



Office of the City Auditor

**Report to the City Council
City of San José**

**TEAM SAN JOSE
PERFORMANCE FY 2024-25**

**Report 25-06
November 2025**

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November 25, 2025

Honorable Mayor and Members
Of the City Council
200 East Santa Clara Street
San José, CA 95113

Team San Jose Performance FY 2024-25

Since 2004, Team San Jose, Inc. (TSJ) has operated the San José McEnery Convention Center and several other City-owned facilities on behalf of the City. Additionally, since 2009, TSJ has operated the San José Convention and Visitors Bureau (CVB). Under the terms of the management agreements between the City and TSJ, the City Auditor's Office is required to perform an annual performance audit to determine whether TSJ achieved agreed-upon performance targets. These targets are the basis for an incentive payment from the City.

Finding I: Team San Jose Exceeded Its Weighted Performance-based Fee Score and CVB Performance Targets

In Fiscal Year (FY) 2024-25, Team San Jose:

- Exceeded its target in gross operating results,
- Booked 133,500 hotel room nights,
- Had an estimated economic impact of over \$95 million,
- Held 545 days of events at its cultural facilities, and
- Received 97 percent satisfaction ratings on its customer service surveys.

Overall, Team San Jose met its weighted performance-based fee targets and qualifies for the performance-based fee of \$300,000.

We plan to present this report at the December 15, 2025 meeting of the Community and Economic Development Committee of the City Council. We would like to thank Team San Jose and the City Manager's Office for their time and insight during the audit process. The Administration has reviewed the information in the report, and because there are no recommendations has not provided a written response.

Respectfully submitted,



Joe Rois
City Auditor

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| | | | | |
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This report is also available online at www.sanjoseca.gov/audits

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Background

The San José Convention and Cultural Facilities are City-owned and consist of:

- The San José McEnery Convention Center
- South Hall
- The San Jose Civic (formerly known as City National Civic)
- The Center for the Performing Arts
- The California Theatre
- The Montgomery Theater

The Convention Center and South Hall generally host trade shows, conventions, corporate meetings, social events, and consumer shows. The Cultural Facilities generally host performing arts, concerts, and events.

Team San Jose, Inc. (TSJ), a public benefit corporation, manages the facilities on behalf of the City. The City's agreements for TSJ's management of the facilities requires the City Auditor's Office conduct an annual audit to assess TSJ's performance using agreed upon performance measures.

Team San Jose Has Managed the Facilities Since 2004

TSJ was formed in 2003 in response to the City's request for proposal for the management and operation of the Convention Center.¹ The City entered into a Management Agreement with TSJ in 2004, and subsequent agreements in 2009 and 2014. In July 2019, the City and TSJ used the first option to extend the 2014 Agreement to June 30, 2024. In July 2024, the City and TSJ used the second and final option to extend the 2014 Agreement to June 30, 2029.²

The City and TSJ also have an agreement under which TSJ provides Convention and Visitors Bureau (CVB) services on behalf of the City, including tourism and marketing, public relations, and convention sales and services. TSJ has been providing CVB services since 2009.

¹ TSJ has a 19-member Board of Directors that includes representatives from local hotels, arts, business, and labor groups. It also includes two non-voting City members, represented by one City Councilmember and one member from the City Manager's Office. TSJ reports one open voting seat on its Board of Directors.

² For the final five-year option term beginning July 1, 2024, the Fixed Management Fee was renamed to as a Fixed Minimum Guarantee of Funding, and the Incentive Fee was renamed to be a Performance-Based Fee.

Exhibit I: Team San Jose Managed Facilities

San José McEnergy Convention Center



California Theatre



San Jose Civic



Center for the Performing Arts



Montgomery Theater



Source: Team San Jose, Inc.

The Performance-Based Agreement Between the City and Team San Jose Establishes Performance-Based Measures

The Management Agreement requires that the City pay TSJ a fixed Minimum Guarantee of Funding of \$1 million per year “to provide, without limitation, for payment of a portion of the expenses incurred by TSJ for the management of the operations and maintenance of the City's Facilities, as determined by the TSJ Board of Directors.” If certain performance targets are met, the City also pays TSJ a \$300,000 performance-based fee.

Under the Management Agreement, TSJ proposes performance targets, and then the City reviews and approves them. The Agreement requires the City to approve targets prior to the beginning of each fiscal year. The fiscal year (FY) 2024-25 targets were approved during the budget process in a Manager's Budget Addendum.³

The Management Agreement outlines five measures that track TSJ's overall economic impact, financial results, theater occupancy, and customer survey results. For each measure, the weighted percent is calculated by taking the percent of the target achieved multiplied by the assigned percentage. The sum of these measures equals the weighted performance-based fee score. The performance-based fee is granted if the weighted performance-based fee score reaches 100 percent or more.

Exhibit 2: Performance-Based Fee Measures and Their Weighting

| Performance-Based Fee Measures | |
|---------------------------------|-------------|
| Gross Operating Results | 40% |
| Economic Impact | 40% |
| Hotel Room Nights (20%) | |
| Estimated Economic Impact (20%) | |
| Theater | 10% |
| Theater Occupancy (10%) | |
| Customer Satisfaction | 10% |
| Total | 100% |

Source: Management Agreement between the City and Team San Jose.

The Management Agreement allows for adjustments to the performance measures if hotel tax revenues change by 15 percent above or below the amount forecasted

³ The Manager's Budget Addendum for TSJ's FY 2024-25 targets can be found at <https://www.sanjoseca.gov/home/showpublisheddocument/112434/638526923187730000>. During the October 2025 TSJ Semi-Annual Update to the Community and Economic Development Committee, the Administration noted that performance targets should represent feasible markers of performance within expected market conditions; however, the timing of when the targets are set during the budget process often does not line up with when large customers commit to host events.

in the City's Adopted Operating Budget.⁴ If this happens, the Management Agreement states that "the performance measures for the subject operating year may be concurrently adjusted commensurate with the additional or reduced funding."

Performance Measures for the Convention and Visitors' Bureau Agreement

Additionally, the agreement for management of the CVB outlines two measures that evaluate their performance. Each measure has a weight of 50 percent. These are:

- **Hotel Room Nights:** The same measure that is used in the performance-based fee score, this measure is calculated based on the total number of hotel room nights sold by the CVB in the fiscal year and the total number of hotel room nights sold than can be directly or indirectly attributed to activities at the Convention Center and cultural facilities.
- **Direct Visitor Spending:** Calculated in the same manner as estimated economic impact, this measure is based on the spending activity estimated to be generated based on daily attendance at the events held at the Convention Center and cultural facilities.

The City Auditor's Office has audited TSJ's performance annually since 2005. We have issued 19 reports with 39 recommendations in total. Each of those recommendations has since been implemented.

⁴ For FYs 2019-20 and 2020-21, hotel tax revenues were below expectations by more than 15 percent, and the City adjusted performance targets accordingly.

Finding I Team San Jose Exceeded Its Weighted Performance-based Fee Score and CVB Performance Targets

Summary

In FY 2024-25, TSJ:

- Exceeded its target gross operating results,
- Booked 133,500 hotel room nights,
- Had an estimated economic impact of over \$95 million,
- Held 545 days of events at its cultural facilities, and
- Received 97 percent satisfaction ratings on its customer service surveys.

Overall, Team San Jose exceeded its weighted performance-based fee score of more than 100 percent. Team San Jose thus qualifies for the performance-based fee of \$300,000.

Exhibit 3: Weighted Performance-based fee Score for the Convention and Cultural Facilities

| Measures | Target | Actual | % of Target Achieved | Weighted Incentive Fee Score Percentage |
|---|--------------|--------------|----------------------|---|
| Gross Operating Results (40%) | \$2,047,535 | \$6,522,015 | 319% | 127% |
| Hotel Nights (20%) | 117,000 | 133,513 | 114% | 23% |
| Estimated Economic Impact (20%) | \$78,150,000 | \$95,396,108 | 122% | 24% |
| Theater Occupancy (10%) | 93% | 96% | 103% | 10% |
| Satisfaction Rate (10%) | 95% | 97% | 102% | 10% |
| Total Weighted Performance-Based Fee Score | | | | 195% |

Source: Auditor analysis of data from Team San Jose, audited financial statements for the San José Convention and Cultural Facilities, agreements between the City and Team San Jose, and Manager's Budget Addendum performance targets.

Further, TSJ's performance exceeded its targets for its agreement with the Convention and Visitor's Bureau.

Exhibit 4: Weighted Performance Score for the Convention Visitor's Bureau

| Measures | Target | Actual | % of Target Achieved | Weighted Performance Score Percentage |
|--|--------------|--------------|----------------------|---------------------------------------|
| Hotel Nights (50%) | 117,000 | 133,513 | 114% | 57% |
| Direct Visitor Spending (50%) | \$78,150,000 | \$95,396,108 | 122% | 61% |
| Total Weighted Achievement Percentage Score | | | | 118% |

Source: Auditor analysis of data from Team San Jose, agreements between the City and Team San Jose, and Mayor's Budget Addendum performance targets.

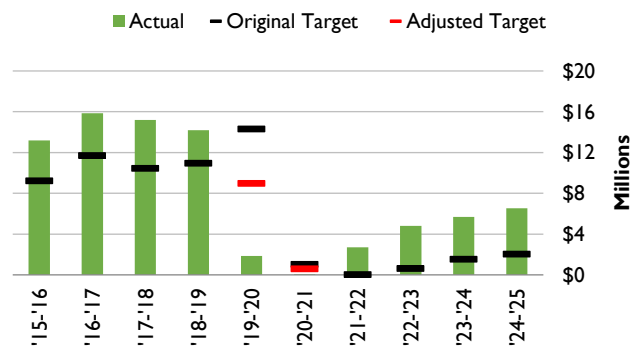
Gross Operating Results – 319% of Target

The Management Agreement defines gross operating results as gross revenues from operating the Facilities, plus hotel tax revenue, plus revenue from the parking garage at the Convention Center, minus certain direct and indirect expenses for operating the Facilities.⁵

For FY 2024-25, TSJ achieved gross operating results of nearly \$6.5 million, compared to a target of \$2.0 million. The actual results were over three times greater than the target. In its Semi-Annual Update to the City Council's Community and Economic Development Committee in October 2025, TSJ reported that an increased scope for one large event, a corporate cancellation, and several short-term corporate opportunities led to them exceeding their goal.

While gross operating results have improved since FY 2019-20, they have not recovered to pre-COVID levels.

Exhibit 5: Gross Operating Results



Source: Auditor analysis of the Management Agreement and its amendment, audited financial statements for the Convention and Cultural Affairs Fund, income statement for the Convention and Cultural Facilities Division, parking garage revenue and expense report, Budget Office reports for the Convention and Cultural Affairs Fund, and prior TSJ audits.

Note: As described in the Background, targets for FYs 2019-20 and 2020-21 were adjusted due to hotel tax revenues being below expectations.

⁵ The calculation does not include City-directed expenses, including City oversight, fire insurance premiums, emergency capital repairs and maintenance, depreciation, and the management fee paid by the City to TSJ.

The Financial Statements Show an Operating Loss

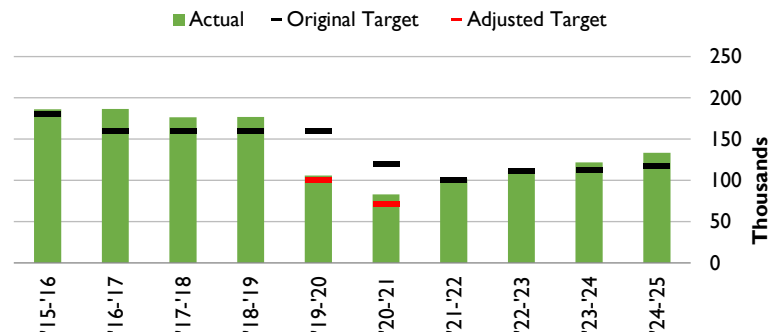
While TSJ exceeded its gross operating results measure, the audited financial statements for the Convention and Cultural Facilities show an operating loss of about \$11.2 million in FY 2024-25. Ongoing subsidies from hotel taxes and parking garage revenue cover this loss. Appendix B reconciles the audited financial statements to the Management Agreement's definition of gross operating revenue.

Hotel Room Nights – 114% of Target

Hotel room nights is measured as the number of future hotel room nights booked by TSJ over the course of the fiscal year. The Management Agreement specifies that the total number of hotel room nights will be measured as 1) the total number of hotel room nights committed by the CVB over the course of the Fiscal Year, and 2) the total number of hotel room nights that can be directly or indirectly attributed to activities at the Facilities.

As shown in Exhibit 6, TSJ met its hotel night target or adjusted target in each of the last ten years. In FY 2024-25, the hotel room nights booked were above the target—133,500 hotel room nights were booked compared to a target of 117,000 nights.⁶ This was 114 percent of the target. While future hotel room nights have improved since FY 2019-20, they have not recovered to pre-COVID levels.

Exhibit 6: Future Hotel Room Nights Booked



Source: Auditor analysis of the Management Agreement and its amendment, TSJ's hotel room night's production report, and our prior TSJ audits.

This measure is also used to determine performance of TSJ for CVB services.

⁶ According to TSJ, they track overall hotel occupancy in the city using reports from Smith Travel Research. In FY 2024-25, the city achieved 67 percent hotel occupancy. For more information, see its Semi-Annual Update to the City Council's Community and Economic Development Committee in October 2025:

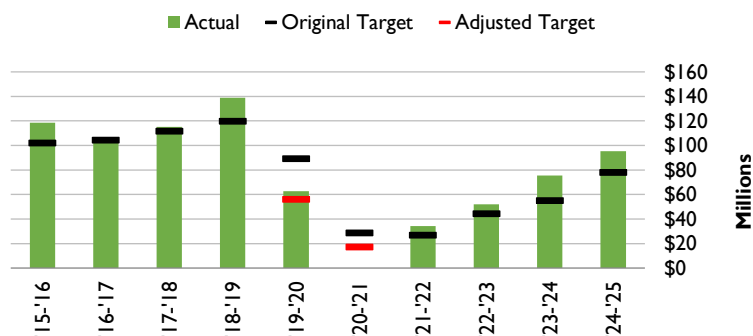
<https://sanjose.legistar.com/View.ashx?M=F&ID=14908988&GUID=9E755520-7F19-42CA-923F-7916155F73CE>

Estimated Economic Impact – 122% of Target

Estimated economic impact is calculated by multiplying an agreed upon average daily spending rate by event attendance and duration.⁷ Average daily spending rates vary depending on event type (e.g., conventions, meetings, performing arts, sporting events) and attendee type (e.g., local/social visitors, out-of-town visitors, and exhibitors). Event attendance and the assumed spending rates drive this measure.

As shown in Exhibit 7, in FY 2024-25, the estimated economic impact was above the target—\$95.4 million in estimated economic impact compared to a target of \$78.2 million. This was 122 percent of the target. In its Semi-Annual Update to the City Council’s Community and Economic Development Committee in October 2025, TSJ reported that an increased scope for one large event, a corporate cancellation, and several short-term corporate opportunities led to them exceeding their goal. While TSJ’s estimated economic impact has improved since FY 2019-20, it has yet to return to pre- COVID levels.

Exhibit 7: Estimated Economic Impact



Source: Auditor analysis of the Management Agreement and its amendment, TSJ event attendance reports, TSJ’s estimated economic impact calculations, and prior TSJ audits.

This measure, also referred to as Direct Visitor Spending, is also used to determine TSJ’s performance for CVB services.

The five events with the highest estimated economic impact contributed 37 percent towards TSJ’s estimated economic impact (\$35.1 million). These events, in alphabetical order, included:

- CSEA Annual Conference

⁷ Estimated economic impact (EEI) is calculated by applying standardized formulas to event attendance figures. Depending on the event type, EEI is determined using either a calculator developed by Americans for the Arts for arts and cultural events, or the Destinations International calculator for conventions, tradeshows, meetings, and sporting events. Previously, EEI was calculated using Sports Economics of EEI at large public festivals and sporting events, or a second calculator developed by Destination Marketing Association International (DMAI) for the valuation of EEI at conventions, tradeshows and meetings.

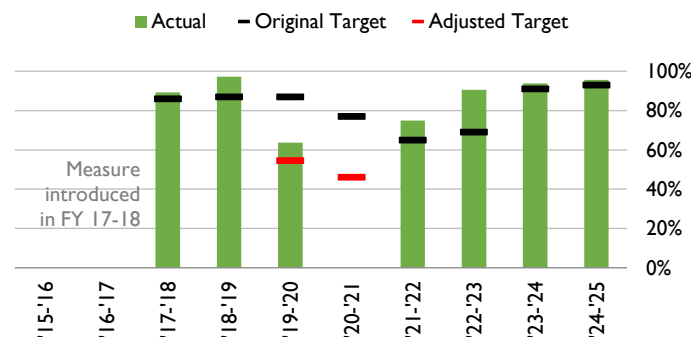
- Display Week 2025
- FanimeCon 2025
- NVIDIA GTC AI Conference 2025
- OCP Summit 2024

Theater Occupancy – 103% of Target

Theater occupancy is measured by the number of occupancy days, divided by available days at the four Cultural Facilities (San Jose Civic, Center for the Performing Arts, California Theatre, and Montgomery Theater).⁸ This includes dance productions, concerts, musicals, and comedy shows, speakers, and other performances generally available for the public.

The City's Cultural Facilities were occupied on 545 of 570 available use days (96 percent). This was 103 percent of the target. The number of occupied and available use days has increased since FY 2019-20 and exceeded pre-COVID levels. For example, in FY 2018-19, Cultural Facilities were occupied for 540 out of 556 available days. There were 230 unique event bookings in FY 2024-25, about the same as the 232 bookings in FY 2018-19.

Exhibit 8: Theater Occupancy



Source: Auditor analysis of the Management Agreement and its amendment, TSJ's theater occupancy records, and prior TSJ audits.

The California Theatre was occupied for the most days (158), followed by the Center for Performing Arts (136), the San Jose Civic (129), and the Montgomery Theater (122).

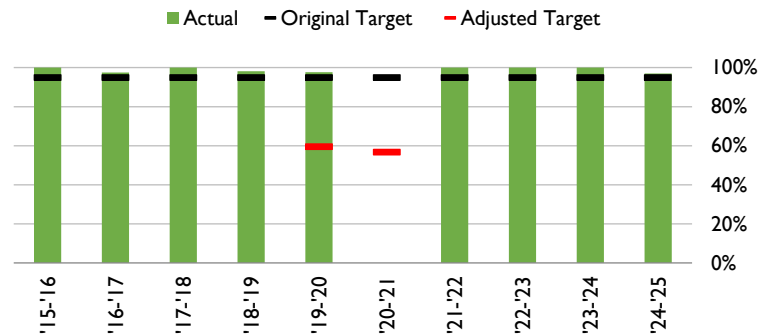
⁸ The Management Agreement defines available days as: (a) the number of Thursdays, Fridays, and Saturdays within a fiscal year, minus (b) any such days that fall within a United States holiday period, and minus any such days that are blocked-out for facility repairs.

Customer Satisfaction – 102% of Target

Customer satisfaction is the percentage of event coordinators who responded to a customer survey with an overall satisfactory rating of the product and services provided. Responses of “excellent,” “very good,” or “good” are considered satisfactory.

In FY 2024-25, customer satisfaction was above the target – 97 percent customer satisfaction compared to a target of 95 percent.⁹ This was 102 percent of the target.

Exhibit 9: Customer Satisfaction



Source: Auditor analysis of the Management Agreement and its amendment, TSJ's customer service survey results, and prior TSJ audits

⁹ We reviewed the accuracy of the reported survey results by matching a sample of actual customer survey responses to the reported results for FY 2024-25. There were 63 respondents for the customer satisfaction survey from a total of 202 reported non-resident partner events, or a 31 percent response rate.

Conclusion

Team San Jose (TSJ) exceeded its weighted performance-based fee score as well as its CVB performance targets for FY 2024-25. In FY 2024-25, TSJ:

- Exceeded its target in gross operating results,
- Booked 133,500 hotel room nights,
- Had an estimated economic impact of over \$95 million,
- Held 545 days of events at its cultural facilities, and
- Received 97 percent satisfaction ratings on its customer service surveys.

Overall, Team San Jose met its weighted performance-based fee targets and qualifies for the performance-based fee of \$300,000.

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APPENDIX A

Audit Objective, Scope, and Methodology

The mission of the City Auditor's Office is to identify ways to increase the economy, efficiency, effectiveness, equity, and accountability of City government by assessing and reporting City operations and services. The audit function is an essential element of San José's public accountability and our audits provide independent analysis, reliable information, and recommendations for improvement to the City Council, City Administration, and the public.

In accordance with the City Auditor's Fiscal Year (FY) 2025-26 Audit Work Plan, we have completed an audit of Team San Jose, Inc.'s (TSJ) management of the City's Convention and Cultural Facilities and the Convention and Visitors Bureau. The objective of this audit was to determine whether Team San Jose met their performance-based fee measures and performance measures specified in the *Third Amendment to the Agreement for the Management of the San José Convention Center and Cultural Facilities between the City of San José and Team San Jose* and the *Second Amendment to the Agreement for Convention and Visitors Bureau Services between the City of San José and Team San Jose* for FY 2025-26.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

We sought to understand the relevant internal controls over TSJ's performance reporting. We did not review internal controls over all TSJ operations. To achieve our audit objectives, we have performed the following:

- To understand agreed upon performance measures and targets, we reviewed:
 - The 2014 Management Agreement, the 2018 First Amendment to the Management Agreement, the 2019 Second Amendment to the Management Agreement, and the 2024 Third Amendment to the Management Agreement,
 - The 2014 Convention and Visitors Bureau Services Agreement, the 2019 First Amendment to the Convention and Visitors Bureau Services Agreement, and the 2024 Second Amendment to the Convention and Visitors Bureau Services Agreement,
 - Council-adopted performance targets from Manager's Budget Addendum #25, dated May 30, 2024 and Manager's Budget Addendum #20 dated May 27, 2025.
- To understand TSJ's performance and activity for FY 2024-25, we reviewed:
 - TSJ's performance reports to the City Council's Community and Economic Development Committee,

- The FY 2024-25 audited financial statement for the Facilities,¹⁰
- Budget Office Source and Use reports for the Convention and Cultural Affairs Fund (Fund 536), the Convention and Cultural Affairs Capital Fund (Fund 560), the Transient Occupancy Tax (TOT) Fund (Fund 461), the Convention Center Facilities District Revenue Fund (Fund 791),
- Internal TSJ reports, including an income statement (unaudited) for the Convention and Cultural Facilities Division and a parking garage revenue and expense report, and
- Discussed performance measures and TSJ's accomplishments for the fiscal year with management and staff from TSJ, the City Manager's Office of Economic Development and Cultural Affairs, and the Budget Office.
- To test the accuracy and completeness of performance reports and whether TSJ met agreed upon performance targets, we:
 - Reviewed TSJ's reported activity for estimated economic impact, theater occupancy, customer service surveys, and hotel-room night bookings.
 - On a sample basis, tested the accuracy and completeness of TSJ's recording of the number of theater occupancy days for theaters, estimated economic impact based on event attendance, customer service survey results, and hotel room nights booked during the year.
 - Assessed the accuracy of TSJ's computation of gross operating results using the audited financial statements for FY 2024-25 and the agreed upon methodology in the Amendment to the Management Agreement.

We would like to thank Team San Jose and the City Manager's Office for their time, information, insight, and cooperation during the audit process.

¹⁰ The financial audit of the City's Convention and Cultural Facilities, by the independent accounting firm of Macias Gini and O'Connell was completed in September 2025.

APPENDIX B

Reconciliation of Management Agreement Performance Measure of Gross Operating Results to the Audited Financial Statements

| | Audited Financial Statements | Adjustments for Gross Operating Results per Management Agreement | |
|--|---------------------------------|--|-----|
| Operating Revenues: | | | |
| Building rental | \$ 7,652,197 | | |
| Food and beverage services | \$ 23,302,714 | | |
| Commission revenue | \$ 1,032,120 | | |
| Event electrical/utility services | \$ 493,177 | | |
| Networking Services | \$ 1,407,935 | | |
| Audio/visual services | \$ 457,743 | | |
| Ticketing services | \$ 866,813 | | |
| Telecommunications services | \$ 67,462 | | |
| Equipment rentals | \$ 158,906 | | |
| Event production labor revenues | \$ 11,509,653 | | |
| Rigging Assessment Fee | \$ 284,010 | | |
| Other | | | |
| Revenues | \$ 302,014 | | |
| Bad Debt Expense | | (30,929) | A |
| Total Operating Revenues | \$ 47,534,744 | | |
| <i>Transient Occupancy Tax revenue to Convention and Cultural Affairs Fund</i> | | \$ 12,611,407 | A,B |
| <i>Parking garage revenue</i> | | \$ 4,023,819 | A |
| Revenues for gross operating results calculation | | \$ 64,139,041 | |
| Operating Expenses: | | | |
| Administrative and general salaries – Team San Jose | \$ 27,534,921 | | |
| Cost of event production labor | \$ 9,851,153 | | |
| Utilities | \$ 4,510,911 | | |
| Food and beverage costs | \$ 3,574,401 | | |
| Bad debt expense | \$ 30,929 | \$ (30,929) | A |
| Contracted outside services | \$ 4,269,564 | | |
| Professional services | \$ 208,300 | | |
| Operating supplies | \$ 762,568 | | |
| Depreciation | \$ 4,741 | \$ (4,741) | A |
| Repairs and maintenance | \$ 1,737,002 | | |
| Insurance | \$ 864,985 | | |
| City of San José oversight | \$ 950,763 | \$ (950,763) | A |
| Ticketing costs | \$ 57,266 | | |
| Workers' compensation insurance premiums | \$ 519,306 | | |
| Fire insurance | \$ 423,073 | \$ (423,073) | A |
| Management fee – Team San Jose | \$ 1,250,000 | \$ (1,250,000) | A,C |
| Equipment rentals | \$ 135,004 | | |
| City of San José facility usage (City Free Use) | \$ 42,850 | \$ (42,850) | A |
| Other expenses | \$ 1,984,190 | | |
| Total Operating Expenses | \$ 58,711,927 | | |
| <i>CVB expenses paid by Convention and Cultural Affairs Fund</i> | | \$ 0 | A |
| <i>Less: City Worker's Compensation</i> | | \$ 0 | A |
| <i>Parking garage expenses</i> | | \$ 1,607,455 | A |
| Expenses for gross operating results calculation | | \$ 57,617,026 | |
| Gross Operating Profit or (Loss) | \$ (11,177,183) | \$ 6,522,015 | |

Source: Auditor analysis of audited financial statements for the San José Convention and Cultural Facilities, income statement for the Convention and Cultural Facilities Division, the Management Agreement and its amendment, parking garage revenue and expense report, and Budget Office reports for the Convention and Cultural Affairs Fund.

Notes to Appendix B:

- A. The Management Agreement defines gross operating results to include or exclude these items.
- B. The Transient Occupancy Tax revenues of \$12,611,407 allocated to the Convention and Cultural Affairs Fund in 2024-25 reflect a transfer of \$12,435,591 from the Transient Occupant Tax Fund plus an addition of \$175,816 to reconcile the difference between the budgeted estimate for Transient Occupancy Tax revenues and the actual revenue performance in 2024-25.
- C. The Management Fee shown here includes the \$1 million Minimum Guarantee of Funding for FY 2023-24, and the \$250,000 performance-based fee paid for FY 2023-24 under the Management Agreement.