure Digital Ads:
60,899,862

Impressions = number of times something is potentially seen

Marketing

INTERNATIONAL *Marketing*

In support of booming overseas flight development out of Mineta San Jose International Airport, Team San Jose secured an additional contract with the City of San Jose to dedicate funds toward promoting inbound travel to San Jose on transatlantic and transpacific flights. To accomplish this task, Team San Jose hired agencies in Beijing, Shanghai and Frankfurt.

BRAND USA

Team San Jose signed a contract with Brand USA to take on new offices in Beijing and Shanghai as part of their China Market Entry Program. As a result of the program, we were able to see positive media coverage for our inbound flights from China, generating a reach of 24,480,306 media impressions through print, digital and broadcast.

Our offices cultivated partnerships with Hainan and Air China to coordinate promotion of San Jose's attractions on their websites and led key training programs for travel agents and tour operators through Brand USA's Discovery program which featured San Jose for the first time. They also established San Jose's own WeChat and Weibo channels, China's two giant social media sites.

GLOBAL COMMUNICATIONS EXPERTS

Global Communications Experts (GCE) is Team San Jose's Frankfurt-based agency. Beginning in March 2017, they led several successful marketing and PR campaigns focused on German, Austrian, Belgian and Swiss travelers, securing 101 articles of media coverage.

GCE developed a strong partnership with Lufthansa and raised visibility through key trade partners to boost inbound travelers through campaigns with Travelzoo, Expedia, ASNM Media and TravelConneXion.



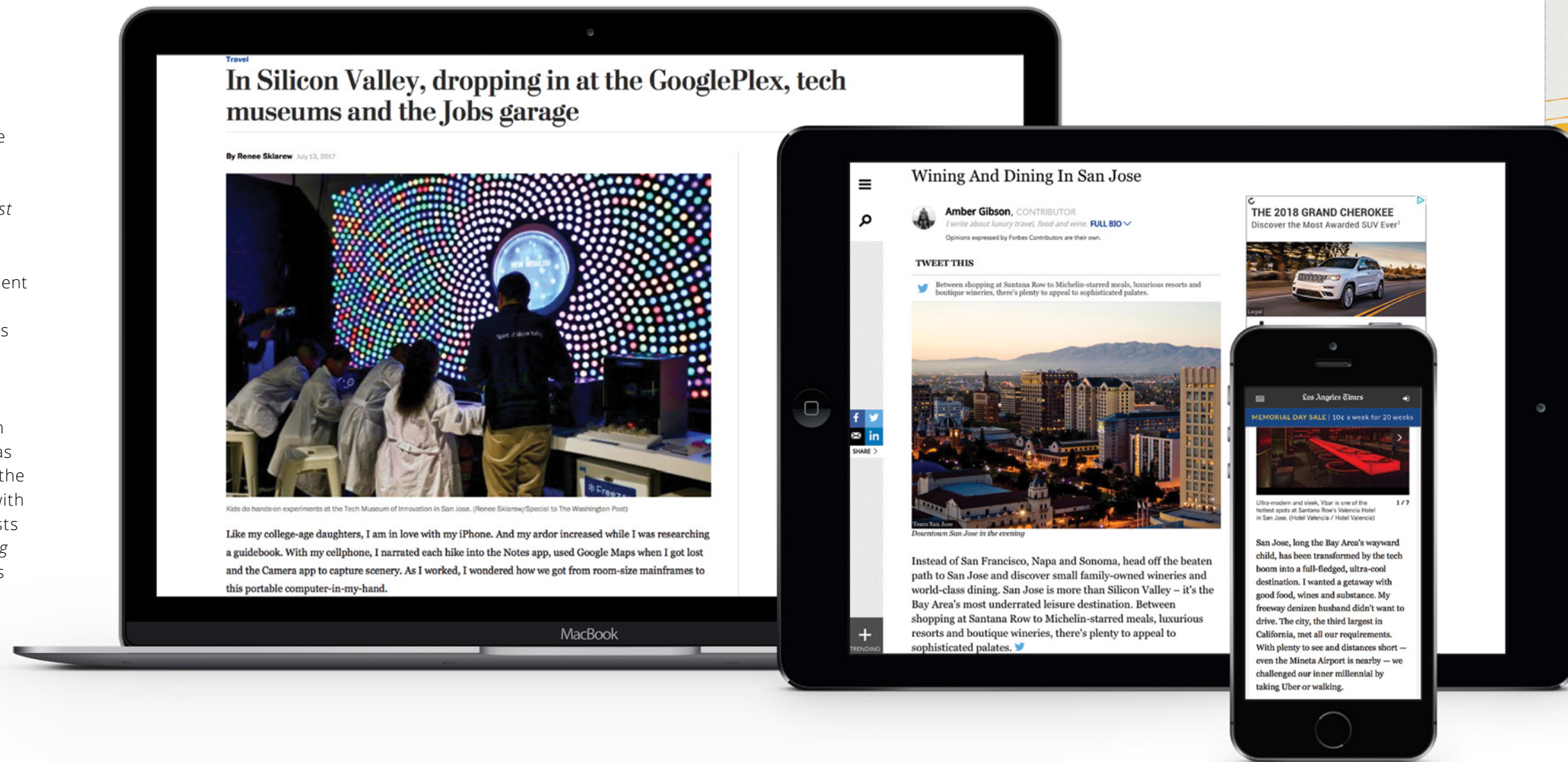
Relations

PUBLIC Relations

In 2017, the communications team secured 117 articles of media coverage and hosted 62 travel writers as part of press trips to San Jose. Some top media placements for San Jose in 2017 included *The Washington Post*, *Los Angeles Times*, *Food Network Magazine*, *Forbes Online Edition*, *Wine Enthusiast* and *Fodor's Travel*.

In support of Mineta San Jose International Airport's new flight development in 2017, Team San Jose organized key media events and appointments to new travel markets, including New York, Chicago and Vancouver, as well as participated in industry tradeshows in Berlin, Washington, D.C., and Palm Springs to meet with journalists and pitch travel stories on San Jose.

Two key events we hosted were an April New York media event where San Jose's Michelin-starred ADEGA dazzled 34 top New York journalists, and as a result, earned recognition as one of the "100 Best Wine Restaurants in the Country" by both *Wine Enthusiast* and *Wine Spectator*. We also partnered with GCE and Lufthansa in June to host a press trip in San Jose for 10 journalists and influencers. The trip secured features in *Frankfurter Allgemeine Zeitung* (*The New York Times* equivalent in Germany) and *Harbor* (one of Germany's top upscale lifestyle magazines), among others.



Hot Ticket

SAN JOSE IS THE Hot Ticket

2017 continued to see the Team San Jose-managed downtown theaters bring in top-rated national talent. The four theaters hosted 622 performances and events, attracting 541,775 attendees to downtown San Jose. These attendees spent almost \$11.5 million at San Jose businesses.

The theaters once again hosted an eclectic and electric mix of Broadway blockbusters, internationally acclaimed pop artists, world-class symphonic and opera performances, side-splitting comedians, and the *USA Today* No. 1 voted film festival in America, Cinequest. In fact, 109 of the performances in 2017 were such a hot ticket – they sold out!

One particular highlight came in December when Packard Humanities Institute and Opera San Jose presented the American premiere of 12-year-old prodigy composer, violinist and pianist Alma Deutscher's opera, *Cinderella*. After a special-edition segment highlighting the young genius aired on CBS' *60 Minutes* the performances sold out within hours and an additional three performances were added, which in turn sold out as well.

And it wasn't just touring acts that attracted patrons to the theaters. San Jose's resident arts partners provided incredible cultural offerings. Broadway San Jose, Children's Musical Theater, Opera San Jose and Symphony Silicon Valley all continued their storied residences in the theaters, thereby enriching downtown San Jose.



Lindsey Stirling

CITY NATIONAL CIVIC
 Seats: 3,036
 Events: 100
 2017 attendees: 154,635

Event highlights: Lindsey Buckingham & Christine McVie, Chicago, Jewel, Third Eye Blind, Cesar Milan, Paul Anka, Lindsey Stirling, Il Volo, 311, DanTDM, Lee Brice, J. Balvin, Maluma, Cesear Milan, Mariachi Vargas, Los Temerarios, Sin Bandera, PJ Masks, KPOP "Taeyang", Troyboi, Caifanes, Peppa Pig

Alma Deutscher's *Cinderella*

CALIFORNIA THEATRE
 Seats: 1,122
 Events: 161
 2017 attendees: 83,134
 2017 Resident Arts Partners: Opera San Jose, Symphony Silicon Valley

Alma Deutscher's *Cinderella*, Cinequest Film & VR Festival, Opera San Jose's *Silent Night*, Symphony Silicon Valley's Enigma Variations, and Bianca Del Rio

Shen Yun

CENTER FOR THE PERFORMING ARTS
 Seats: 2,600
 Events: 170
 2017 attendees: 261,444
 Resident Arts Partner: Broadway San Jose

Event highlights: *The Book of Mormon*, *The Little Mermaid*, Billy Crystal, Move Live, David Sedaris, Shen Yun, Paw Patrol, Camila, and *Beautiful: The Carole King Musical*

Children's Musical Theater

MONTGOMERY THEATER
 Seats: 475
 Events: 191
 2017 attendees: 42,562
 2017 Resident Arts Partners: Children's Musical Theater

Event highlights: Come Together: Beatles Concert Experience, 1940's Battle of the Big Bands, Final Fantasy, and Children's Musical Theater's *Fiddler on the Roof*, *Newsies*, and *Hunchback of Notre Dame*

Food and Beverage

FOOD AND Beverage

A PHILOSOPHY OF EXCELLENCE

Food and beverage offerings are a vital component of any event. Unique and delicious food excites attendees, pleases event planners and can help convey the essence of a destination – enticing visitors to explore the city and its cuisine further. That’s why one of the cornerstones of Team San Jose’s continued pursuit of excellence has been the evolution of our food and beverage program.

In 2009, Team San Jose stopped use of a third-party catering company and brought food & beverage operations in house. This gave the organization the ability to focus on delivering better quality and service to customers while also gaining better financial control. While still delivering incredible customer service, Team San Jose’s food and beverage revenues have grown from \$10.3 million in 2009 to over \$26.2 million in 2017.

We continue to evolve the offerings under the leadership of Executive Chef Mike Doyle and Director of Food and Beverage, James M.K. Te’o. They have built a team of veterans of some of the finest resort hotels in the world. They are dedicated to an uncompromising philosophy of quality – focusing on regional ingredients and innovative approaches to exceed our diverse clientele’s expectations.



“WE ARE TAKING LOCAL CUISINE AND SHAPING IT INTO A FORM THAT SPEAKS TO THE VISITORS OF SAN JOSE.”

Executive Chef Mike Doyle

“WE FOCUS ON USING REGIONAL INGREDIENTS TO TIE IN THE STORIES OF OUR AREA’S RICH AGRICULTURAL PLATFORM.”

*James M.K. Te’o,
Director of Food and Beverage*

(l to r) James M.K. Te’o, Director of Food and Beverage; Executive Chef Mike Doyle; Executive Sous Chef Mario Abrego; Executive Sous Chef Jake Prelas

Profile

VISITOR Profile

RESEARCH INTO WHO IS VISITING SAN JOSE AND WHY

Travel and its economic impact for San Jose extends far beyond the facilities managed by Team San Jose. Business travelers, weekenders, friends, family and even international tourists all travel to San Jose and spend money in our local businesses. In an effort to better understand who is coming to San Jose and the forces that drive that decision – Team San Jose invested in a number of research products to gain better insight. These include the Travel USA Study by Longwoods International, *travelhorizons*™ wave study and the Global City Travel study by Tourism Economics, a division of Oxford Economics.

GLOBAL CITY TRAVEL

935,000 INTERNATIONAL
visitor arrivals in 2017



Total international visitor spending in 2017 – \$754.3 million

TOP OVERSEAS MARKETS in 2017



TOP MARKETS

that are growing in San Jose
(visitation growth from 2012–2017)
China (158%), India (64%), South Korea (44%), Mexico (41%), Argentina (18%)

LONGWOODS TRAVEL U.S.A. STUDY



17.9 MILLION TRIPS
5.9 million overnight trips
12 million day trips



\$1.7 BILLION
in visitor spending



51% OF OVERNIGHT VISITS
originating in California
San Francisco, Oakland, San Jose (17%)
Los Angeles (15%)



TOP NON-CALIFORNIA markets
New York City, NY/NJ/PA/CT (6%)
Washington, D.C. (4%)
Seattle/Tacoma, Washington (3%)
Portland, Oregon (3%)

2016 DEMOGRAPHICS OF OVERNIGHT VISITORS

“San Jose visitors tend to be...”



YOUNGER
Ages 18–34
San Jose (44%), U.S. Avg. (40%)



WEALTHIER
Household Income of \$100k+
San Jose (29%), U.S. Avg. (22%)



BETTER EDUCATED
Postgraduate Degree
San Jose (31%), U.S. Avg. (24%)
College Graduate
San Jose (42%), U.S. Avg. (40%)

TRAVELHORIZONS™ WAVE STUDY



29% OF U.S. ADULTS
are aware of San Jose as a travel destination
Millennials (39%) and Gen Xers (26%) are most aware



Of those aware,
70% FEEL POSITIVE
about San Jose
Matures (77%), Millennials (75%) and Gen Xers (75%)



22% OF U.S. ADULTS
indicated interest in visiting San Jose in the next two years
Millennials (37%) and Gen Xers (22%)



HOUSEHOLD INCOME INTEREST
\$100–150k (29%) and \$150k+(25%)



Most cited reasons for **INTEREST IN VISITING**
Outdoor activities (43%)
Silicon Valley location (42%)
Cultural offerings (39%)

Longwoods Travel U.S.A. Study publishes previous year results in July. Therefore travel volume and spending figures are for 2016.

2018-2019 Board of Directors



“U.S. RESIDENTS LOGGED 463.9 MILLION TRIPS FOR BUSINESS PURPOSES IN 2017, WITH 38% FOR MEETINGS AND EVENTS.”

U.S. Travel Association

Team San Jose is overseen by a 17-member Board of Directors made up of representatives of the following sectors: hotels, labor, business community and arts partners. Two liaison seats are held by representatives of the City.

DEPARTING BOARD MEMBERS

We would like to thank outgoing board member Michael Mussara for his leadership and contributions to Team San Jose.



Michael Mussara

BUSINESS COMMUNITY PARTNERS



Michael E. Fox, Jr.
Goodwill Industries,
TSJ Chairman of the Board



Michael Mulcahy
SDS NexGen Partners, LP,
TSJ Immediate Past Chair



Chuck Toeniskoetter
Toeniskoetter
Development, Inc.

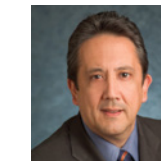


Steve Wymer
NextDoor,
TSJ Treasurer

LABOR PARTNERS



Bill Fairweather
IATSE Local 134



Enrique Fernandez
UNITE HERE Local 19



Ben Field
South Bay Labor Council

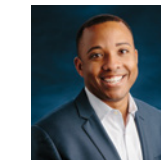


Owen Murphy
Sign and Craft Display
Local 150

HOTEL PARTNERS



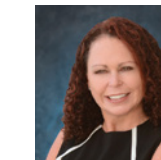
Gary Hageman
Hilton San Jose



Patrick Reece
DoubleTree by Hilton



John Southwell
San Jose Marriott



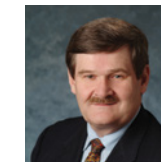
Kerry Adams Hapner
City of San Jose



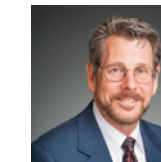
Raul Perez
Councilmember District 3

CITY LIAISONS

ARTS PARTNERS



Andrew Bales
Symphony Silicon Valley



Larry Hancock
Opera San Jose,
TSJ Secretary



Dana Zell
Children's Musical Theater

2018 Senior Team

Team San Jose is led by a CEO and executive team of five industry professionals committed to promoting a culture of excellence.



KAROLYN KIRCHGESLER
Chief Executive Officer



JANETTE SUTTON
Chief Financial Officer



MADINA MOORE
Vice President,
Human Resources



KEN SLATTERY
Vice President,
Sales & Services



REBECCA BAER
Vice President, Marketing
& Communications



JOHN LaFORTUNE
Interim Vice President,
Operations

THANK You

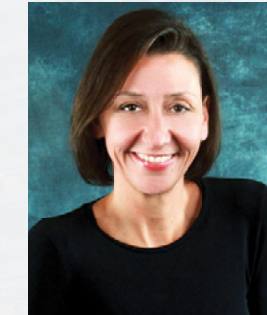
Two critical Senior Team members departed in 2017: Dave Costain and Laura Chmielewski.

As the Chief Operating Officer, Dave helped guide the organization through the expansion and renovation of the San Jose McEnery Convention Center; brought food and beverage, technical services and other lines of business in-house, thereby improving Team San Jose's revenues and quality control; and oversaw extensive upgrades and refurbishments to the Team San Jose-managed theaters. Dave and his wife, Linda, retired to Arizona. We'll be contracting with Dave on some very specific projects related to our theaters.

As the Vice President of Marketing and Communications, Laura helped to launch a visitor-focused San Jose consumer brand in partnership with the City; led the redesign of the sanjose.org website; secured the partnership with Mineta San Jose International Airport to promote the destination in international markets; and greatly expanded the awareness of San Jose as a destination through increased exposure in travel media. Laura relocated to Chicago to be closer to aging family. Laura will continue to assist Team San Jose with international marketing and destination education in our feeder markets in a consultant role.



DAVE COSTAIN
Chief Operating Officer



LAURA CHMIELEWSKI
Vice President, Marketing
& Communications



“SAN JOSE WELCOMED 50,300 TRAVELERS FROM CHINA IN 2017. THAT NUMBER IS EXPECTED TO REACH 92,100 BY 2027.”

Global City Travel Study, Tourism Economics