



Agenda Report

18-839

Agenda Date: 6/12/2018

REPORT TO COUNCIL

SUBJECT

Update on Council Direction to City Manager on Convention Center and on Status of Agreement with Convention-Visitors Bureau

BACKGROUND

At the May 22, 2018, staff requested direction from Council on the management fee to the Santa Clara Chamber of Commerce & Convention-Visitors Bureau for the management of the Santa Clara Convention Center. After a detailed staff presentation and Council discussion, Council approved a motion to:

Direct the City Manager and City Attorney to begin a process of exploring a term sheet for a new agreement with the Chamber of Commerce for their management of the Convention Center; begin the process to execute a financial and performance audit of the Chamber; and that the management fee be suspended until such time that we can enter into a new agreement.

DISCUSSION

Since the May 22 Council meeting, the City Manager's office has contracted with a highly qualified performance auditing firm, TAP International, whose principal, Denise Callahan, has expertise in convention center performance audits. Ms. Callahan will personally serve as her firm's staff lead on this project. A summary of Ms. Callahan's background is attached.

In review of the scope for the audit it became clear that the marketing operation of the Convention-Visitor's Bureau is almost fully integrated with Convention operations. As such, an audit of convention center operations would be incomplete without a review of the \$1.5 million in public funds used by the CVB to support convention and tourism activity. Therefore audit objectives include a review of the CVB activity.

An audit entrance conference occurred on June 7 with Convention Center staff, representatives of the CVB and Chamber, as well as City staff. Attached are the slides from the audit entrance conference for your information. At that meeting Ms. Callahan made a data request from the City and Chamber for Convention Center- and CVB-related activity.

In order for the audit to be meaningful, full access to information regarding the Convention Center and CVB operations is required. This point is important to note as the City has made a series of requests for information from the Chamber since April 19. Attached are two letters sent on June 5 to the Chamber advising of the commencement of the audit and detailing the City's concerns about the Chamber's lack of timely documentation production which is essential to audit activities as well as my ability to attempt to negotiate a new agreement as directed by the Council.

In addition to the negotiation of a possible management fee, the annual CVB contract will expire as of June 30, 2018. In absence of an audit and without information from the Chamber, there is not enough information for staff to make a recommendation on a CVB contract for FY18/19. Recognizing that CVB-provided convention sales and marketing services which support convention center operations are important to maintain on an interrupted short term basis, staff will bring a report to the Council on June 26 with a recommendation for consideration.

ENVIRONMENTAL REVIEW

This is an information report only and no action is being taken by the City Council and no environmental review under the California Environmental Quality Act ("CEQA") is required.

PUBLIC CONTACT

Public contact was made by posting the Council agenda on the City's official-notice bulletin board outside City Hall Council Chambers. A complete agenda packet is available on the City's website and in the City Clerk's Office at least 72 hours prior to a Regular Meeting and 24 hours prior to a Special Meeting. A hard copy of any agenda report may be requested by contacting the City Clerk's Office at (408) 615-2220, email clerk@santaclaraca.gov <<mailto:clerk@santaclaraca.gov>> or at the public information desk at any City of Santa Clara public library.

RECOMMENDATION

Note and File report updating Council on the May 22, 2018 direction regarding the Convention Center and on the status of the FY18/19 Convention-Visitors Bureau Agreement

Reviewed by: Ruth Shikada, Assistant City Manager

Approved by: Deanna J. Santana, City Manager

ATTACHMENTS

1. Summary Background of Denise Callahan
2. Performance Audit Opening Conference Presentation
3. June 5, 2018 letter to Chamber of Commerce regarding Convention Center Audit
4. June 5, 2018 letter to Chamber of Commerce regarding Convention-Visitors Bureau Audit



June 5, 2018

Mr. Joe Siecinski, Chair
Santa Clara Chamber of Commerce &
Convention-Visitors Bureau
1850 Warburton Avenue
Santa Clara, CA 95050

Re: Management Fee & Audit: Convention Center Management

Dear Joe:

On May 22, 2018, the City Council provided direction to staff on several items related to the Convention Center Management Fee: 1) commence exploration of a term sheet for a new agreement with the Chamber of Commerce for management of the Convention Center; 2) begin a financial and performance audit of the Convention Center/Chamber (with respect to public funds); and 3) that the payment of a management fee be suspended until a new agreement has been executed.

I believe that you would agree that it will be very difficult for the City to negotiate terms of an Agreement unless we have baseline metrics on the performance of the management and oversight of the Convention Center which could then be reflected in a commensurate fee.

The City has secured the services of Denise Callahan of TAP International to begin work on an audit. A summary of Denise's background and experience is attached. The Management Agreement provides that the *"accounting records shall be maintained by Chamber for the term of this Agreement and for three (3) years beyond, and they shall be made accessible to the City Finance Director or the City Council's independent auditor during that entire time period at all reasonable times, upon request."*

We have arranged for a Convention Center Audit Entrance Conference on Thursday, June 7 at 1:00 pm in the Council Conference Room at City Hall. Mark Danaj, who will serve as my office's special assistant on this issue, shared the likely timing and urgency of this meeting for later this week in an introductory call with Lisa Moreno on May 31 in which she kindly offered full cooperation. It would be very helpful if Lisa and any other Board member/staff with familiarity of the fiscal management and operation of the convention center to be present at the meeting to meet Denise for introductions and a discussion on audit work areas and information requests.

I also want to take this opportunity to note that in addition to our new audit request, the City has made other requests for information dating back to April 19 which to date have not yet been provided. As we embark on the audit, I'd like to have a more detailed discussion about the City's April 19 request at our Wednesday, June 6 meeting. An agenda for that meeting will be forwarded shortly.

June 5, 2018
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If you have any questions, I would be happy to discuss them at our meeting on Wednesday, June 6. We look forward to your continued cooperation on this Council directive.

Best regards,



Deanna J. Santana
City Manager

cc: Mayor and City Council
Ruth Shikada, Assistant City Manager
Daniel Fenton, JLL
Angela Kraetsch, Finance Director



Education

- University of Southern California, Master - Public Administration
- University of Southern California BA – Political Science
- University of San Francisco, SAS Certification

Professional Associations

- Association of Government Accountants
- American Society for Public Administration

Employment History

U.S. Governmental Accountability Office, Evaluator to Project Manager, 1987-2000

MGO: Consulting Director to Consulting Partner, 2000 to 2013.

TAP International, President and Principal Consultant, 2013 to present.

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2006: University of Southern California, Guest Lecture, Policy and Program Evaluation

2007: University of Southern California, Guest Lecture, Policy and Program Evaluation

2009: University of Southern California Professional Development Program, Policy and program evaluation, California Department of Finance, Guest Lecture

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Denise Callahan, MPA Role: Project Director/Manager

Ms. Callahan, President of TAP International and former project manager from the U.S. Governmental Accountability Office, the premier research and evaluation arm of the Congress. Ms. Callahan brings nearly 25 years of experience in conducting program and performance evaluations. She has managed nationwide, state, and county specific studies and evaluations that led to improvements in the efficiency and effectiveness of federal and state laws, regulations, programs and services. Cumulatively, Ms. Callahan conducted reviews that involved various departments and agencies in all 50 states. Also, Ms. Callahan has implemented reviews at 13 of the 14 federal executive departments including over 30 federal agencies bureaus and services, and dozens of California state agencies, counties and cities. Collectively, Ms. Callahan has conducted over 250 evaluations among many areas in general government. She currently services on the Audit Committee for the American Society of Public Administration.

Seminars Taught

- 2015: Republic of Marshall Islands, Professional Development, three-week seminar on program evaluation.
- 2016: Republic of Marshall Islands, Professional Development, three-week seminar on program evaluation.
- 2015: State of North Dakota Auditor Office, Program and Performance Evaluation, 2 days
- 2015: County of Cowlitz, WA – Performance Measurement Development, 1 day
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June 5, 2018

Mr. Joe Siecinski, Chair
Santa Clara Chamber of Commerce &
Convention-Visitors Bureau
1850 Warburton Avenue
Santa Clara, CA 95050

Re: Information Requests & Audit-- Convention – Visitors Bureau

Dear Joe:

As you know, the annual contract for the Convention-Visitors Bureau (CVB) expires as of June 30, 2018. Although a budget request for FY 18/19 has been made from the Chamber, a contract must be approved by the City Council prior to the commencement of any work and/or release of payments.

In order to have an informed discussion about a possible contract for FY18/19, there are several items which require immediate response. I believe that you would agree that it would be very difficult to advance an Agreement, and recommendation of it, without transparency of baseline data and information necessary to be reflected in a set amount for the use and award of public funds. In short, the City needs to better understand how the public funds flowing into CVB operations are managed, invested, and used to achieve outcomes.

As I understand, by recent Chamber direction and per Ms. Lisa Moreno, she has conveyed to City staff that the City must detail its request for CVB information which will be considered by the Chamber Board, at a future meeting, to determine whether it will approve of providing the requested information. While City staff has recently made several requests for information and records, I am disappointed that the Chamber has inserted a burdensome process that is in conflict with the existing terms of Agreement and will no doubt cause for unnecessary delay. I hope that this is a misunderstanding.

Specifically, however, Section 12 of the Agreement for the Operation of a Convention and Visitors Bureau dated July 3, 2017 provides authority for the City to obtain records and states:

“On a quarterly basis, Chamber shall provide to the City...a detailed statement showing the performance of this Agreement by Chamber, an itemized statement of each expenditure made by Chamber...and any other documentation which City may request to enable City to determine whether any expenditure made in performing this Agreement is necessary, reasonable, and/or not funded in whole or in part under any other agreement or from any other source of income. ...Chamber shall maintain books and records adequate to disclose receipts and payments of the contribution by City and such books and records shall be available for inspection at reasonable times for the terms of this Agreement and for three years following by authorized city employees or an auditor designated by City...”

Mr. Joe Siecinski, Chair
June 5, 2018
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The City Council has directed a financial and performance audit of Convention Center activity. Particularly, the City recognizes that the activities of the Convention Center and the Convention-Visitors Bureau (CVB) are highly integrated and, therefore, the City's review will also include CVB activity. The City has secured the services of Denise Callahan at TAP International to perform the audit. A summary of Denise's background and experience is attached.

We have arranged a Convention-Visitors Bureau Audit Entrance Conference on Thursday, June 7 at 2:00 pm in the Council Conference Room at City Hall. Mark Danaj, who will serve as my office's special assistant on this issue, shared the likely timing and urgency of this meeting for later this week in an introductory call with Lisa Moreno on May 31 in which she kindly offered full cooperation. It would be very helpful if Lisa Moreno, Annette Manhart and any other Board member/staff with familiarity of the fiscal management and operation of the CVB be present at the meeting to meet Denise for introductions and a discussion on audit work areas and information requests.

I also want to take this opportunity to note that in addition to our new audit request, the City has made other requests for information dating back to April 19 which to date have not yet been provided. As we embark on the audit, I'd like to have a more detailed discussion about the City's April 19 request at our Wednesday, June 6 meeting. An agenda for that meeting will be forwarded shortly.

Thank you in advance for your full cooperation. Without timely exchange of information, it will be difficult for us to complete the mandated audit to establish a baseline and allow us to focus on the future.

Best regards,



Deanna J. Santana
City Manager

cc: Mayor and City Council
Ruth Shikada, Assistant City Manager
Daniel Fenton, JLL
Angela Kraetsch, Finance Director

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Denise Callahan, MPA

Role: Project Director/Manager

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CITY OF SANTA CLARA CONVENTION CENTER PERFORMANCE AUDIT

OPENING CONFERENCE

JUNE 7, 2018



TAPInternational



TAPInternational

- Woman-owned company with multiple offices.
- Resources of 20 staff
- Very flexible in accommodating in client changes in the scope of work.
- Ability to work through the “gray.”

Who we are



PRIOR RELEVANT WORK

Convention Center
Operations

- ✓ San Diego Convention Center
- ✓ City of Fresno Convention Center
- ✓ City of Stockton Events Center

Contracts/MOU audits: 12

Fiscal Health: 150+ Reviews

Benchmarking: 12

Performance audits: 15

Internal Control Reviews: Lead to \$10m+ in savings

MEETING PURPOSE

Introduce
TAP
International

Discuss audit
objectives,
scope and
methodology

Agree on
mutual
expectations

Discuss data
request

AUDIT OBJECTIVES

1. Assess revenues and expenditures

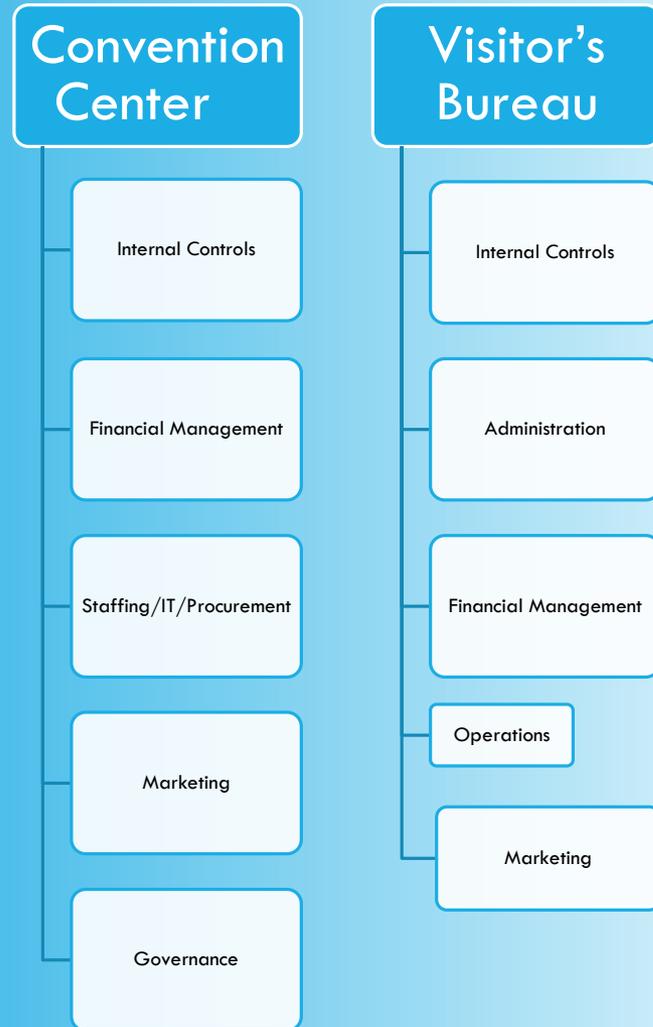
2. Assess the adequacy of structures, systems, controls, and processes that impact financial management of the Convention Center, especially whether contract increases were properly reviewed and approved.

3. Determine the types of changes needed, if any, to enhance Convention Center sustainability and overall performance

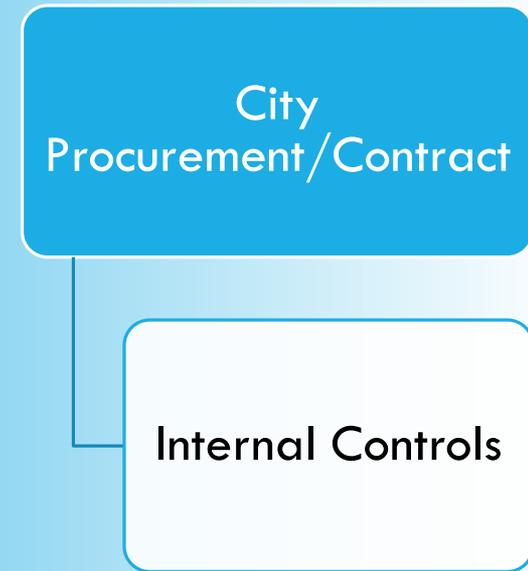
PROJECT SCOPE (ENTITIES INCLUDED IN THE AUDIT)



PROJECT SCOPE (BUSINESS FUNCTIONS INCLUDED IN THE AUDIT)



PROJECT SCOPE (BUSINESS FUNCTIONS INCLUDED IN THE AUDIT)



PROJECT APPROACH

Convention Center/Visitor's Bureau

Financial Trend Analysis (10 years,) FY 2006-07 to FY 2017-18

- Nature of and extent of funding and spending (by vendor), including changes in activities

Fiscal health analysis (5 years) FY 2011-12 to FY 2016-17)

- Identify the extent that the Convention Center is self-sustaining
- Compute key metrics - GF ratio, Revenue from all governmental sources ratio, cash flow ratios, aging receivable ratios)
- Assess fees

Operational analysis

- Identify strengths and weaknesses as well as gaps in policies, procedures, business functions, performance, and other management systems

Marketing analysis

- Evaluate strategies, event activities/types, performance

PROJECT APPROACH

City of Santa Clara

- Internal control review – Review of review and authorization controls.
- Procurement/Contract review – Review contract management controls and activities.

REPORTING

Bi-Weekly Reports

- Tasks completed
- Tasks upcoming
- Audit challenges

Results Matrix

- Bullet points on key results
- Discussion of preliminary results with auditees

Draft Report

- Preparation of draft report
- Collect input and feedback
- Preparation of final report

TIMELINE

	Expected Date
Phase 1: Planning	
Start of engagement	May 15, 2018
Conduct opening conference with the auditee	June 7, 2018
Completion of planning phase	June 7, 2018
Phase 2: Data Collection and Analysis	
Begin data collection	June 7, 2018
Bi-weekly updates with city of Santa Clara Project Manager	Ongoing
Matrix of findings and recommendations	July 29, 2018
Completion of data collection and analysis phase	July 29, 2018
Phase 3: Deliverable Preparation	
Completion of draft report	August 10, 2018
Submit report to key stakeholders	August 13, 2018
Stakeholder comments due	September 3, 2018
Finalize report and issue	September 5, 2018

DATA REQUEST

See Data Request Handout

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