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Date	Ver.	Action By	Action	Result
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REPORT TO COUNCIL

SUBJECT

Action on Approval of Award of Agreement for the Management and Operation of the Santa Clara Convention Center

EXECUTIVE SUMMARY

The City conducted a Request for Proposals Procurement Process to solicit proposals potential operators to manage the Santa Clara Convention Center as of March 18, 2019. Following a two phase evaluation process with a seven member evaluation panel, inclusive of three external convention and destination industry professionals, staff is recommending the selection of Global Spectrum L.P. dba Spectra Venue Management as the Santa Clara Convention Center operator and authorizing the City Manager to negotiate an agreement to provide services necessary to operate and manage the facility.

BACKGROUND

In 1984, the City of Santa Clara executed a Management Agreement with the Santa Clara Chamber of Commerce & Convention-Visitors Bureau (Chamber) for the management and operation of the Santa Clara Convention Center (SCCC). Through the Agreement, the Chamber has been responsible for performing services necessary to direct and manage all Convention Center operations including marketing and promoting the Center; booking of events; hiring of staff; and daily operations of the center including accounting, catering, security, janitorial, and maintenance.

In January 2017, the City engaged Jones Lang LaSalle (JLL) to research different operating and governance models as well as to develop an approach to growing high-priority conventions at SCCC.

On May 22, 2018, Council directed the City Manager and City Attorney to execute a financial and

performance audit. TAP International was hired to conduct the audit that included a financial, governance, contract management, and marketing of the Santa Clara Convention Center and Santa Clara Convention and Visitors Bureau (CVB). The audit scope was focused on the state of business practices by the Chamber with respect to its management of public funds and assets and the City's contract management practices.

On September 18, 2018, TAP International presented its audit findings to the City Council. The audit revealed failures to manage public assets with appropriate stewardship, accountability, and transparency. The audit also found that, when evaluated separately, the fiscal health of the SCCC and CVB are generally good. However, when evaluated together, there was a need to improve financial management and performance. Based on the audit findings, the Council directed the City Manager to issue a 180-day notice to terminate the Convention Center Management Agreement, while simultaneously engaging in a competitive procurement process for the management and operation of the Convention Center and take necessary actions to stabilize its operations and to minimize further impact to public resources and assets.

On September 18, 2018, the City Manager issued a termination notice for the Convention Center Management Agreement with the termination being effective on March 18, 2019. The Chamber ceased operation of the CVB in August 2018.

On October 9, 2018, the Council approved the procurement strategy for the selection of a vendor to manage the Convention Center and/or the Convention Visitors Bureau. The strategy included an overview of the Request for Proposal (RFP) as well as the approval of Process Integrity Guidelines to govern the flow of communications between staff, elected officials, and the vendor community before, during, and after the RFP process. Council approved the procurement strategy including the key components of the project scope, evaluation criteria and weights, the timeline, and the process integrity guidelines.

Complete and up-to-date information regarding the above activities, including background documents, the final audit report, news/press releases, City Council actions, public meeting agenda reports, and FAQs may be found at the link below:

<http://santaclaraca.gov/government/updates-for-santa-clara-chamber-of-commerce-and-convention-visitors-bureau-agreement>

DISCUSSION

On October 17, 2018, the City issued a Request for Proposal (RFP) to select a qualified firm to manage and operate the Santa Clara Convention Center and Convention Visitor Services. The RFP was structured to allow respondents to submit a proposal for the management and operation of the Convention Center and Convention Visitors Services (CVS), or Convention Center management and operations only. The City published the RFP using BidSync, the City's e-procurement tool, where over 10,000 registered vendors on the system were notified. In addition, the City outreached directly to firms that are known to provide the required services, as well as firms that expressed an interest in receiving the RFP prior to its release.

A mandatory pre-proposal conference was held at the Convention Center on November 2, 2018. Four management firms were represented at the conference where the RFP process was presented, and consultant Jones Lang LaSalle (JLL) who highlighted key goals and objectives of the project scope. In addition, there was a walk-through of the Convention Center facility.

To inform the RFP process, in fall 2018 input from the community was gathered via an on-line and post card survey regarding key parameters to help guide the selection of the operator of the Convention Center. Survey feedback is summarized in Attachment 1 and was made available to proposers for their consideration when preparing their proposals.

On November 15, 2018, a Governance and Visioning Workshop was held at the Convention Center which allowed members of the public to provide input on the desirable characteristics, community benefits and economic development strategies for the Convention Center. Prospective bidders were either in attendance or were able to view the archived video of the meeting to inform proposals to the RFP and asked to respond to the discussion at the workshop as part of the proposal submission.

40 firms viewed the RFP on the BidSync system, and two proposals were received by the December 7, 2018 proposal deadline from SMG (Philadelphia, PA), and Global Spectrum L.P. dba Spectra Venue Management (Philadelphia, PA). Both proposers are nationally recognized as leading convention center managers and both have impressive portfolios of convention centers and other venues in both large and small markets throughout the country.

JLL reached out to firms recognized in the industry of having the capability of meeting the City’s requirements and firms that attended the mandatory pre-proposal conference, but elected not to submit a proposal, to understand why they did not bid. In general the reasons for not bidding were specific to the timing of the RFP and potential operational implementation and their respective business plans.

Proposal Evaluation Process - Phase 1:

As approved by Council, the evaluation process consisted of two phases. In Phase 1, the written proposals were evaluated and scored against the criteria and weights shown in Table 1 below. Firms submitting proposals earning the highest scores were invited to advance to Phase 2 of the evaluation process, where they were required to submit a financial proposal as well as participate in an oral presentation. Phase 1 scores did not carry forward to Phase 2, with 100% of the final award recommendation based on their financial proposal and oral presentation scores with each weighed at 50%.

Table 1- RFP Evaluation Weights

Description	Weight	
	Phase 1	Phase 2
Quality of Proposal	5%	
Experience of Firm	25%	
Experience of Team	25%	
Technical/Project Approach	25%	
Value added products/capabilities	20%	
Financial Proposal incl. Management Fee, Capital Investments, and City subsidy, if any	--	50%
Oral Presentation	--	50%
Total	100%	100%

A seven member evaluation team was named with both internal and external representation. Serving on the evaluation team external from the City were: Alison Best (Executive Vice President, Membership Engagement, Destinations International), Manny Gonzalez (VP & General Manager, California's Great America), and John Caldon (Director of City Hall Events, City of San Francisco). Representatives from the City serving on the evaluation panel were Walter C. Rossmann (Chief Operating Officer), Angela Kraetsch (Finance Director), Ruth Shikada (Assistant City Manager) and Craig Mobeck (Public Works Director). Prior to receiving the proposals, the evaluators were required to complete a Conflict of Interest form to ensure that there were no financial or personal conflicts that might influence their ability to fairly and objectively score the proposals.

Evaluators were required to score independently. At the conclusion of each phase of the evaluation process, the evaluators discussed their scores in a team setting that was facilitated by the City's Procurement Manager. Evaluators were permitted to adjust their scores based on the discussion. The consulting services of JLL was utilized throughout the evaluation process to assist the evaluation team by providing information regarding the City's requirements and summarizing key information to assist the evaluators with their scoring.

Proposal Evaluation Process - Phase 2

At the conclusion of Phase 1, the overall scores between the two proposals was very close (within 10%), and the evaluation team unanimously agreed that both proposers would advance to the second and final phase of the evaluation process. Oral presentations were conducted on January 15, 2019. The City requested key representatives from each firm: proposed General Manager for our Convention Center, Transition Team Leader, Finance Liaison, Operations Manager, and Sales and Marketing Director. In addition, each proposer was allowed to bring up to five additional representatives to participate in the presentation. Several weeks prior to the presentations, the City provided the proposers with a set of topics to address in the areas of general and City-specific marketing, transition plan, financial plan, and community benefits. Each firm had an equal amount of time to prepare and present. The oral presentation was assigned a weight of 50% of the final Phase 2 score.

Financial proposals were independently evaluated and scored by the evaluation committee against the following criteria: Financial Plan, Management Fee Proposal, Financial Resources, and Other Submissions. The financial proposal was assigned a weight of 50% of the final Phase 2 score.

Phase 2 scores are summarized in Table 2 below. Note that the scores include the detail that was evaluated for each general category.

Table 2-Phase 2 Scores

CRITERIA	Spectra	SMG
<i>Oral Presentation (50%):</i>		
General Marketing	8.8	8.1
Transition Plan	8.0	8.6
Financial Plan	8.3	8.7
Community Benefits	9.2	7.6
Overall Presentation	9.0	8.2
Subtotal Oral Presentation	43.3	41.2
<i>Financial Proposal (50%):</i>		
Financial Plan	11.1	10.3
Management Fee	11.3	10.2
Financial Resources	10.7	10.1
Other Submissions	10.6	10.1
Subtotal Financial Proposal	43.7	40.7
Final Phase 2 Score	87.0	81.9

Based upon the scores from Phase 2, the evaluation team recommended the selection and award of contract to Spectra for the operation and management of the Santa Clara Convention Center.

Formed in 1999, Spectra is one of the largest and most respected professional venue management companies in the nation. Spectra is comprised of three main areas of expertise: venue management, food services & hospitality and partnerships. Their public sector client list includes cities, counties, and state universities. Spectra is owned by Atairos, an independent private company, and backed by Comcast Spectacor, an industry leader in sports and entertainment. The Atairos umbrella also includes an affiliation with Comcast NBC Universal providing access to advertising channels to promote events.

Summary of Oral Presentation and Financial Proposal:

It should be noted that SMG and Spectra are both national leaders in the convention center

management and operations. The evaluation team scored Spectra higher and agreed that their proposed management approach and financial proposal was the best value for the City noting Spectra's key differentiators:

- Spectra provided more detail and specific examples relative to Santa Clara and the market in general on their approach to managing SCCC as a new account in their oral presentation, which was viewed favorable and aligned with the community's relationship with the facility.
- Spectra's management approach was more consistent with Santa Clara's interest for agility and flexibility.
- Spectra's partnership with Comcast provided the City with additional tools to promote Santa Clara.
- Spectra's proposed General Manager tentatively assigned to the City's account was in attendance. He was an effective presenter, with industry and local market knowledge.
- Spectra researched the local market and presented plans and ideas specific to the City's needs and requirements. Examples include:
 - Cultivate local partnerships with entities such as Triton Museum and Mission College for mutual benefits such as displaying artwork throughout the Convention Center from the Triton Museum and working with Mission College's hospitality management program.
 - Promotion of specific events/markets targeted to the needs of Santa Clara's visitor market
 - A commitment to work with the City to implement short term cosmetic improvements to the Convention Center such as paint, new carpeting and possible improved/repaired signage by providing funds for capital improvements. In addition, the installation of amenities such as coffee bars to provide attendees with services and places to informally gather and socialize during events

A Best and Final Offer (BAFO) was issued on January 17, 2019 allowing proposers a final opportunity to revise their financial proposal, and propose any new innovative concepts or guarantees. In their BAFO responses, both proposers improved upon their initial financial positions by increasing their capital improvement commitments and their annual advertising investment. In addition, Spectra lowered their base management fee and agreed to take on additional risk with reduced incentives in the event their income projections are not met. The BAFO was not scored. While both proposers improved their financial positions from their original response, Spectra's BAFO submission was more aggressive, thus improving their financial proposal position relative to SMG.

As discussed above, Spectra submitted a more aggressive financial proposal, both with their initial financial proposal submission, and best and final offer. Key attributes from each financial proposal inclusive of the BAFO results are summarized in Table 3 below:

Table 3 - Financial Offer Comparison

	Spectra	SMG*
Base management fee	\$165,000 (with CPI adjustments capped at 3% annually)	\$150,000 (with CPI adjustments capped at 5% annually)
Capital improvement commitment (amortized over the 15 years of the contract)	\$2 million over 15 years with \$1.15M in year one	\$1.2 million over 15 years with \$400K in year one
Income projection at year 1	\$2.7M	\$752K
Income projection at year 5	\$3.2M	\$1.3M
Quantitative incentive fee	Sliding scale up to 12% of revenue growth from previous year	Capped at 70% of base management fee and based on meeting income projections.
Qualitative incentive fee	Up to \$20,000. Awarded on agreed upon criteria such as Customer surveys, achievement of economic impact goals, etc.	Capped at 30% of base management fee Awarded based on meeting agreed upon measures such as meeting customer satisfaction, desired event mix, etc.
Annual \$ fee cap	\$400K inclusive of base and management fees.	\$300K in year one; base fee cap adjusts annually with CPI (maximum of 5%)
Management fee rebates if income projections are not met	Up to 50% of incentive fees starting in year 2.	None offered.
Advertising commitment	\$65,000 annually/\$975K over 15 years (with partner Comcast) plus discounted advertising rates	Close to \$70,000 trade show participation (year one only)

*SMG also submitted an alternate financial proposal with a lower base fee, but higher incentives in the event that performance targets are exceeded, and a lower capital commitment. Please see Attachment 2 for more details.

Notice of Intended Award - SMG Protest

A Notice of Intended Award (NOIA) announcing the City’s recommended vendor was issued to both proposers on January 23, 2018. The RFP process included a ten day protest period which commenced with the issue of the NOIA and ends on Saturday, February 2, 2019. On February 1,

2019, the City Auditor, serving as the Protest Hearing Officer, received a protest from the law firm of Rutan & Tucker on behalf of SMG (Attachment 3). At the time of the preparation of this report, the Protest Hearing Officer is reviewing the merits of SMG's protest. A supplemental staff report with additional details addressing the protest will be prepared for the February 5, 2019 Council meeting.

Spectra provided a list of references as part of their RFP response. These references are relevant to the Santa Clara Convention Center based on size and market, and compete against larger convention centers.

- Duke Energy Convention Center, Cincinnati, OH
- Miami Beach Convention Center, Miami Beach, FL
- Overland Park Convention Center, Overland Park, KS
- Palm Beach County Convention Center, Palm Beach FL

Spectra has been unanimously recommended by the references. Each reference had more than three years of personal experience with Spectra in their respective municipal buildings and had oversight responsibilities for the contract. (It should be noted that in all cases, Spectra's management role at each respective location was longer than three years). Each reference was pleased with Spectra's work history and performance. References also positively commented on the support and the timeliness of the support the building receives from Spectra's corporate office.

Convention and Visitor Services - Staff Recommendation:

On October 9, 2018, the Council approved the procurement strategy for the selection of a vendor to manage the Convention Center and/or the Convention Visitors Bureau. Since October 2018, the existing Tourism Improvement District (TID) reviewed and considered the TAP International audit recommendations and has worked cooperatively with the City to revamp its current structure. One of the TID's objectives is to expand its role to not only market TID hotels but also to provide expanded level of services. Given this development, staff recommends to only award a contract for the management and operation of the Convention Center and would like to work more closely with the TID to understand the policy implications and prepare any required action for the City Council over the next months. Depending on the success of the local development of a convention visitors' bureau type of services, staff may recommend issuing a separate RFP for the management of destination marketing services in the future.

Contract Terms, Objectives and Outcomes

In addition to documenting the terms offered by Spectra through the RFP procurement process, the City has identified key contract terms, objectives and outcomes that will form the parameters of the negotiations and basis of a final contract. The contract will document requirements of the convention center manager in the following service areas among others:

- administrative and management services;
- operating services;
- facility management services;
- fees and performance measures;
- capital investment;
- advertising and sponsorships; and,
- financial reporting

Additional details may be found in Attachment 4 to this memorandum.

TAP Audit Recommendations

In addition to the contract negotiation areas identified above, the contract will include terms that will allow the City to implement the recommendations identified by TAP in its September 18, 2018 performance audit to assure better accountability of operations at to build the financial performance of the Convention Center. A listing of these items, which were not included in the RFP, may be found in Attachment 5 to this memorandum. Separately, City staff continues to address the audit recommendations and reconciliation efforts.

Next Steps - Contract

As mentioned previously, the City's termination of the management services provided by the Santa Clara Chamber of Commerce is effective as of March 17, 2019. As such, there is a need for a new operator to commence services as of March 18, 2019.

Pending Council approval of the recommended action and the conclusion of the protest, it is anticipated that negotiations will occur over a three week period allowing for staff to return to Council to consider authorizing the execution of a final agreement for the March 5 Council meeting. This will allow for a two week operation transition period. Although typical transitions occur over a 90 day or more timeframe, Spectra confirmed that they have the ability to transition over a shorter period, recognizing that longer transition periods allow for smoother transitions.

Finishing negotiations and documenting the terms of a 15 year agreement over a three week period is a very aggressive schedule. The recommended action would also authorize the City Manager to execute a temporary agreement to allow an interim arrangement to be in place with Spectra allowing a simultaneous transition to commence while the terms of the final long term agreement are being negotiated concurrently.

In the event that negotiations with Spectra Venue Management are not successful, staff will return to Council on March 5 to seek authorization to negotiate an agreement with SMG based upon the terms proposed during the RFP procurement process assuming SMG is interested. Similarly, depending on the timing of negotiating with SMG, if necessary, vis-à-vis the March 18 management transition date, the recommended action would also authorize the City Manager to execute a temporary agreement with SMG or the Chamber to allow the time necessary to negotiate a long term agreement with SMG.

Next Steps - Transition

As mentioned above, in addition to contract negotiations, a transition to a new operator will occur. The Chamber has advised that it will facilitate the transition and provide the new operator with access to records and its current employees. Spectra is preparing to engage current Convention Center employees in addition to the current Convention Center vendors/partners to discuss a transition for delivery of services. Spectra and Convention Center vendors/partners have been advised of the City's Worker Retention Ordinance and parties are preparing for appropriate transition under its requirements. In the coming weeks there will be a tremendous effort made by all parties in an effort to transition the current operation to a new management structure with the ultimate objective of maintaining services for Convention Center clients and attendees.

ENVIRONMENTAL REVIEW

The action being considered does not constitute a "project" within the meaning of a California Environmental Quality Act ("CEQA") pursuant to the CEQA Guidelines section 15378(a) as it has no potential for resulting in either a direct physical change in the environment, or a reasonably

foreseeable indirect physical change in the environment.

FISCAL IMPACT

The action being considered does not constitute a “project” within the meaning of a California Environmental Quality Act (“CEQA”) pursuant to the CEQA Guidelines section 15378(a) as it has no potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment.

COORDINATION

This report has been coordinated with the Finance Department and the City Attorney’s Office.

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.

ALTERNATIVES

1. Authorize the City Manager to negotiate an agreement with Global Spectrum L.P. dba Spectra Venue Management, including options to extend the agreement, with an initial five year term ending on or about March 20, 2024 and a maximum annual compensation amount not to exceed \$400,000, and subject to the annual appropriation of funds. (Attachment 6)
2. Adopt a Resolution authorizing the City Manager to negotiate and execute an Interim Management Agreement with Global Spectrum L.P. dba Spectra Venue Management, SMG, or Santa Clara Chamber of Commerce for a limited term management of the Santa Clara Convention Center to allow for the finalization and execution of a long term Management Agreement consistent with this Report. (Attachment 7)
3. Do not authorize the City Manager to commence negotiations with Global Spectrum L.P. dba Spectra Venue Management.
4. Any other action the Council deems appropriate.

RECOMMENDATION

Alternatives 1 and 2:

1. Adopt a Resolution authorizing the City Manager to negotiate an agreement with Global Spectrum L.P. dba Spectra Venue Management, including any options to extend the agreement, with an initial five year term ending on or about March 20, 2024 and a maximum annual compensation amount not to exceed \$400,000, and subject to the annual appropriation of funds; and
2. Adopt a Resolution authorizing the City Manager to negotiate and execute an Interim Management Agreement with Global Spectrum L.P. dba Spectra Venue Management, SMG, or Santa Clara Chamber of Commerce for a limited term management of the Santa Clara Convention Center to allow for the of a long term Management Agreement.

Reviewed by: Ruth Shikada, Assistant City Manager

Approved by: Deanna J. Santana, City Manager

ATTACHMENTS

1. Community survey results as of January 28, 2019
2. SMG Financial Proposal Summary
3. Protest Letter dated February 1, 2019
4. Key Contract Negotiation Objectives
5. TAP Audit Recommendations
6. Resolution - Management Agreement
7. Resolution - Interim Management Agreement



Santa Clara Convention Center Survey

January 28, 2019, 2:04 PM

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Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Introduction

Dear Stakeholder:

The City of Santa Clara recently issued a Request for Proposals (RFP) to seek proposals from firms to operate the Santa Clara Convention Center. We are seeking your input on key parameters that will help guide the selection of the next operator of the Convention Center. Your feedback will be made available to potential proposers, the panel that will review the proposals to operate the Santa Clara Convention Center, and the City Council that will award a contract.

Thank you for taking the time to provide your valuable feedback!

Summary Of Responses

As of January 28, 2019, 2:04 PM, this forum had:	Topic Start
Attendees: 181	October 24, 2018, 1:07 PM
Responses: 38	
Hours of Public Comment: 1.9	

QUESTION 1

Top three strengths:

Answered	36
Skipped	2

QUESTION 2

Top three weaknesses:

Answered	36
Skipped	2

QUESTION 3

Top three opportunities:

Answered	31
Skipped	7

QUESTION 4

Top three obstacles:

Answered	28
Skipped	10

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

QUESTION 5

2. Which meetings and convention markets does the Santa Clara Convention Center currently attract? (Examples: finance, home & garden, medical, pharmaceutical, tech, etc.)

Answered	32
Skipped	6

QUESTION 6

3. Based on your perception, please prioritize the importance of each of the following visitor markets for Santa Clara. (Click the options below to prioritize the visitor markets and provide suggestions in the Comments section below)

1. Conventions and meetings
 2. Business travelers
 3. Sports & tournament travelers
 4. University-related
 5. International travelers
 6. Leisure overnight
 7. Leisure day trips
 8. Airport related
 9. Passing through to another primary destination
-

QUESTION 7

Other/comments:

Answered	7
Skipped	31

QUESTION 8

4. What meetings and convention markets should be explored as high potential for Santa Clara? (Examples include medical, pharmaceutical, tech, finance, etc.)

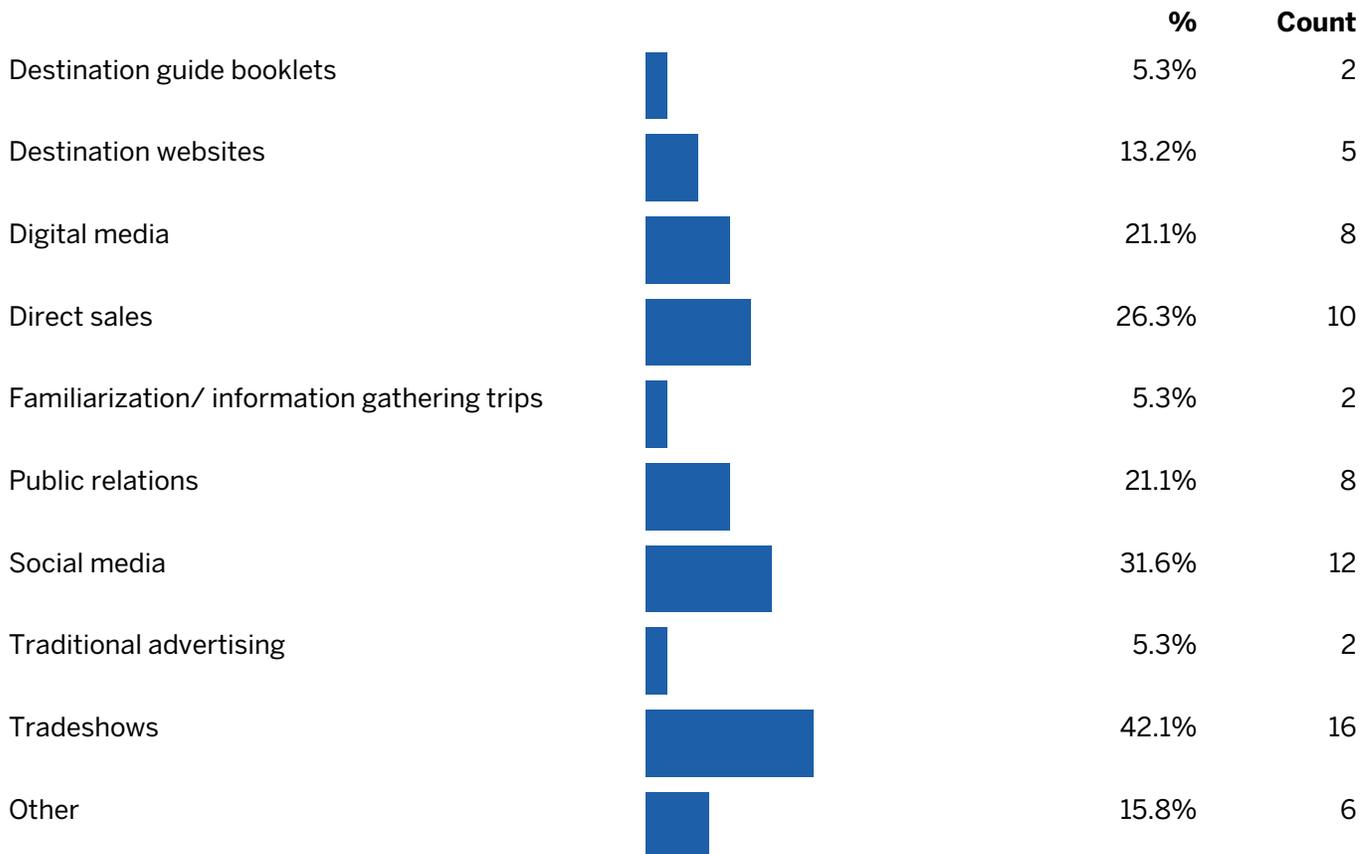
Answered	32
Skipped	6

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

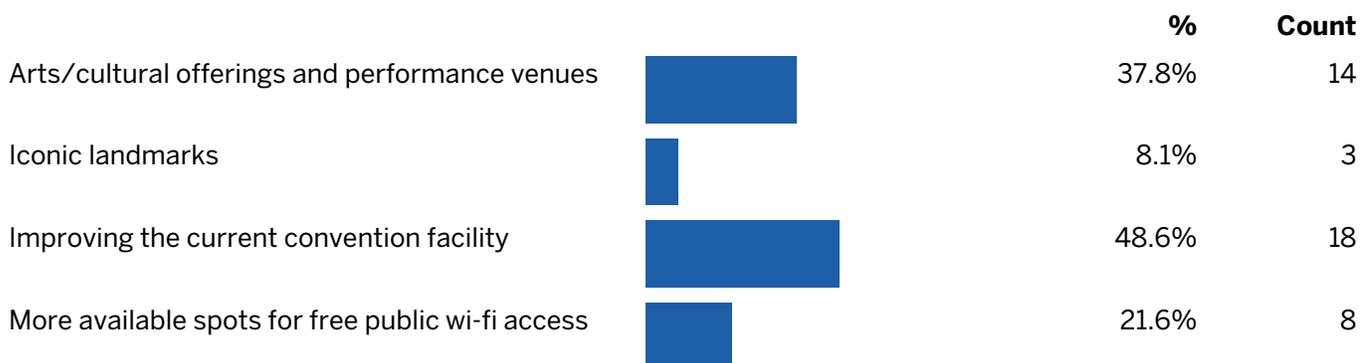
QUESTION 9

5. What do you think are the most effective marketing vehicles for increasing Santa Clara's meeting and convention activity? (Please select only two marketing vehicles)



QUESTION 10

6. What do you feel should be Santa Clara's future investment priorities for attracting more convention and overall visitors? (Please select your top five priorities)



Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

		%	Count
More entertainment and performance options		64.9%	24
More open green space or natural parkland		27.0%	10
New development of hotels of various brands, service levels and offerings		32.4%	12
New international air access		5.4%	2
New or expanded attractions and museums		24.3%	9
New transportation options for ease of travel within the region		64.9%	24
Weaving universities and education more thoroughly into the travel experience		2.7%	1
Welcome signage and directional wayfinding in a variety of language options		10.8%	4
Workforce/talent development and retention		35.1%	13
Other		27.0%	10

QUESTION 11

7. What are the attributes of Santa Clara as a meetings and conventions destination that make it a good place for convention and meeting attendees? (Please select your top five attributes)

		%	Count
Accessible		55.6%	20
Active		5.6%	2
Affordability		22.2%	8
Arts & culture		2.8%	1
Beautiful		5.6%	2

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

		%	Count
Clean		30.6%	11
Connection to universities		8.3%	3
Diverse		36.1%	13
Food scene		16.7%	6
Friendly		13.9%	5
Great venues and facilities		16.7%	6
Great hotel diversity		22.2%	8
Historic		13.9%	5
Hospitality and friendliness		25.0%	9
Innovative		5.6%	2
Local connections to business vertical markets (i.e., access to clients and/or suppliers)		50.0%	18
Safe		41.7%	15
Shopping		2.8%	1
Smart		2.8%	1
Walkable		5.6%	2
Other		11.1%	4

QUESTION 12

8. In your opinion, what are the issues (real or perceived) that make Santa Clara less appealing for potential attendees of meetings and conventions? (Please select your top two issues)

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

		%	Count
Airport access		11.4%	4
Amenities/things to do		57.1%	20
Hotel package		22.9%	8
Transportation-ease of access		54.3%	19
Other		37.1%	13

QUESTION 13

9. What services should a typical Convention-Visitors Bureau (CVB) program offer that can support businesses or local organizations? (Please select all that apply)

		%	Count
Convention sales and marketing		77.1%	27
Economic development		37.1%	13
Human resource development		14.3%	5
Industry advocacy		31.4%	11
International travel development		28.6%	10
Leisure travel marketing		42.9%	15
Media relations		37.1%	13
Paid advertising		22.9%	8
Printed marketing materials		34.3%	12
Product development		8.6%	3

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

		%	Count
Research		20.0%	7
Small business opportunities		42.9%	15
Sporting event recruitment		22.9%	8
Visitor services (information center)		60.0%	21
Website, social media, and/or other digital		80.0%	28
Other		8.6%	3

QUESTION 14

10. Please prioritize the following goal statements for the Santa Clara Convention Center (SCCC). (Click on any statement identified below and follow the instructions to rank the statements and provide suggestions in the Comments section below)

1. Maintaining the Convention Center in first class condition
2. Generating economic impact for Santa Clara
3. Hosting conventions and meetings from out of the area
4. Incentivizing large conventions to choose Santa Clara
5. Delivering high-level service for all attendees
6. Creating hotel tax and sales tax revenue
7. Hosting consumer shows (e.g., home and garden shows)
8. Hosting community-based events
9. Maximizing revenue/profits to SCCC
10. Hosting sporting events (e.g. tournaments)

QUESTION 15

Other/comments:

Answered	8
Skipped	30

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

QUESTION 16

11. The SCCC can deliver various community benefits such as free or discounted rentals for local businesses. What do you feel are priorities for community benefits? (Please select all that apply and provide suggestions in the comments section below)

		%	Count
Delivering high level of service and value for local businesses		62.5%	20
Giving local businesses preference when procuring services for the SCCC		46.9%	15
Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)		50.0%	16
Providing local business preference for booking space in SCCC		43.8%	14
Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)		53.1%	17
Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.		46.9%	15
SCCC should not engage in a community benefit program		6.3%	2

QUESTION 17

Other/comments:

Answered	8
Skipped	30

QUESTION 18

12. How can the SCCC and Convention-Visitors Bureau (CVB) promote, market, and help grow your business? (Click on any item identified below and follow the instructions to rank them and provide suggestions in the Comments section below)

1. Free/discount booths at SCCC/CVB tradeshows to promote your business
2. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
3. Advertising on the SCCC website, TV prompts, banner space, etc.

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

4. Destination guidebook of Santa Clara businesses to hand out at events with map
5. Local business coupon books for attendees for SCCC

QUESTION 19

Other/comments:

Answered	7
Skipped	31

QUESTION 20

13. Please add any additional comments regarding the Santa Clara Convention Center and/or the Convention-Visitors Bureau in the section below.

Answered	10
Skipped	28

QUESTION 21

14. Please select the industry that best matches your business. Please choose only one.

	%	Count
Attractions	3.0%	1
Convention/exhibits services	6.1%	2
Education	3.0%	1
Finance/banking	3.0%	1
Healthcare	9.1%	3
Hotels	9.1%	3
Nonprofit or community organization	9.1%	3

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

		%	Count
Professional services		15.2%	5
Real estate		6.1%	2
Recreation		3.0%	1
Technology		21.2%	7
Other		12.1%	4

QUESTION 22

15. Please click the circle which best describes you.

		%	Count
Business owner		24.2%	8
Community member		45.5%	15
Organization leader		3.0%	1
Senior executive/management		18.2%	6
Other		9.1%	3

QUESTION 23

16. Do you live or work in Santa Clara?

		%	Count
I live in Santa Clara		76.5%	26
I work in Santa Clara		58.8%	20
I live in another city		11.8%	4

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

		%	Count
I work in another city		11.8%	4

Survey Questions

QUESTION 1

Top three strengths:

QUESTION 2

Top three weaknesses:

QUESTION 3

Top three opportunities:

QUESTION 4

Top three obstacles:

QUESTION 5

2. Which meetings and convention markets does the Santa Clara Convention Center currently attract? (Examples: finance, home & garden, medical, pharmaceutical, tech, etc.)

QUESTION 6

3. Based on your perception, please prioritize the importance of each of the following visitor markets for Santa Clara. (Click the options below to prioritize the visitor markets and provide suggestions in the Comments section below)

- Airport related
- Business travelers
- Conventions and meetings
- International travelers
- Leisure day trips
- Leisure overnight
- Passing through to another primary destination
- Sports & tournament travelers
- University-related

QUESTION 7

Other/comments:

QUESTION 8

4. What meetings and convention markets should be explored as

high potential for Santa Clara? (Examples include medical, pharmaceutical, tech, finance, etc.)

QUESTION 9

5. What do you think are the most effective marketing vehicles for increasing Santa Clara's meeting and convention activity? (Please select only two marketing vehicles)

- Destination guide booklets
- Destination websites
- Digital media
- Direct sales
- Familiarization/ information gathering trips
- Public relations
- Social media
- Traditional advertising
- Tradeshows
- Other

QUESTION 10

6. What do you feel should be Santa Clara's future investment priorities for attracting more convention and overall visitors? (Please select your top five priorities)

- Arts/cultural offerings and performance venues
- Iconic landmarks
- Improving the current convention facility
- More available spots for free public wi-fi access
- More entertainment and performance options
- More open green space or natural parkland
- New development of hotels of various brands, service levels and offerings
- New international air access
- New or expanded attractions and museums
- New transportation options for ease of travel within the region
- Weaving universities and education more thoroughly into the travel experience
- Welcome signage and directional wayfinding in a variety of language options
- Workforce/talent development and retention
- Unsure
- Other

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

QUESTION 11

7. What are the attributes of Santa Clara as a meetings and conventions destination that make it a good place for convention and meeting attendees? (Please select your top five attributes)

- Accessible
- Active
- Affordability
- Arts & culture
- Beautiful
- Clean
- Connection to universities
- Diverse
- Food scene
- Friendly
- Great venues and facilities
- Great hotel diversity
- Historic
- Hospitality and friendliness
- Innovative
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Safe
- Shopping
- Smart
- Walkable
- Other

QUESTION 12

8. In your opinion, what are the issues (real or perceived) that make Santa Clara less appealing for potential attendees of meetings and conventions? (Please select your top two issues)

- Airport access
- Amenities/things to do
- Hotel package
- Transportation-ease of access
- Other

QUESTION 13

9. What services should a typical Convention-Visitors Bureau (CVB) program offer that can support businesses or local organizations? (Please select all that apply)

- Convention sales and marketing

- Economic development
- Human resource development
- Industry advocacy
- International travel development
- Leisure travel marketing
- Media relations
- Paid advertising
- Printed marketing materials
- Product development
- Research
- Small business opportunities
- Sporting event recruitment
- Visitor services (information center)
- Website, social media, and/or other digital
- Not applicable
- Other

QUESTION 14

10. Please prioritize the following goal statements for the Santa Clara Convention Center (SCCC). (Click on any statement identified below and follow the instructions to rank the statements and provide suggestions in the Comments section below)

- Hosting conventions and meetings from out of the area
- Maximizing revenue/profits to SCCC
- Creating hotel tax and sales tax revenue
- Hosting community-based events
- Generating economic impact for Santa Clara
- Hosting sporting events (e.g. tournaments)
- Hosting consumer shows (e.g., home and garden shows)
- Incentivizing large conventions to choose Santa Clara
- Maintaining the Convention Center in first class condition
- Delivering high-level service for all attendees

QUESTION 15

Other/comments:

QUESTION 16

11. The SCCC can deliver various community benefits such as free or discounted rentals for local businesses. What do you feel are priorities for community benefits? (Please select all that apply and provide suggestions in the comments section below)

- Delivering high level of service and value for local businesses

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- Giving local businesses preference when procuring services for the SCCC
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Providing local business preference for booking space in SCCC
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.
- SCCC should not engage in a community benefit program

QUESTION 17

Other/comments:

QUESTION 18

12. How can the SCCC and Convention-Visitors Bureau (CVB) promote, market, and help grow your business? (Click on any item identified below and follow the instructions to rank them and provide suggestions in the Comments section below)

- Cooperative advertisement plans to meeting planners and convention attendees that feature local business
- Free/discount booths at SCCC/CVB tradeshows to promote your business
- Local business coupon books for attendees for SCCC
- Destination guidebook of Santa Clara businesses to hand out at events with map
- Advertising on the SCCC website, TV prompters, banner space, etc.

QUESTION 19

Other/comments:

QUESTION 20

13. Please add any additional comments regarding the Santa Clara Convention Center and/or the Convention-Visitors Bureau in the section below.

QUESTION 21

14. Please select the industry that best matches your business. Please choose only one.

- Attractions
- Construction
- Convention/exhibits services
- Convention, meeting, or event venue
- Developer
- Education
- Entertainment
- Event or sports planner
- Event production
- Finance/banking
- Healthcare
- Hotels
- Local, regional or state government
- Museum or cultural institution
- Nonprofit or community organization
- Professional services
- Real estate
- Recreation
- Restaurants
- Retail
- Sports venue operator
- Technology
- Transportation
- Winery/brewery/distillery
- Other

QUESTION 22

15. Please click the circle which best describes you.

- Business owner
- Community member
- Organization leader
- Senior executive/management
- Other

QUESTION 23

16. Do you live or work in Santa Clara?

- I live in Santa Clara
- I work in Santa Clara
- I live in another city
- I work in another city

Individual Responses

Edward Strine

inside Santa Clara

October 26, 2018, 6:21 PM

Question 1

Great America Theme Park, Low/Median Income Housing meetings and Whole Life Exposition

Question 2

Marketing, Parking and Restaurant options

Question 3

Alternative Energy Vehicle Exposition, Alternative Housing Exposition and Living Off The Grid Expositions

Question 4

Money, Management and Politics

Question 5

Home & Garden, UFO Mufon Meetings and Shoes.

Question 6

1. Business travelers
2. University-related
3. Sports & tournament travelers
4. Conventions and meetings
5. International travelers
6. Leisure day trips
7. Leisure overnight
8. Passing through to another primary destination
9. Airport related

Question 7

We should hire Elon Musk to add a Hyperloop to Santa Clara and the surrounding areas.

Question 8

New Science Discoveries, Alternative Energy Vehicles, Living off the Grid Conventions and Housing Alternatives

Question 9

- Destination guide booklets
- Social media

Question 10

- More entertainment and performance options
- New or expanded attractions and museums
- New transportation options for ease of travel within the region
- Workforce/talent development and retention
- Other - A Holistic Alternative Healing Convention/ Whole Life Expo

Question 11

- Accessible
- Food scene
- Innovative
- Safe
- Walkable

Question 12

- Hotel package
- Transportation-ease of access

Question 13

- Convention sales and marketing
- Economic development
- Human resource development
- Product development
- Research
- Small business opportunities
- Website, social media, and/or other digital

Question 14

1. Maintaining the Convention Center in first class condition
2. Delivering high-level service for all attendees
3. Incentivizing large conventions to choose Santa Clara
4. Hosting conventions and meetings from out of the area
5. Maximizing revenue/profits to SCCC
6. Generating economic impact for Santa Clara
7. Hosting sporting events (e.g. tournaments)
8. Hosting community-based events

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- 9. Hosting consumer shows (e.g., home and garden shows)
- 10. Creating hotel tax and sales tax revenue

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Question 18

No response

Question 19

No response

Question 20

Can you also bring Alien Con and Comic Con to the Santa Clara Convention.

Question 21

No response

Question 22

- Community member

Question 23

- I live in Santa Clara

Name not shown

inside Santa Clara

October 27, 2018, 12:14 PM

Question 1

Hotel tax revenues, Silicon Valley location, free parking and garage, access in south bay with major highways and light rail,

Question 2

Missed multiple opportunities because past Did NOT hire nor utilize/hire other local suppliers (like event/tour companies) to assist with major conventions because of the local Chamber member agreement (should be Santa Clara resident- should not to pay membership fees to get business, Old Chamber Board of Directors management did not let Center shine,

Question 3

under utilization - outstanding staff and facility and may be used locally with our trending non profits, opportunity to bring in a Santa Clara resident to manage for firm that is contracted with, if positioned correctly reach out to local tour and event companies in Santa Clara to assist with major conventions

Question 4

Rising cost of Silicon Valley is prohibitive of people coming to conventions and conferences to the Bay Area (organizations are simply choosing other USA regions that are more affordable), traffic jams already on Great America Pkwy - I worked a Convention Center when Levi's had an event and listened and attendees complaints first hand. There has been no precise plan offered for the Great America Pkwy/Tasman district thus developments there now are chaotic!!!

Question 5

Technology and Engineers, Medical devices (tech), local non profits, sports ---has been under utilized for the others mentioned - home and garden might be huge. Family History/Genealogist is trending and needs a smaller convention center right now (call me)

Question 6

1. Conventions and meetings
2. Business travelers
3. International travelers
4. Sports & tournament travelers
5. Airport related
6. Passing through to another primary destination
7. University-related
8. Leisure overnight
9. Leisure day trips

Question 7

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Of course conventions, conferences, and meetings for business travelers is priority right now. AND bringing our new Historic Downtown Santa Clara will provide unique opportunities and City Revenues to our city that we have never had. It is neighborhood history-infused area for people to gather and mix with locals residents. The leisure travel focus may have opportunity and brought into light more with the correct management and third party suppliers (tours) now because we have San Francisco and Monterey/Carmel to go to after the conferences. This is our new insight to spread out and use all of our local business resources - suppliers in Santa Clara.

Question 8

Pharmaceutical, family history (genealogy) is trending on twitter now, garden and home shows, University - Education

Question 9

- Direct sales
- Other - Digital media and Destination Website goes together with direct sales. Most conference planners no longer use booklets nor trips, nor traditional advertising

Question 10

- Arts/cultural offerings and performance venues
- Improving the current convention facility
- New transportation options for ease of travel within the region
- Workforce/talent development and retention
- Other - Historic Downtown Santa Clara Franklin & Main Street to be the iconic attraction now, Subcatergoies like wi-fi may be under Improvements

Question 11

- Accessible
- Active
- Hospitality and friendliness
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Safe

Question 12

- Transportation-ease of access
- Other - High cost - affordability in Silicon Valley now. Organizations are choosing other USA regions now

Question 13

- Convention sales and marketing
- Industry advocacy
- International travel development
- Leisure travel marketing
- Small business opportunities
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Creating hotel tax and sales tax revenue
2. Maintaining the Convention Center in first class condition
3. Generating economic impact for Santa Clara
4. Maximizing revenue/profits to SCCC
5. Hosting conventions and meetings from out of the area
6. Hosting sporting events (e.g. tournaments)
7. Hosting community-based events
8. Hosting consumer shows (e.g., home and garden shows)
9. Delivering high-level service for all attendees
10. Incentivizing large conventions to choose Santa Clara

Question 15

Revenue and economic impact will focus with other items like employment, workers in our city. We need to target medium size shows that Levi's cannot offer services for and San Francisco conventions do not have the time for. And our Convention Center is already known for its highest quality of service without saying.

Question 16

- Delivering high level of service and value for local businesses
- Giving local businesses preference when procuring services for the SCCC
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Providing local business preference for booking space in SCCC

Question 17

Key word - local businesses should not have to pay for membership to be used as referrals.

Question 18

1. Free/discount booths at SCCC/CVB tradeshow to promote your business

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

2. Cooperative advertisement plans to meeting planners and convention attendees that feature local business

Question 19

As a past user of most of these arrangements, and even a Super Bowl preferred vendor, the ROI was not received from most of the choices above. Ask non-Chamber members.

Question 20

Historic Downtown Santa Clara is a new collaboration now with the Center. (comment from someone who works with the attendees and asked where to go after the Convention. Downtown Mountain View and Campbell are priority. Not Santa Clara Square nor City Place.

Question 21

- Other - Coach and Consultant - Retreats/Reunions supplier

Question 22

- Business owner

Question 23

- I live in Santa Clara

Name not shown

inside Santa Clara

October 27, 2018, 4:03 PM

Question 1

Smaller venue, lots of amenities around, can coordinate with San Jose

Question 2

Little known

Question 3

Pricing and additional local attractions price better than Muscone and allow for weekend SF trips

Question 4

City management gets in its own way

Question 5

I only know about the home and garden show used to have bridal shows

Question 6

1. Business travelers
2. Conventions and meetings
3. Sports & tournament travelers
4. University-related
5. Leisure day trips
6. Airport related
7. Passing through to another primary destination
8. International travelers
9. Leisure overnight

Question 7

No response

Question 8

Medical device, tech based, home and consumer

Question 9

- Familiarization/ information gathering trips
- Tradeshows

Question 10

- Arts/cultural offerings and performance venues
- More available spots for free public wi-fi access
- New or expanded attractions and museums
- Workforce/talent development and retention
- Other - General pick up around the community

Question 11

- Affordability
- Diverse
- Great hotel diversity
- Hospitality and friendliness
- Safe

Question 12

- Amenities/things to do
- Other - Don't know the region

Question 13

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- Convention sales and marketing
- Economic development
- Small business opportunities
- Sporting event recruitment

Question 14

1. Generating economic impact for Santa Clara
2. Creating hotel tax and sales tax revenue
3. Hosting conventions and meetings from out of the area
4. Maintaining the Convention Center in first class condition
5. Hosting community-based events
6. Delivering high-level service for all attendees
7. Hosting consumer shows (e.g., home and garden shows)
8. Hosting sporting events (e.g. tournaments)
9. Maximizing revenue/profits to SCCC
10. Incentivizing large conventions to choose Santa Clara

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)

Question 17

No response

Question 18

No response

Question 19

No response

Question 20

No response

Question 21

- Healthcare

Question 22

- Community member

Question 23

- I live in Santa Clara

Haoning Richter inside Santa Clara

October 29, 2018, 3:20 PM

Question 1

(1) Important to keep the momentum and "business-as-usual" to run both the CVB and Convention Center operations (2) Both City and the Chamber must continue to act in good faith given the current and the only available legal document is 34 years old (signed in 1984). (3). Hate generates anger. Anger generates suffering. Some people have lost jobs and public lost confidence in both the City and the Chamber

Question 2

Same as above

Question 3

The urgency is to figure out how to work together to build stronger collaboration and re-build trust and respect relationship

Question 4

The City has the money (our taxpayers' money) and resources to bring down Chamber and all of the current members of the Chamber will suffer as part of the collateral damage. It is up to the City to decide whether to continue to lead by fear and threat or to lead by forward-looking and collaboration.

Question 5

Approximately 50% of the events (based on Diana, CEO of Ding Ding TV who spoke at Council meeting on 6/26/2018) at Convention Center were from the Asian Communities. Asian people enjoy working in harmony (not in hate or anger). The current situation has created a very bad "fengshui" which cause damages and bad luck to all businesses at or near Convention Center, the City of Santa Clara or even the Chamber of Commerce.

Question 6

No response

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 7

No response

Question 8

Do not re-invent the wheel. Figure out how to leverage the market and network which the Chamber has already created over the past 34 years in managing the convention center.

Question 9

- Other - Positive, trust, and respect relationships are the key to any business. The City of Santa Clara is in urgent need of restoring the peace and respect.

Question 10

- Other - The blaming, the audit, the accusations won't help the City and won't help any businesses including convention center.

Question 11

- Other - The current tension between the City and the Chamber will NOT help a successful nor effective transition. Nobody would enjoy doing business in such bad/angry situation.

Question 12

- Other - Stop wasting taxpayers' money in fighting each other internally. Focus on building a ethical, respectful, fair community and collaborate all residents/citizens to re-build our City.

Question 13

- Other - An ethical organization whose heart is in the right place = putting the Santa Clara residents' interest ahead of personal or political gain.

Question 14

No response

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)

Question 17

I used to host events at Convention Center and enjoyed working with the staff there. Given the current state of how the City handles the situation with its business partner the Chamber of Commerce, I don't think I'd like to use nor to suggest anyone to use Convention Center for any events.

Question 18

No response

Question 19

The Chamber of Commerce has already expressed the commitment and willingness to work with the City. It is up to the City to act and to demonstrate its leadership to unite our community and all residents to build this city together

Question 20

The current situation between the City and the Chamber is an embarrassing and heart-broken event. It is a classic MBA study case and it is also a classic Audit case for many businesses to study and learn: what happened, how it happened, and why it happened. I have read all the news-release articles, studied the entire TAP International Audit report on the Chamber's operation, the only legal document signed by the City and the Chamber in 1984, and all the Council meeting recordings in 2018. I have discovered gaps and discrepancies...On October 27th., 2018, I approached Ms. Lisa Gilmore (our current Mayor) via email for a 10 minutes in-person meeting to review those gaps before the election deadline of November 6. I hope my meeting request will be granted as I'd like to support our City and the leadership team. It is everyone's wish that our City is still committed to create an open, transparent, and accountable environment where residents shall feel safe to speak up without fearing any retaliation or repercussion.

Question 21

- Finance/banking

Question 22

- Business owner

Question 23

- I live in Santa Clara

Diane Harrison

inside Santa Clara

October 30, 2018, 1:58 PM

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 1

Near public transit

Question 2

Lots of traffic congestion in that area, especially since the stadium was built

Question 3

Good for temporary housing in an emergency

Question 4

No response

Question 5

You're asking us? Don't you know? I've been to the travel show several times, and one time I went to a vegetarian conference.

Question 6

1. Conventions and meetings
2. Leisure day trips

Question 7

No response

Question 8

This being Santa Clara, I'd assume high tech is the most likely draw. I personally wouldn't mind another vegetarian event.

Question 9

- Familiarization/ information gathering trips
- Tradeshows

Question 10

- Arts/cultural offerings and performance venues
- More entertainment and performance options
- New or expanded attractions and museums
- New transportation options for ease of travel within the region
- Other - Extend BART from Santa Clara university station to near the convention center.

Question 11

- Diverse
- Innovative
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Other - Lots of parking, great weather

Question 12

- Amenities/things to do
- Transportation-ease of access

Question 13

- Convention sales and marketing
- Leisure travel marketing
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Hosting community-based events
2. Hosting consumer shows (e.g., home and garden shows)
3. Maintaining the Convention Center in first class condition
4. Hosting conventions and meetings from out of the area
5. Delivering high-level service for all attendees
6. Generating economic impact for Santa Clara
7. Creating hotel tax and sales tax revenue
8. Incentivizing large conventions to choose Santa Clara
9. Maximizing revenue/profits to SCCC

Question 15

If any preparations need to be done to house local refugees in case of a natural disaster (and a major earthquake is a matter of when, not if), they should be.

Question 16

- Delivering high level of service and value for local businesses
- Giving local businesses preference when procuring services for the SCCC
- Providing local business preference for booking space in SCCC
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

No response

Question 18

No response

Question 19

I no longer have a business.

Question 20

No response

Question 21

- Other - Travel agent, not retired

Question 22

- Community member

Question 23

- I live in Santa Clara

Name not available

October 30, 2018, 7:07 PM

Question 1

Good location

Question 2

Dependence on Hi-Tech companies for revenue

Question 3

Maximize profits to SCCC

Question 4

No response

Question 5

No response

Question 6

1. Conventions and meetings

Question 7

No response

Question 8

Medical, Finance, Pharmaceutical

Question 9

- Destination websites

Question 10

- Workforce/talent development and retention

Question 11

- Great venues and facilities
- Shopping

Question 12

- Hotel package
- Transportation-ease of access

Question 13

No response

Question 14

1. Maximizing revenue/profits to SCCC
2. Creating hotel tax and sales tax revenue
3. Generating economic impact for Santa Clara
4. Hosting consumer shows (e.g., home and garden shows)
5. Incentivizing large conventions to choose Santa Clara
6. Hosting conventions and meetings from out of the area

Question 15

No response

Question 16

No response

Question 17

No response

Question 18

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

No response

Question 19

No response

Question 20

No response

Question 21

No response

Question 22

No response

Question 23

No response

Name not available

October 31, 2018, 1:10 PM

Question 1

hub of silicon valley, wide range of businesses, easy access to SJC,

Question 2

traffic, hotel costs, parking

Question 3

convention revenue, corporate meeting revenue

Question 4

what type of conventions and meetings are considered appropriate

Question 5

machine tool shows,
home and garden
corporate meeting space

Question 6

1. Conventions and meetings
2. Business travelers
3. Sports & tournament travelers

4. University-related

5. International travelers

6. Airport related

7. Leisure day trips

8. Leisure overnight

9. Passing through to another primary destination

Question 7

No response

Question 8

tech

Question 9

- Traditional advertising
- Tradeshow

Question 10

- New transportation options for ease of travel within the region
- Workforce/talent development and retention

Question 11

- Clean
- Friendly
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Safe

Question 12

- Hotel package

Question 13

- Convention sales and marketing
- Human resource development
- Industry advocacy
- Small business opportunities
- Sporting event recruitment

Question 14

1. Generating economic impact for Santa Clara
2. Hosting conventions and meetings from out of the area

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

3. Hosting consumer shows (e.g., home and garden shows)
4. Creating hotel tax and sales tax revenue
5. Incentivizing large conventions to choose Santa Clara
6. Maximizing revenue/profits to SCCC
7. Maintaining the Convention Center in first class condition
8. Delivering high-level service for all attendees
9. Hosting sporting events (e.g. tournaments)
10. Hosting community-based events

Question 15

No response

Question 16

- Providing local business preference for booking space in SCCC

Question 17

No response

Question 18

No response

Question 19

No response

Question 20

No response

Question 21

- Technology

Question 22

- Business owner

Question 23

- I work in Santa Clara
- I live in another city

Name not available

October 31, 2018, 2:15 PM

Question 1

Neighborhood communities, small town atmosphere - still -, community spirit

Question 2

Traffic, tremendous population growth without attempts to bring new residents into community

Question 3

Use of renewable power sources - solar, wind, Educational system, lots of places to bring kids on field trips

Question 4

Pressure to allow too much growth too fast, unrestrained traffic increases,

Question 5

No idea.

Question 6

1. University-related
2. Airport related

Question 7

Not much open space left in Santa Clara.

Question 8

No response

Question 9

- Other - At the expense of people living in Santa Clara? Why abandon residents?

Question 10

No response

Question 11

No response

Question 12

No response

Question 13

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

No response

Question 14

No response

Question 15

No response

Question 16

No response

Question 17

No response

Question 18

No response

Question 19

No response

Question 20

No response

Question 21

No response

Question 22

No response

Question 23

No response

Name not available

October 31, 2018, 6:42 PM

Question 1

No response

Question 2

No response

Question 3

No response

Question 4

No response

Question 5

Tech and associations

Question 6

1. Conventions and meetings
2. Business travelers
3. Leisure overnight
4. Sports & tournament travelers
5. International travelers
6. Passing through to another primary destination
7. University-related
8. Leisure day trips
9. Airport related

Question 7

No response

Question 8

Tech and associations

Question 9

- Social media
- Tradeshows

Question 10

- Improving the current convention facility
- New development of hotels of various brands, service levels and offerings
- Welcome signage and directional wayfinding in a variety of language options
- Workforce/talent development and retention

Question 11

- Diverse
- Great venues and facilities
- Great hotel diversity

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- Hospitality and friendliness
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)

Question 12

- Amenities/things to do
- Transportation-ease of access

Question 13

- Convention sales and marketing
- Economic development
- Industry advocacy
- International travel development
- Leisure travel marketing
- Media relations
- Paid advertising
- Research
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Hosting conventions and meetings from out of the area
2. Creating hotel tax and sales tax revenue
3. Generating economic impact for Santa Clara
4. Maintaining the Convention Center in first class condition
5. Hosting consumer shows (e.g., home and garden shows)
6. Incentivizing large conventions to choose Santa Clara
7. Delivering high-level service for all attendees
8. Hosting sporting events (e.g. tournaments)
9. Maximizing revenue/profits to SCCC

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses

Question 17

No response

Question 18

1. Destination guidebook of Santa Clara businesses to hand out at events with map
2. Cooperative advertisement plans to meeting planners and convention attendees that feature local business

Question 19

No response

Question 20

No response

Question 21

- Convention/exhibits services

Question 22

- Community member

Question 23

- I live in Santa Clara

Name not available

November 1, 2018, 10:51 AM

Question 1

Located in the heart of Silicon Valley, Affluent area, Hotels within walking distance

Question 2

Suburban and not urban, lack of tourist attractions, local and not international

Question 3

Large concentration of Silicon Valley tech companies, same city as our business, cheaper than larger venues

Question 4

San Francisco more popular international destination for large conventions, Santa Clara has little brand awareness (not famous)

Question 5

Software, local community events (arts and culture, faith, library)

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

services)

Question 6

1. Business travelers
2. Conventions and meetings
3. University-related
4. International travelers
5. Sports & tournament travelers
6. Leisure day trips
7. Leisure overnight
8. Airport related
9. Passing through to another primary destination

Question 7

No response

Question 8

Fiber Optic
Components/Defense/Biomedical/Telecommunications/Hardware/Tech

Question 9

- Direct sales
- Tradeshows

Question 10

- Improving the current convention facility
- More available spots for free public wi-fi access
- More entertainment and performance options
- New development of hotels of various brands, service levels and offerings
- New transportation options for ease of travel within the region

Question 11

- Accessible
- Clean
- Friendly
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Safe

Question 12

- Airport access
- Amenities/things to do

Question 13

- Convention sales and marketing
- Economic development
- Human resource development
- Industry advocacy
- Paid advertising
- Printed marketing materials
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Incentivizing large conventions to choose Santa Clara
2. Hosting conventions and meetings from out of the area
3. Maintaining the Convention Center in first class condition
4. Delivering high-level service for all attendees
5. Maximizing revenue/profits to SCCC
6. Generating economic impact for Santa Clara
7. Creating hotel tax and sales tax revenue
8. Hosting community-based events
9. Hosting consumer shows (e.g., home and garden shows)
10. Hosting sporting events (e.g. tournaments)

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Giving local businesses preference when procuring services for the SCCC
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Providing local business preference for booking space in SCCC
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)

Question 17

No response

Question 18

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

1. Free/discount booths at SCCC/CVB tradeshows to promote your business
2. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
3. Local business coupon books for attendees for SCCC
4. Destination guidebook of Santa Clara businesses to hand out at events with map
5. Advertising on the SCCC website, TV prompters, banner space, etc.

Question 19

No response

Question 20

Please host some tradeshows for the Fiber Optics/Defense/Biomedical/Telecommunications/Tech industries

Question 21

- Technology

Question 22

- Other - Sales Account Manager/Marketing/Tradeshow Coordinator

Question 23

- I work in Santa Clara
- I live in another city

Name not available

November 1, 2018, 11:14 AM

Question 1

Close to major transportation routes, airport,

Question 2

Expense, lack of in-city entertainment options, city street traffic

Question 3

City Place -entertainment and food hub

Question 4

Expense; Difficult development environment, both red-tape and local residents

Question 5

No response

Question 6

1. Sports & tournament travelers
2. Conventions and meetings
3. Business travelers
4. University-related

Question 7

No response

Question 8

medical/pharmaceutical, tech/gaming industry, non-profits

Question 9

- Social media
- Tradeshows

Question 10

- Iconic landmarks
- More available spots for free public wi-fi access
- More entertainment and performance options
- New development of hotels of various brands, service levels and offerings
- New transportation options for ease of travel within the region

Question 11

- Accessible
- Connection to universities
- Diverse
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)

Question 12

- Amenities/things to do
- Hotel package

Question 13

- Convention sales and marketing
- Printed marketing materials

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- Small business opportunities
- Website, social media, and/or other digital

Question 14

1. Hosting sporting events (e.g. tournaments)
2. Incentivizing large conventions to choose Santa Clara
3. Hosting community-based events
4. Delivering high-level service for all attendees
5. Hosting conventions and meetings from out of the area
6. Hosting consumer shows (e.g., home and garden shows)

Question 15

People traveling for sports and tournaments spend money, many having large recreational budgets that could be spent here in Santa Clara; Target 2-3 large conventions per year to incentivize (limit allowed annual subsidy); be a good neighbor and offer big discounts to local non-profits (schools, churches, youth organizations) - get them with discount and they will spend money once there for food/services/rooms/swag. Most non-profits have large local followers/supporters that are loyal and will recommend the SCCC to their friends/companies/boards that they are a part of if they had a good experience. Bring in more revenue with the larger corporate events, but expand your local market by being the good neighbor with great service at discounted rates.

Question 16

- Giving local businesses preference when procuring services for the SCCC
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Question 18

1. Destination guidebook of Santa Clara businesses to hand out at events with map
2. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
3. Advertising on the SCCC website, TV prompters, banner space, etc.

Question 19

No response

Question 20

No response

Question 21

- Nonprofit or community organization

Question 22

- Organization leader

Question 23

- I live in Santa Clara
- I work in Santa Clara

Name not available

November 1, 2018, 6:07 PM

Question 1

No response

Question 2

No response

Question 3

No response

Question 4

No response

Question 5

No response

Question 6

1. Airport related
2. Leisure overnight
3. Sports & tournament travelers
4. International travelers
5. Conventions and meetings

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

6. University-related
7. Leisure day trips
8. Passing through to another primary destination
9. Business travelers

Question 7

No response

Question 8

No response

Question 9

- Destination guide booklets
- Tradeshows

Question 10

- Arts/cultural offerings and performance venues
- More entertainment and performance options
- More open green space or natural parkland
- New transportation options for ease of travel within the region
- Workforce/talent development and retention

Question 11

- Active
- Beautiful
- Diverse
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Smart

Question 12

- Amenities/things to do
- Transportation-ease of access

Question 13

- Convention sales and marketing
- Human resource development
- International travel development
- Paid advertising
- Printed marketing materials
- Research
- Small business opportunities

- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Delivering high-level service for all attendees
2. Hosting community-based events
3. Creating hotel tax and sales tax revenue
4. Generating economic impact for Santa Clara
5. Maximizing revenue/profits to SCCC
6. Hosting consumer shows (e.g., home and garden shows)
7. Maintaining the Convention Center in first class condition
8. Incentivizing large conventions to choose Santa Clara
9. Hosting conventions and meetings from out of the area
10. Hosting sporting events (e.g. tournaments)

Question 15

No response

Question 16

No response

Question 17

No response

Question 18

No response

Question 19

No response

Question 20

No response

Question 21

No response

Question 22

No response

Question 23

No response

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Name not shown

inside Santa Clara

November 1, 2018, 7:04 PM

Question 1

Great America, Levi's Stadium, Mission Santa Clara

Question 2

Road conditions, Traffic, Graffiti

Question 3

Road repairs, EV charging stations, Graffiti abatement

Question 4

Money, Resources (employees), Commitment

Question 5

Home & Garden, Tech

Question 6

1. Leisure overnight
2. Leisure day trips
3. Passing through to another primary destination
4. Conventions and meetings
5. Sports & tournament travelers
6. Business travelers
7. International travelers
8. University-related
9. Airport related

Question 7

No response

Question 8

Auto shows, ComicCon, Outdoor recreation, Sports memorabilia

Question 9

- Public relations
- Social media

Question 10

- Arts/cultural offerings and performance venues
- More entertainment and performance options
- More open green space or natural parkland
- New transportation options for ease of travel within the region
- Other - EV charging stations

Question 11

- Accessible
- Clean
- Friendly
- Great venues and facilities
- Hospitality and friendliness

Question 12

- Transportation-ease of access
- Other - Graffiti, Litter

Question 13

- Convention sales and marketing
- Media relations
- Printed marketing materials
- Sporting event recruitment
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Generating economic impact for Santa Clara
2. Creating hotel tax and sales tax revenue
3. Maintaining the Convention Center in first class condition
4. Delivering high-level service for all attendees
5. Hosting conventions and meetings from out of the area
6. Hosting sporting events (e.g. tournaments)
7. Hosting consumer shows (e.g., home and garden shows)
8. Incentivizing large conventions to choose Santa Clara
9. Hosting community-based events
10. Maximizing revenue/profits to SCCC

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Question 18

1. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
2. Destination guidebook of Santa Clara businesses to hand out at events with map
3. Advertising on the SCCC website, TV prompters, banner space, etc.
4. Local business coupon books for attendees for SCCC
5. Free/discount booths at SCCC/CVB tradeshows to promote your business

Question 19

No response

Question 20

Urban blight (vs. delight) is a very important issue in regards to whether out-of-town visitors decide to return to Santa Clara. The City of Santa Clara should be more proactive (via code enforcement) to alleviate this blight (i.e., abandoned vehicles, graffiti, litter, potholes, weed abatement, etc.). Best example...have all code enforcement officers drive through the city on a daily basis, block by block, looking for violations (even if just 1 hour per day)...instead of waiting to receive complaints from residents (a.k.a., being "reactive"). Another example?...look at San Jose's mobile app...just take a pic and click "send" (photo automatically geo-tags)...whereas Santa Clara's mobile app?...need extra steps to report blight (sender ID, location, etc.).

Question 21

- Professional services

Question 22

- Business owner

Question 23

- I live in Santa Clara
- I work in Santa Clara

Name not shown

inside Santa Clara

November 2, 2018, 12:02 PM

Question 1

Location, local companies,

Question 2

Traffic, city govt, planning

Question 3

Traffic, city govt, lower density community

Question 4

City leaders, developers, regional directives

Question 5

Ones that are more close nit than work in San Jose

Question 6

1. Conventions and meetings
2. Business travelers
3. Airport related
4. Sports & tournament travelers
5. Leisure day trips
6. University-related
7. Leisure overnight
8. Passing through to another primary destination
9. International travelers

Question 7

No response

Question 8

Medical and tech

Question 9

- Public relations

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- Tradeshows

Question 10

- Arts/cultural offerings and performance venues
- Iconic landmarks
- Improving the current convention facility
- More available spots for free public wi-fi access
- More open green space or natural parkland

Question 11

- Accessible
- Historic

Question 12

- Amenities/things to do
- Other - Car breakins

Question 13

- Convention sales and marketing
- Economic development
- Leisure travel marketing
- Visitor services (information center)

Question 14

1. Maintaining the Convention Center in first class condition
2. Hosting conventions and meetings from out of the area
3. Hosting community-based events
4. Delivering high-level service for all attendees
5. Incentivizing large conventions to choose Santa Clara
6. Hosting consumer shows (e.g., home and garden shows)
7. Creating hotel tax and sales tax revenue
8. Generating economic impact for Santa Clara
9. Hosting sporting events (e.g. tournaments)
10. Maximizing revenue/profits to SCCC

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Giving local businesses preference when procuring services for the SCCC

- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Providing local business preference for booking space in SCCC
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Question 18

1. Destination guidebook of Santa Clara businesses to hand out at events with map
2. Advertising on the SCCC website, TV prompters, banner space, etc.
3. Free/discount booths at SCCC/CVB tradeshows to promote your business
4. Local business coupon books for attendees for SCCC
5. Cooperative advertisement plans to meeting planners and convention attendees that feature local business

Question 19

No response

Question 20

No response

Question 21

- Technology

Question 22

- Community member

Question 23

- I live in Santa Clara
- I work in another city

Name not available

November 2, 2018, 2:42 PM

Question 1

Near Silicon Valley companies

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 2

Nothing around

Question 3

No response

Question 4

Nothing around

Question 5

No response

Question 6

1. Business travelers
2. Conventions and meetings

Question 7

No response

Question 8

No response

Question 9

- Tradeshows

Question 10

- More entertainment and performance options
- Other - Better food

Question 11

- Local connections to business vertical markets (i.e., access to clients and/or suppliers)

Question 12

- Amenities/things to do
- Transportation-ease of access

Question 13

- Convention sales and marketing
- Industry advocacy

- Media relations
- Website, social media, and/or other digital

Question 14

1. Generating economic impact for Santa Clara
2. Maintaining the Convention Center in first class condition

Question 15

No response

Question 16

- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)

Question 17

No response

Question 18

1. Free/discount booths at SCCC/CVB tradeshows to promote your business

Question 19

No response

Question 20

No response

Question 21

- Technology

Question 22

- Senior executive/management

Question 23

- I live in Santa Clara
- I work in Santa Clara

Name not available

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

November 2, 2018, 4:03 PM

Question 1

near SJC, transit, 101, 237, 880

Question 2

levi stadium

Question 3

No response

Question 4

No response

Question 5

tech

Question 6

1. Conventions and meetings
2. Sports & tournament travelers
3. Passing through to another primary destination

Question 7

No response

Question 8

tech

Question 9

- Direct sales
- Public relations

Question 10

- Improving the current convention facility
- More entertainment and performance options
- More open green space or natural parkland
- New transportation options for ease of travel within the region
- Workforce/talent development and retention

Question 11

- Clean
- Diverse
- Hospitality and friendliness
- Safe

Question 12

- Airport access
- Transportation-ease of access

Question 13

- Convention sales and marketing
- Industry advocacy
- Leisure travel marketing
- Media relations
- Paid advertising
- Printed marketing materials
- Research
- Small business opportunities
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Maintaining the Convention Center in first class condition
2. Delivering high-level service for all attendees
3. Incentivizing large conventions to choose Santa Clara

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 18

1. Free/discount booths at SCCC/CVB tradeshows to promote your business
2. Local business coupon books for attendees for SCCC

Question 19

No response

Question 20

No response

Question 21

- Professional services

Question 22

- Business owner

Question 23

- I live in Santa Clara
- I work in Santa Clara

Name not shown

inside Santa Clara

November 2, 2018, 5:54 PM

Question 1

Location,weather

Question 2

Traffic,urban sprawl,transit

Question 3

Accessibility to wider bay area

Question 4

Local politics

Question 5

No idea,isn't obvious what is scheduled

Question 6

1. Business travelers
2. Conventions and meetings
3. University-related
4. Sports & tournament travelers

Question 7

No response

Question 8

No response

Question 9

- Social media
- Tradeshows

Question 10

- Arts/cultural offerings and performance venues
- More entertainment and performance options
- More open green space or natural parkland
- New or expanded attractions and museums
- New transportation options for ease of travel within the region

Question 11

- Accessible
- Diverse
- Food scene
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)

Question 12

- Amenities/things to do
- Other - Cost

Question 13

- Convention sales and marketing
- Leisure travel marketing
- Printed marketing materials
- Website, social media, and/or other digital

Question 14

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

1. Maintaining the Convention Center in first class condition
2. Incentivizing large conventions to choose Santa Clara
3. Hosting community-based events
4. Hosting consumer shows (e.g., home and garden shows)
5. Creating hotel tax and sales tax revenue
6. Generating economic impact for Santa Clara

Question 15

No response

Question 16

- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Providing local business preference for booking space in SCCC
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)

Question 17

No response

Question 18

1. Local business coupon books for attendees for SCCC
2. Destination guidebook of Santa Clara businesses to hand out at events with map

Question 19

No response

Question 20

No response

Question 21

- Recreation

Question 22

- Community member

Question 23

- I live in Santa Clara
- I work in Santa Clara

Name not available

November 3, 2018, 6:15 AM

Question 1

Location, weather,

Question 2

Transportation, parking,

Question 3

Update facility,

Question 4

Getting more crowded

Question 5

Job fairs, tech

Question 6

1. Business travelers
2. Conventions and meetings
3. University-related
4. Sports & tournament travelers
5. Leisure day trips
6. Leisure overnight
7. Passing through to another primary destination
8. Airport related
9. International travelers

Question 7

No response

Question 8

Tech used to have a better presence in the convention market- bring them back

Question 9

- Public relations
- Tradeshows

Question 10

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- Improving the current convention facility
- Workforce/talent development and retention

Question 11

- Accessible
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)

Question 12

- Amenities/things to do
- Transportation-ease of access

Question 13

- Convention sales and marketing
- Leisure travel marketing
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Incentivizing large conventions to choose Santa Clara
2. Maintaining the Convention Center in first class condition
3. Hosting consumer shows (e.g., home and garden shows)
4. Hosting community-based events
5. Maximizing revenue/profits to SCCC
6. Generating economic impact for Santa Clara
7. Hosting conventions and meetings from out of the area
8. Delivering high-level service for all attendees
9. Hosting sporting events (e.g. tournaments)
10. Creating hotel tax and sales tax revenue

Question 15

No response

Question 16

- Giving local businesses preference when procuring services for the SCCC
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)

Question 17

No response

Question 18

1. Destination guidebook of Santa Clara businesses to hand out at events with map
2. Local business coupon books for attendees for SCCC
3. Advertising on the SCCC website, TV prompts, banner space, etc.
4. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
5. Free/discount booths at SCCC/CVB tradeshows to promote your business

Question 19

No response

Question 20

No response

Question 21

- Technology

Question 22

- Community member

Question 23

- I live in Santa Clara
- I work in Santa Clara

Kevin Krave

inside Santa Clara

November 3, 2018, 9:19 AM

Question 1

1) Accessibility by auto to South Bay, East Bay and Peninsula, 2) A safe environment, 3) Attractive mix of residential and low density office/industrial properties.

Question 2

1) Public transit is limited to a few major corridors and 2) is not time efficient for riders.

Question 3

1) A growing population and economic center draws commercial and industrial business travel, 2) tech industry, itself, has become a tourist

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

draw, 3) both of these opportunities would suggest benefits from joint civic and industry collaborative efforts.

Question 4

1) Population and business growth is making travel difficult, 2) dismal public transportation, fragmented planning by many small neighboring cities and lengthy lead time on public works projects bodes poorly for dealing successfully with the growth.

Question 5

No response

Question 6

1. Business travelers
2. Conventions and meetings
3. Sports & tournament travelers
4. University-related
5. Passing through to another primary destination
6. Leisure day trips
7. Leisure overnight
8. International travelers
9. Airport related

Question 7

No response

Question 8

Local marketing of smaller meeting rooms to businesses and community functions may supplement larger scale events.

Question 9

- Destination websites
- Social media

Question 10

- Arts/cultural offerings and performance venues
- More entertainment and performance options
- More open green space or natural parkland
- New or expanded attractions and museums
- New transportation options for ease of travel within the region

Question 11

- Accessible
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Safe

Question 12

- Amenities/things to do
- Transportation-ease of access

Question 13

- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Maximizing revenue/profits to SCCC
2. Creating hotel tax and sales tax revenue
3. Generating economic impact for Santa Clara
4. Maintaining the Convention Center in first class condition
5. Delivering high-level service for all attendees
6. Incentivizing large conventions to choose Santa Clara
7. Hosting community-based events
8. Hosting conventions and meetings from out of the area
9. Hosting consumer shows (e.g., home and garden shows)
10. Hosting sporting events (e.g. tournaments)

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

Extend service to community and non-profit groups in the South Bay.

Question 18

No response

Question 19

No response

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 20

No response

Question 21

- Healthcare

Question 22

- Community member

Question 23

- I live in Santa Clara

Name not shown

inside Santa Clara

November 3, 2018, 12:03 PM

Question 1

Central venue in the bay area, The infrastructure and Intellectually high caliber population.

Question 2

Mass/Public transportation within Santa Clara city. Transport from the Airports. Traffic back up during game days and events at Great America Parkway.

Question 3

Proximity to San Francisco and the whole Bay area, Home of 49's and the Great Weather

Question 4

No response

Question 5

Tech, Finance , Travel and Home & Garden

Question 6

1. Business travelers
2. Sports & tournament travelers
3. Conventions and meetings

Question 7

No response

Question 8

Pharmaceutical and Tech

Question 9

- Digital media
- Social media

Question 10

- Arts/cultural offerings and performance venues
- More available spots for free public wi-fi access
- More entertainment and performance options
- More open green space or natural parkland

Question 11

- Accessible
- Beautiful
- Clean
- Diverse
- Food scene

Question 12

- Airport access
- Transportation-ease of access

Question 13

- Economic development
- International travel development
- Leisure travel marketing
- Small business opportunities

Question 14

1. Generating economic impact for Santa Clara
2. Maximizing revenue/profits to SCCC
3. Maintaining the Convention Center in first class condition
4. Creating hotel tax and sales tax revenue
5. Incentivizing large conventions to choose Santa Clara
6. Hosting community-based events
7. Hosting conventions and meetings from out of the area
8. Delivering high-level service for all attendees
9. Hosting consumer shows (e.g., home and garden shows)

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

10. Hosting sporting events (e.g. tournaments)

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Giving local businesses preference when procuring services for the SCCC
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Providing local business preference for booking space in SCCC
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)

Question 17

No response

Question 18

1. Advertising on the SCCC website, TV prompters, banner space, etc.
2. Free/discount booths at SCCC/CVB tradeshows to promote your business
3. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
4. Destination guidebook of Santa Clara businesses to hand out at events with map
5. Local business coupon books for attendees for SCCC

Question 19

No response

Question 20

No response

Question 21

- Education

Question 22

- Business owner

Question 23

- I live in Santa Clara
- I work in Santa Clara

Name not shown

inside Santa Clara

November 3, 2018, 4:48 PM

Question 1

City should not be in the convention business.

Question 2

City should not be in the convention business.

Question 3

City should not be in the convention business.

Question 4

City should not be in the convention business.

Question 5

City should not be in the convention business.

Question 6

No response

Question 7

City should not be in the convention business.

Question 8

City should not be in the convention business.

Question 9

- Other - City should not be in the convention business.

Question 10

- Other - City should not be in the convention business.

Question 11

- Great hotel diversity
- Other - City should not be in the convention business.

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 12

- Other - City should not be in the convention business.

Question 13

- Other - City should not be in the convention business.

Question 14

No response

Question 15

City should not be in the convention business.

Question 16

- SCCC should not engage in a community benefit program

Question 17

City should not be in the convention business.

Question 18

No response

Question 19

City should not be in the convention business.

Question 20

City should not be in the convention business.

Question 21

- Professional services

Question 22

- Community member

Question 23

- I live in Santa Clara
- I work in another city

Name not available

November 4, 2018, 1:47 PM

Question 1

Santa Clara University, Great America, Levi's Stadium

Question 2

Traffic Congestion, bad public transportation infrastructure, reduced amount of businesses along El Camino Real

Question 3

More parks and open air for public, revitalizing City Hall Area, Revitalizing Downtown

Question 4

Increased High Density Housing Building all over the city, Infrastructure, letting developers take over ää

Question 5

Tech for sure

Question 6

1. Business travelers
2. University-related
3. Sports & tournament travelers
4. Conventions and meetings
5. Airport related
6. Leisure overnight
7. International travelers
8. Passing through to another primary destination
9. Leisure day trips

Question 7

No response

Question 8

Running/Race expos, Healthcare field conferences, tech conferences

Question 9

- Public relations
- Social media

Question 10

- Iconic landmarks
- More entertainment and performance options

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- More open green space or natural parkland
- New or expanded attractions and museums
- New transportation options for ease of travel within the region

Question 11

- Connection to universities
- Great venues and facilities
- Great hotel diversity
- Historic
- Other - Central location to major freeways

Question 12

- Other - High cost

Question 13

- Industry advocacy
- Media relations
- Small business opportunities
- Sporting event recruitment
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Hosting community-based events
2. Maintaining the Convention Center in first class condition
3. Delivering high-level service for all attendees
4. Generating economic impact for Santa Clara
5. Hosting consumer shows (e.g., home and garden shows)
6. Maximizing revenue/profits to SCCC
7. Creating hotel tax and sales tax revenue
8. Hosting sporting events (e.g. tournaments)
9. Incentivizing large conventions to choose Santa Clara
10. Hosting conventions and meetings from out of the area

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Giving local businesses preference when procuring services for the SCCC

- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Providing local business preference for booking space in SCCC
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Question 18

1. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
2. Local business coupon books for attendees for SCCC
3. Free/discount booths at SCCC/CVB tradeshows to promote your business
4. Destination guidebook of Santa Clara businesses to hand out at events with map
5. Advertising on the SCCC website, TV prompters, banner space, etc.

Question 19

No response

Question 20

No response

Question 21

- Healthcare

Question 22

- Community member

Question 23

- I live in Santa Clara
- I work in Santa Clara

Name not available

November 4, 2018, 3:08 PM

Question 1

size, near to hotel, near to entertainment

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 2

no nearby retail, no nearby housing for employees, infrequent transit

Question 3

integrated housing, integrated retail, frequent electric bus service

Question 4

stadium noise, stadium lawlessness, lack of well maintained public green-space

Question 5

information technology

Question 6

1. Business travelers
2. Conventions and meetings
3. University-related
4. International travelers
5. Leisure day trips
6. Leisure overnight
7. Sports & tournament travelers

Question 7

No response

Question 8

Whatever the south bay area has a competitive advantage in: software, electronics, clean energy, electric vehicles, asian immigrants...

Question 9

- Digital media
- Social media

Question 10

- More entertainment and performance options
- More open green space or natural parkland
- New development of hotels of various brands, service levels and offerings
- New transportation options for ease of travel within the region
- Other - tourist retail

Question 11

- Affordability
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)

Question 12

- Amenities/things to do
- Other - It is not a fun convention destination, because it is in a swamp without entertainment

Question 13

- Small business opportunities
- Website, social media, and/or other digital
- Other - Redesign the convention center to host more local entertainment and retail

Question 14

1. Hosting conventions and meetings from out of the area
2. Delivering high-level service for all attendees
3. Maintaining the Convention Center in first class condition

Question 15

Mainly, allow people who work here to attend conferences here, instead of spending more time / money / fuel traveling elsewhere.
Secondly, make multiple uses of the convention space, to provide entertainment for locals when conventions are not occurring.

Question 16

- Giving local businesses preference when procuring services for the SCCC
- Providing local business preference for booking space in SCCC
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

Local flavor makes the convention center more interesting for convention attendees.

Question 18

No response

Question 19

Provide rentable space inside the convention center.

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 20

The goals of the convention center mostly conflict with the quality of life interests of city residents.

Question 21

- Technology

Question 22

No response

Question 23

- I live in Santa Clara
- I work in Santa Clara

Name not available

November 5, 2018, 11:43 AM

Question 1

Location, climate, cultural diversity

Question 2

overcrowded/traffic, taxes really high, old outdated attractions - Great America , museums,

Question 3

high tech businesses growing, city open to change , NFL/stadium/concert events

Question 4

can't expand territory, no recognition for Levi's stadium Ads TV saying San Francisco not Santa Clara,

Question 5

tech shows

Question 6

No response

Question 7

No response

Question 8

High Tech

Question 9

- Public relations
- Social media

Question 10

- Arts/cultural offerings and performance venues
- More available spots for free public wi-fi access
- New international air access
- New transportation options for ease of travel within the region
- Welcome signage and directional wayfinding in a variety of language options

Question 11

- Clean
- Diverse
- Food scene
- Great hotel diversity
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)

Question 12

- Transportation-ease of access
- Other - not affordable accomodations, very high prices for lodging

Question 13

- Convention sales and marketing
- International travel development
- Media relations
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Hosting sporting events (e.g. tournaments)
2. Hosting consumer shows (e.g., home and garden shows)
3. Incentivizing large conventions to choose Santa Clara
4. Hosting conventions and meetings from out of the area

Question 15

No response

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 16

- Delivering high level of service and value for local businesses
- Giving local businesses preference when procuring services for the SCCC
- Providing local business preference for booking space in SCCC

Question 17

recognitions of new products or achievements in technology, being the first to showcase the new products here

Question 18

1. Free/discount booths at SCCC/CVB tradeshows to promote your business
2. Advertising on the SCCC website, TV prompters, banner space, etc.

Question 19

offer package deals to business so their attendees have places to stay and eat while in Santa Clara for sure like tour buses/guides of the city

Question 20

No response

Question 21

- Other - engineering office help customer's design our products into their builds

Question 22

- Other - Admin support

Question 23

- I work in Santa Clara

Name not available

November 5, 2018, 3:51 PM

Question 1

Convenience, free parking, excellent management

Question 2

Too little parking available, very (to me) restricted food offerings during events, overcrowded aisles with too many people dragging a rolling bag,

and occasionally children in their strollers.

Question 3

No response

Question 4

Not enough apparent space to build extra parking

Question 5

I only attend one event, Pacific International Quilt Festival.

Question 6

1. Conventions and meetings

Question 7

No response

Question 8

Tech, primarily, although medical/pharmaceutical markets are important.

Question 9

- Direct sales
- Tradeshows

Question 10

- Arts/cultural offerings and performance venues
- More available spots for free public wi-fi access
- More entertainment and performance options
- New development of hotels of various brands, service levels and offerings
- New transportation options for ease of travel within the region

Question 11

- Accessible
- Affordability
- Clean
- Diverse
- Food scene

Question 12

No response

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 13

No response

Question 14

No response

Question 15

No response

Question 16

No response

Question 17

No response

Question 18

No response

Question 19

No response

Question 20

No response

Question 21

- Professional services

Question 22

- Community member

Question 23

- I live in Santa Clara

Name not available

November 5, 2018, 9:06 PM

Question 1

easy to get to

Question 2

old facilities, not very high capacity

Question 3

showcase latest tech innovations, get public transportation right

Question 4

politics, corruption

Question 5

tech, travel

Question 6

1. Business travelers
2. Sports & tournament travelers
3. Conventions and meetings
4. International travelers
5. University-related
6. Airport related
7. Leisure overnight
8. Leisure day trips
9. Passing through to another primary destination

Question 7

No response

Question 8

biotech, gaming, pharma

Question 9

- Destination websites
- Digital media

Question 10

- Improving the current convention facility
- More entertainment and performance options
- New or expanded attractions and museums
- New transportation options for ease of travel within the region

Question 11

- Historic
- Safe

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 12

- Amenities/things to do

Question 13

- Convention sales and marketing
- Industry advocacy
- Small business opportunities

Question 14

1. Generating economic impact for Santa Clara
2. Maximizing revenue/profits to SCCC
3. Delivering high-level service for all attendees
4. Maintaining the Convention Center in first class condition
5. Hosting conventions and meetings from out of the area
6. Hosting community-based events
7. Incentivizing large conventions to choose Santa Clara
8. Hosting sporting events (e.g. tournaments)
9. Hosting consumer shows (e.g., home and garden shows)
10. Creating hotel tax and sales tax revenue

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Giving local businesses preference when procuring services for the SCCC
- Providing local business preference for booking space in SCCC
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Question 18

1. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
2. Local business coupon books for attendees for SCCC
3. Advertising on the SCCC website, TV prompts, banner space, etc.

4. Destination guidebook of Santa Clara businesses to hand out at events with map
5. Free/discount booths at SCCC/CVB tradeshows to promote your business

Question 19

No response

Question 20

No response

Question 21

- Other - photographer

Question 22

- Business owner

Question 23

- I live in Santa Clara
- I work in another city

Name not available

November 8, 2018, 8:21 PM

Question 1

Central to large corporations, near the beaches/SF, good access from the airport

Question 2

Parking, large venue, publishing of events

Question 3

No response

Question 4

No response

Question 5

Corporations, high school reunions, garden and home shows, large events

Question 6

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

1. Conventions and meetings
2. Business travelers
3. International travelers
4. Leisure overnight
5. Leisure day trips
6. Sports & tournament travelers
7. Passing through to another primary destination
8. Airport related
9. University-related

Question 7

No response

Question 8

Pharmaceutical, company all hands, all markets

Question 9

- Public relations
- Social media

Question 10

- Improving the current convention facility
- More available spots for free public wi-fi access
- More open green space or natural parkland
- New development of hotels of various brands, service levels and offerings
- New transportation options for ease of travel within the region

Question 11

- Accessible
- Clean
- Historic
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Safe

Question 12

- Hotel package
- Transportation-ease of access

Question 13

- Convention sales and marketing

- Economic development
- Human resource development
- Media relations
- Research
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Maintaining the Convention Center in first class condition
2. Generating economic impact for Santa Clara
3. Hosting conventions and meetings from out of the area
4. Delivering high-level service for all attendees
5. Hosting consumer shows (e.g., home and garden shows)
6. Hosting community-based events
7. Hosting sporting events (e.g. tournaments)
8. Incentivizing large conventions to choose Santa Clara
9. Maximizing revenue/profits to SCCC
10. Creating hotel tax and sales tax revenue

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Question 18

1. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
2. Advertising on the SCCC website, TV prompts, banner space, etc.
3. Local business coupon books for attendees for SCCC
4. Destination guidebook of Santa Clara businesses to hand out at events with map
5. Free/discount booths at SCCC/CVB tradeshows to promote your business

Question 19

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

No response

Question 20

No response

Question 21

- Nonprofit or community organization

Question 22

- Community member

Question 23

- I live in Santa Clara

Name not shown

inside Santa Clara

November 9, 2018, 8:01 AM

Question 1

Location, Location, Location -- Silicon Valley Location, World Class Entertainment, and headquarters for some of the Fastest Growing Companies in the World!

Question 2

1. Lack of tourism related business 2. High Cost 3. Outdated Convention Center that need upgrading

Question 3

1. Economic Development based on a Tourism Master Plan 2. Motivated Hotel Community that understands the value of Destination Marketing 3. Opportunity to update and expand the Convention Center

Question 4

1. City Staff that doesn't understand the competitive business of Destination Sales and Marketing 2. Lack of comprehensive Tourism Master Plan 3. Lack of Regional Destination Marketing Organization to leverage Silicon Valley brand

Question 5

All the above

Question 6

1. Conventions and meetings
2. Sports & tournament travelers
3. Business travelers
4. International travelers
5. Airport related
6. Leisure overnight
7. University-related
8. Passing through to another primary destination
9. Leisure day trips

Question 7

Prioritization should be based on events that maximize economic impact from Hotel Occupancy taxes! Hotel Occupancy tax flow directly to the General fund and pay for City services that local residents do not have to.

Question 8

Meeting and Conventions that have the highest potential to generate Hotel Occupancy which = Big Bucks for the City of Santa Clara

Question 9

- Destination websites
- Digital media

Question 10

- Improving the current convention facility
- More entertainment and performance options
- New development of hotels of various brands, service levels and offerings
- New transportation options for ease of travel within the region
- Welcome signage and directional wayfinding in a variety of language options

Question 11

No response

Question 12

- Amenities/things to do
- Hotel package

Question 13

- Convention sales and marketing
- Economic development

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- Industry advocacy
- International travel development
- Leisure travel marketing
- Media relations
- Paid advertising
- Printed marketing materials
- Product development
- Research
- Small business opportunities
- Sporting event recruitment
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Generating economic impact for Santa Clara
2. Creating hotel tax and sales tax revenue
3. Maintaining the Convention Center in first class condition
4. Delivering high-level service for all attendees
5. Hosting conventions and meetings from out of the area
6. Incentivizing large conventions to choose Santa Clara

Question 15

The Convention Center should be expanded to maximize the economic impact from hotel occupancy. The City needs revenue and hotel occupancy is a great source and the convention center should be utilized for this goal.

Question 16

No response

Question 17

No response

Question 18

1. Advertising on the SCCC website, TV prompters, banner space, etc.
2. Cooperative advertisement plans to meeting planners and convention attendees that feature local business

Question 19

No response

Question 20

The Santa Clara Convention Center should be operated separate from the

Destination Marketing Organization. It is the Destination Marketing organization that should oversee the contract for the management of the center. This based on the premise of maximizing Convention Center bookings based on the priority of generating overnight hotel business. The folks that are responsible for selling and marketing the Convention Center (Visit Santa Clara) should be the same ones that oversee the contract for operations at the convention center. Look at other Destinations that have adopted this type of booking policy - San Francisco, Irving, TX, Orlando, etc...

Question 21

- Professional services

Question 22

- Business owner

Question 23

- I work in Santa Clara
- I live in another city

Name not available

November 9, 2018, 10:05 AM

Question 1

Easier to park free. Less expensive than other nearby convention centers.

Question 2

The food from the concessions is terrible and overpriced! Parking can get difficult at times. The box lunches from the concessions needs to be improved.

Question 3

Eliminate the union chokehold. Hire a different kitchen and concession operation.

Question 4

Remove all union contracts.

Question 5

IoT and technical trade shows.

Question 6

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

1. Conventions and meetings

Question 7

Lower the prices and eliminate the union, and more business will come.

Question 8

Technical in the broadest sense.

Question 9

- Digital media
- Tradeshows

Question 10

- Improving the current convention facility
- New development of hotels of various brands, service levels and offerings
- New transportation options for ease of travel within the region

Question 11

- Accessible
- Affordability
- Great hotel diversity

Question 12

- Amenities/things to do
- Transportation-ease of access

Question 13

- Convention sales and marketing
- Economic development
- Media relations
- Product development
- Small business opportunities
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Incentivizing large conventions to choose Santa Clara
2. Maintaining the Convention Center in first class condition
3. Hosting conventions and meetings from out of the area
4. Delivering high-level service for all attendees

Question 15

No response

Question 16

- Giving local businesses preference when procuring services for the SCCC
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Question 18

1. Advertising on the SCCC website, TV prompters, banner space, etc.
2. Free/discount booths at SCCC/CVB tradeshows to promote your business

Question 19

No response

Question 20

No response

Question 21

- Technology

Question 22

- Other - Engineer

Question 23

- I live in Santa Clara

Name not shown

inside Santa Clara

November 12, 2018, 12:49 PM

Question 1

Close proximity to most major technology companies in the world

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

conducting business here. Santa Clara has an emerging hospitality industry with TOT revenues to the City's general fund increasing sizeably over the past 8 years with much more growth potential. The existing convention center although needing capital improvements is perfectly situated in location to the new City Place downtown expansion.

Convention-goers will be within walking distance of shopping, restaurants and entertainment in the near future inclusive of Great America and Lev's Stadium.

Question 2

Santa Clara has been largely overshadowed as a destination by San Jose and San Francisco for decades. To make matters worse Santa Clara is absent of an operating convention and visitors bureau to market the destination. The infrastructure of the new downtown for Santa Clara will take several years to complete and the city struggles with limited dining and entertainment options for visitors currently.

Question 3

Improve the collaborative efforts of both the business community and the City. Understanding the financial impacts at play here, the City seriously needs to invest time and energy into the hospitality community and start taking the financial impact of that industry more seriously. Investing in the marketing efforts of the destination is a significant opportunity and the budgeting toward marketing Santa Clara to groups and leisure travelers is grossly under funded in comparison to most every competitor and with no visitor's bureau actively selling now.

Question 4

Same as the three opportunities.

Question 5

They attract large corporate meetings, large associations and special interest groups. The convention center needs to continue to book large groups to bring business to the community for multiple days. This helps the restaurants, the hotels, the City, transportation services, etc.

Question 6

1. Conventions and meetings
2. Business travelers
3. Leisure overnight
4. Sports & tournament travelers
5. International travelers
6. Passing through to another primary destination
7. Leisure day trips
8. University-related
9. Airport related

Question 7

No response

Question 8

Santa Clara needs to grow its corporate convention business. As a leading destination within the tech industry Santa Clara should continue to build and explore new meeting opportunities.

Question 9

- Digital media
- Direct sales

Question 10

- Improving the current convention facility
- More entertainment and performance options
- New development of hotels of various brands, service levels and offerings
- New transportation options for ease of travel within the region
- Workforce/talent development and retention

Question 11

- Accessible
- Diverse
- Great venues and facilities
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Safe

Question 12

- Amenities/things to do
- Transportation-ease of access

Question 13

- Convention sales and marketing
- International travel development
- Leisure travel marketing
- Media relations
- Paid advertising
- Printed marketing materials
- Research
- Sporting event recruitment
- Visitor services (information center)

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

- Website, social media, and/or other digital

Question 14

1. Generating economic impact for Santa Clara
2. Maintaining the Convention Center in first class condition
3. Delivering high-level service for all attendees
4. Incentivizing large conventions to choose Santa Clara
5. Creating hotel tax and sales tax revenue
6. Hosting conventions and meetings from out of the area
7. Hosting sporting events (e.g. tournaments)
8. Hosting consumer shows (e.g., home and garden shows)
9. Maximizing revenue/profits to SCCC
10. Hosting community-based events

Question 15

The convention center needs to create an economic impact to the City. Historically the convention center in Santa Clara has been hyper-focused on its own profit & loss statement, but success convention center to best support the City's interests are focused on driving large programs with travelers coming to the destination for several days generating tax revenues and utilizing a number of businesses and services that help grow the economy there.

Question 16

- Delivering high level of service and value for local businesses
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)

Question 17

Giving space and preferential treatment to local businesses would be prohibitive in many instances. That said, providing value to local businesses with concession and incentives during "need periods" would provide benefit to locals without causing larger financial impact concerns with something implemented year-round.

Question 18

1. Destination guidebook of Santa Clara businesses to hand out at events with map
2. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
3. Advertising on the SCCC website, TV prompts, banner space, etc.
4. Local business coupon books for attendees for SCCC

5. Free/discount booths at SCCC/CVB tradeshows to promote your business

Question 19

No response

Question 20

We need to the City and the new Convention Center management to work together in creating a strong future Visitors Bureau that is formed from the businesses in Santa Clara. Not being sure who the parties are that have expressed interest in running the Convention Center, most do not favor running a CVB since they rely heavily on the business and hospitality sectors to support these interests anyway. It would seem the hotel people should be the ones heavily involved in the visitors bureau since they are the ones significantly invested in bringing new meetings and conventions to the area.

Question 21

- Attractions

Question 22

- Community member

Question 23

- I live in Santa Clara
- I work in Santa Clara

Margaret Hardy

inside Santa Clara

November 12, 2018, 3:18 PM

Question 1

Great location near light rail; plenty of parking; large facility with adjacent hotel - seamless coordination;

Question 2

Building is old and in need of update/repairs; Levi events can impact the CC; entering and exiting by vehicle can have delays;

Question 3

High school events (graduations, parties, dances); smaller concerts; Health activities (blood drive, other med testing, etc.); Larger car show;

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 4

Parking - ingress & egress; legal liability (medical events; minors on campus); Use is booked so far in advance - requires long term planning to have an event there.

Question 5

Home/garden; Hobbies (crafts, quilting, knitting, etc.); Weddings and church events; Trade shows; Prayer breakfast; Tournaments (dance, gymnastics, cheer, etc.); Special interest (specialty car shows, etc.); Business conventions; Speaker presentations.

Question 6

1. Conventions and meetings
2. Leisure day trips
3. Business travelers
4. Sports & tournament travelers
5. International travelers
6. Passing through to another primary destination
7. Airport related
8. University-related
9. Leisure overnight

Question 7

The convention center is known as an event venue, not a "visitors" destination (i.e. Great America).

Question 8

Have events that serve / appeal to the local citizens, especially events that can be visited in a single day out of several (home show, hobbies, etc.) Find a way to make it more appealing to local community groups to choose the CC (HS graduations, weddings).

Question 9

- Digital media
- Other - Have a vibrant, up-to-date detailed and information packed SCCC website.

Question 10

- Improving the current convention facility
- More entertainment and performance options
- New transportation options for ease of travel within the region
- Welcome signage and directional wayfinding in a variety of language options
- Workforce/talent development and retention

Question 11

- Accessible
- Clean
- Diverse
- Great venues and facilities
- Hospitality and friendliness

Question 12

- Airport access
- Other - High cost

Question 13

- Convention sales and marketing
- Leisure travel marketing
- Paid advertising
- Small business opportunities
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Maintaining the Convention Center in first class condition
2. Hosting community-based events
3. Delivering high-level service for all attendees
4. Hosting consumer shows (e.g., home and garden shows)
5. Hosting sporting events (e.g. tournaments)
6. Maximizing revenue/profits to SCCC
7. Generating economic impact for Santa Clara
8. Hosting conventions and meetings from out of the area
9. Incentivizing large conventions to choose Santa Clara
10. Creating hotel tax and sales tax revenue

Question 15

The facility is in poor shape and needs some love (attention and \$).

Question 16

- Delivering high level of service and value for local businesses
- Giving local businesses preference when procuring services for the SCCC
- Providing local business preference for booking space in SCCC
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 17

Get the word out to the county-wide community that this is a good and available, affordable venue.

Question 18

1. Advertising on the SCCC website, TV prompters, banner space, etc.
2. Free/discount booths at SCCC/CVB tradeshows to promote your business
3. Cooperative advertisement plans to meeting planners and convention attendees that feature local business

Question 19

No response

Question 20

The staff are great: friendly, helpful. The interior signage is good, exterior signage is somewhat dated/inaccurate. The food service is excellent.

Question 21

- Real estate

Question 22

- Senior executive/management

Question 23

- I work in Santa Clara
- I live in another city

Name not available

November 12, 2018, 3:31 PM

Question 1

Location in the heart of all of the most current development of AI, Cloud, Autonomous vehicles, Affordable hotels for the area,

Question 2

Promotion of the destination, community support, leadership of the promotion process

Question 3

No response

Question 4

No response

Question 5

Tech, community, pharma, medical

Question 6

1. Conventions and meetings
2. Sports & tournament travelers
3. Leisure overnight
4. International travelers
5. Business travelers
6. University-related
7. Airport related
8. Leisure day trips
9. Passing through to another primary destination

Question 7

No response

Question 8

Those mentioned above

Question 9

- Direct sales
- Tradeshows

Question 10

- Arts/cultural offerings and performance venues
- Improving the current convention facility
- More entertainment and performance options
- New international air access
- Weaving universities and education more thoroughly into the travel experience

Question 11

- Affordability
- Connection to universities
- Great hotel diversity
- Historic
- Safe

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 12

- Amenities/things to do
- Transportation-ease of access

Question 13

- Convention sales and marketing
- Economic development
- Industry advocacy
- International travel development
- Leisure travel marketing
- Website, social media, and/or other digital

Question 14

1. Incentivizing large conventions to choose Santa Clara
2. Creating hotel tax and sales tax revenue
3. Maintaining the Convention Center in first class condition
4. Delivering high-level service for all attendees
5. Generating economic impact for Santa Clara
6. Hosting conventions and meetings from out of the area
7. Maximizing revenue/profits to SCCC
8. Hosting sporting events (e.g. tournaments)
9. Hosting community-based events
10. Hosting consumer shows (e.g., home and garden shows)

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)

Question 17

No response

Question 18

1. Advertising on the SCCC website, TV prompts, banner space, etc.
2. Cooperative advertisement plans to meeting planners and convention attendees that feature local business

3. Destination guidebook of Santa Clara businesses to hand out at events with map
4. Local business coupon books for attendees for SCCC
5. Free/discount booths at SCCC/CVB tradeshows to promote your business

Question 19

No response

Question 20

No response

Question 21

- Hotels

Question 22

- Senior executive/management

Question 23

- I live in Santa Clara
- I work in Santa Clara

Name not shown

inside Santa Clara

November 13, 2018, 5:16 PM

Question 1

Location

Question 2

Convention Center in need of remodel, lack of selling strategy, lack of funds to sell the destination

Question 3

Location to top Tech Companies, Levi's Stadium, and future Related project

Question 4

No response

Question 5

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Tech Groups, Sales Groups, Dance Groups, Hobby Groups, Sporting Groups and Events

Question 6

1. Conventions and meetings
2. Business travelers
3. Sports & tournament travelers
4. Leisure overnight
5. International travelers
6. Airport related
7. Passing through to another primary destination
8. Leisure day trips
9. University-related

Question 7

No response

Question 8

Tech, Pharmaceutical, all weekend groups, sports

Question 9

- Destination websites
- Direct sales

Question 10

- Improving the current convention facility
- More entertainment and performance options
- New development of hotels of various brands, service levels and offerings
- New transportation options for ease of travel within the region
- Workforce/talent development and retention

Question 11

- Accessible
- Clean
- Friendly
- Hospitality and friendliness
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)

Question 12

- Hotel package

- Other - Location to top Tech area

Question 13

- Convention sales and marketing
- International travel development
- Leisure travel marketing
- Printed marketing materials
- Sporting event recruitment
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Incentivizing large conventions to choose Santa Clara
2. Hosting conventions and meetings from out of the area
3. Creating hotel tax and sales tax revenue
4. Maintaining the Convention Center in first class condition
5. Hosting sporting events (e.g. tournaments)
6. Delivering high-level service for all attendees
7. Generating economic impact for Santa Clara
8. Hosting consumer shows (e.g., home and garden shows)
9. Hosting community-based events
10. Maximizing revenue/profits to SCCC

Question 15

No response

Question 16

- SCCC should not engage in a community benefit program

Question 17

No response

Question 18

1. Cooperative advertisement plans to meeting planners and convention attendees that feature local business
2. Advertising on the SCCC website, TV prompters, banner space, etc.
3. Destination guidebook of Santa Clara businesses to hand out at events with map
4. Free/discount booths at SCCC/CVB tradeshows to promote your business
5. Local business coupon books for attendees for SCCC

Question 19

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

No response

Question 20

No response

Question 21

- Hotels

Question 22

- Senior executive/management

Question 23

- I work in Santa Clara

Name not shown

inside Santa Clara

November 14, 2018, 8:53 PM

Question 1

weather, tech, cultural diversity

Question 2

cost, homelessness, traffic

Question 3

youth, education, diversity

Question 4

income inequality, traffic, housing

Question 5

not sure

Question 6

1. Conventions and meetings
2. Business travelers
3. Sports & tournament travelers
4. International travelers
5. Passing through to another primary destination
6. University-related

7. Airport related
8. Leisure day trips
9. Leisure overnight

Question 7

No response

Question 8

tech, sports, business,

Question 9

- Digital media
- Tradeshows

Question 10

- Arts/cultural offerings and performance venues
- Improving the current convention facility
- More entertainment and performance options
- New development of hotels of various brands, service levels and offerings
- New or expanded attractions and museums

Question 11

- Accessible
- Affordability
- Arts & culture
- Clean
- Safe

Question 12

- Amenities/things to do
- Hotel package

Question 13

- Economic development
- Media relations
- Printed marketing materials
- Small business opportunities
- Website, social media, and/or other digital

Question 14

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

1. Incentivizing large conventions to choose Santa Clara
2. Hosting consumer shows (e.g., home and garden shows)
3. Delivering high-level service for all attendees
4. Hosting conventions and meetings from out of the area
5. Maintaining the Convention Center in first class condition
6. Hosting community-based events
7. Generating economic impact for Santa Clara
8. Creating hotel tax and sales tax revenue
9. Hosting sporting events (e.g. tournaments)
10. Maximizing revenue/profits to SCCC

Question 15

No response

Question 16

- Giving local businesses preference when procuring services for the SCCC
- Raising awareness through marketing local businesses (destination guide book, marketing materials, etc. directed to meeting attendees)
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Question 18

1. Local business coupon books for attendees for SCCC
2. Advertising on the SCCC website, TV prompts, banner space, etc.
3. Destination guidebook of Santa Clara businesses to hand out at events with map
4. Free/discount booths at SCCC/CVB tradeshows to promote your business
5. Cooperative advertisement plans to meeting planners and convention attendees that feature local business

Question 19

No response

Question 20

No response

Question 21

- Nonprofit or community organization

Question 22

- Community member

Question 23

- I live in Santa Clara
- I work in Santa Clara

Name not available

November 15, 2018, 11:21 AM

Question 1

Hotel Partners are willing to work with convention center. There is opportunity in Santa Clara to better brand itself.

Question 2

Convention center booking policies of booking catering only no hotel room events too far out. This takes space away from possible city wide events. Very little joint involvement from 49er organization on events that impact hotels partners.

Question 3

City wide hotel room night bench mark is too low for Santa Clara at 600. Santa Clara needs to better brand itself with in Silicon Valley to attract more city wises.

Question 4

Convention center needs updates and reformatted to be competitive going forward with other local cities like San Jose. Parking at convention center. A CVB that is more aggressive in booking new business.

Question 5

High Tech and social

Question 6

1. Business travelers
2. Conventions and meetings
3. Sports & tournament travelers
4. Leisure overnight
5. International travelers

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 7

No response

Question 8

This is tough with out updating the convention center

Question 9

- Direct sales
- Tradeshows

Question 10

- Arts/cultural offerings and performance venues
- Improving the current convention facility
- More entertainment and performance options
- New transportation options for ease of travel within the region

Question 11

- Affordability
- Great hotel diversity
- Hospitality and friendliness
- Walkable

Question 12

- Amenities/things to do
- Transportation-ease of access

Question 13

- Convention sales and marketing
- Economic development
- Industry advocacy
- Leisure travel marketing
- Media relations
- Printed marketing materials
- Website, social media, and/or other digital

Question 14

1. Maintaining the Convention Center in first class condition
2. Creating hotel tax and sales tax revenue
3. Generating economic impact for Santa Clara
4. Maximizing revenue/profits to SCCC
5. Hosting conventions and meetings from out of the area

6. Incentivizing large conventions to choose Santa Clara

Question 15

No response

Question 16

- Leveraging opportunities to raise awareness of local businesses (materials to meeting planners for vendors, business kiosks within SCCC, other)

Question 17

No response

Question 18

1. Free/discount booths at SCCC/CVB tradeshows to promote your business

Question 19

No response

Question 20

No response

Question 21

- Hotels

Question 22

- Senior executive/management

Question 23

- I work in Santa Clara

Name not available

November 16, 2018, 2:09 PM

Question 1

Small town feel in a growing city, growing amenities like restaurants and shops, nearness of specialty attractions and freeways.

Question 2

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Leadership (staff and elected) often in the news with concerning topics, City staff are often rude and dismissive to businesses and the public, the "look" of El Camino is not attractive (old/tired and disjointed).

Question 3

Work with area businesses to create individualized marketing packages for tourism, meetings, and conventions.

Question 4

Expense, traffic, and nearness of larger destination locations (SF, Santa Cruz, Monterey, Carmel).

Question 5

Never been to a convention here. All California conventions I've attended have been in San Francisco, Sacramento, LA, and San Diego area.

Question 6

1. Leisure day trips
2. Leisure overnight
3. Sports & tournament travelers
4. University-related
5. Conventions and meetings
6. Business travelers
7. Passing through to another primary destination
8. International travelers
9. Airport related

Question 7

No response

Question 8

education

Question 9

- Public relations
- Other - Great relationship with the local Chamber. They are the go-to people for conference and convention planners.

Question 10

- More entertainment and performance options
- Other - Cohesive, attractive, updated main streets

Question 11

- Accessible
- Diverse
- Food scene
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Safe

Question 12

- Transportation-ease of access
- Other - Amenities are not walkable from convention center.

Question 13

- Convention sales and marketing
- International travel development
- Leisure travel marketing
- Media relations
- Sporting event recruitment
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

No response

Question 15

No response

Question 16

No response

Question 17

No response

Question 18

No response

Question 19

No response

Question 20

No response

Question 21

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

No response

Question 22

No response

Question 23

No response

Name not available

November 21, 2018, 11:05 AM

Question 1

Location in silicon valley, amenities (free parking, mass transit),

Question 2

Convention center needing refurbishment

Question 3

A convention center that was updated could provide

Question 4

No response

Question 5

No response

Question 6

1. Conventions and meetings
2. Sports & tournament travelers
3. Business travelers

Question 7

No response

Question 8

No response

Question 9

- Direct sales
- Traditional advertising

Question 10

- Improving the current convention facility
- Workforce/talent development and retention

Question 11

- Accessible
- Affordability
- Friendly
- Hospitality and friendliness
- Safe

Question 12

No response

Question 13

- Convention sales and marketing
- Paid advertising
- Printed marketing materials
- Visitor services (information center)
- Website, social media, and/or other digital

Question 14

1. Maintaining the Convention Center in first class condition
2. Delivering high-level service for all attendees

Question 15

No response

Question 16

- Delivering high level of service and value for local businesses
- Providing local business preference for booking space in SCCC
- Showcasing local businesses through creation of temporary venues such as a food court with food trucks; pop up/temporary business kiosks; etc.

Question 17

No response

Question 18

1. Free/discount booths at SCCC/CVB tradeshows to promote your business

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

2. Destination guidebook of Santa Clara businesses to hand out at events with map
3. Local business coupon books for attendees for SCCC

Question 19

No response

Question 20

No response

Question 21

- Convention/exhibits services

Question 22

- Senior executive/management

Question 23

- I work in Santa Clara

Keith Stattenfield

inside Santa Clara

November 24, 2018, 2:34 PM

Question 1

Close & home to tech centers; pleasant weather;

Question 2

High cost; traffic / poor transit options ; not many local attractions

Question 3

Growing, economically well off area ; diverse and smart residents

Question 4

Costs ; perception of scandal ; we

Question 5

Smaller technology conferences? Home & garden things? I really don't know much about what use the convention center currently gets

Question 6

1. Conventions and meetings
2. Sports & tournament travelers
3. Business travelers
4. University-related
5. International travelers
6. Airport related
7. Leisure overnight
8. Leisure day trips
9. Passing through to another primary destination

Question 7

No response

Question 8

No response

Question 9

- Direct sales
- Social media

Question 10

- Improving the current convention facility
- More entertainment and performance options
- New development of hotels of various brands, service levels and offerings
- New or expanded attractions and museums
- New transportation options for ease of travel within the region

Question 11

- Accessible
- Local connections to business vertical markets (i.e., access to clients and/or suppliers)
- Safe

Question 12

- Amenities/things to do

Question 13

- Economic development
- Visitor services (information center)
- Website, social media, and/or other digital

Santa Clara Convention Center Survey

Santa Clara Convention Center Survey

Question 14

1. Hosting conventions and meetings from out of the area
2. Generating economic impact for Santa Clara
3. Hosting community-based events
4. Maximizing revenue/profits to SCCC
5. Creating hotel tax and sales tax revenue
6. Incentivizing large conventions to choose Santa Clara
7. Hosting sporting events (e.g. tournaments)
8. Hosting consumer shows (e.g., home and garden shows)

Question 15

No response

Question 16

- Giving local businesses preference when procuring services for the SCCC
- Providing local business preference for booking space in SCCC

Question 17

No response

Question 18

No response

Question 19

I don't have a local business that would benefit from any of these.

Question 20

No response

Question 21

- Real estate

Question 22

- Community member

Question 23

- I live in Santa Clara
- I work in another city

Santa Clara Convention Survey - Postcard survey results as of Jan. 29, 2019

56 total surveys responses received by mail

Survey Respondent No.	Describe your industry	Rank the following in terms of their relative importance as a goal for the Santa Clara Convention Center (1 most important, 10 being least important)										In a few words, please describe the attributes of Santa Clara as a meetings and conventions destination that make it a good place for attendees.	In a few words, please describe how the SCCC and Convention-Visitors Bureau can promote, market and help grow	NOTES
		Hosting conventions and meetings from out of the area	Maximizing revenue/pro fits to SCCC	Creating hotel tax and sales tax revenue	Hosting community-based events	Generating economic impact for Santa Clara	Hosting consumer shows (i.e. home and garden shows)	Incentivizing large conventions to choose Santa Clara	Maintaining the SCCC in first-class condition	Delivering high-level service for all attendees	Hosting sporting events (e.g. tournaments)			
1	Human Resources/Business Mgmt. Consulting	6	1	7	2	3	9	4	5	8	10	Well maintained, clean and ease of use, accessible	Collaborate with small business to increase visibility to growth opportunities	
2	Immigration Services	8	5	8	7	5	7	10	10	7	5	Several venues, associates of tech companies, close to airport, fair number of hotels, public transportation not great	advertise and small articles on business sites, magazines. Review online information for advertising the industrial companies.	Ranked incorrectly
3	Financial services - Edward Jones	4	10	9	7	8	6	3	2	1	5	Being in the service industry, I do believe that if the SCCCC can achieve 1-7, then 8-10 will follow	The City of Santa Clara is the "Center of What's Possible". If the City is willing to commit to 1-3, above, this will help drive 8-10. But the City needs to commit to this and politicize the SCCCC.	
4	Sales, Independent contractor	3	9	5	10	6	4	8	1	2	7	Location, weather, new facilities, hotel, etc.	Get the Council squared away, too much aggravation and BS.	
5		10	10	10	10	10	10	10	10	10	10			Ranked incorrectly
6	Manufacturing - Construction	10	9	2	5	3	8	6	4	1	7			
7	Fence Company	10	1	2	3	5	8	9	6	4	7			

Santa Clara Convention Survey - Postcard survey results as of Jan. 29, 2019

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8	Caregiver for seniors	10	7	6	3	5	1	9	4	2	8			
9	Counseling	9	2	1	3	5	4	10	8	6	7	In the heart of Silicon Valley. Convenient location.	Bring new visitors to Santa Clara to boost economy.	
10	Retail full sales	2	10	9	8	3	7	5	1	4	6	It's cleaner and safer than San Jose.	Address homeless situation, keep it clean, fix roads	
11	Semiconductor	1	5	9	6	2	7	8	3	4	10	Santa Clara is in the middle of Silicon Valley, which is very important	More international investment will get generated if we keep SCCC	
12		1								2				
13	Powder coating	10	8	10	10	10	10	5	10	10	10			Ranked incorrectly
14	Retail Food	4	10	5	9	1	7	6	3	2	8	Location in Silicon Valley	allow us to showcase products, sell at conventions. Food service is more interested in profits than giving attendees a chance to sample our local culture. Psycho Donuts has contributed 30% of sales at SJCC for a total of \$17K this year. Pure profit for CC and interest for attendees	

Santa Clara Convention Survey - Postcard survey results as of Jan. 29, 2019
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15	Automotive Repair	8	6	7	4	1	9	5	2	3	10	Beautiful weather, lots of local attractions, safe city to visit, close to the airport, heart of silicon valley	Offer a beautiful, first class convention center that attracts business conventions and meetings to Santa Clara from the bay area and the rest of the world	
16	Insurance services	5	5	5	5	4	6	5	4	5	6	Ok keep up your good work		Ranked incorrectly
17	Non profit	10	1	3	7	2	5	4	6	8	9	Great location and epic center of Silicon Valley	Easy access, heart of Silicon Valley and tech companies	
18	Commerical Real estate management	4	8	10	6	7	5	3	1	2	9	Free parking, connected with hotel, easy to find and park, lots of helpful staff	Continue, but with transparency , all current things	
19	Automotive Roadside Assistance	2	2	3	1	1	5	1	1	1	7	It's a new state of the art facility. Available for all types of venues	Free advertising during events	
20	Manufacturing Light Measurement Meters	1	7	10	2	8	5	6	3	4	9	Easy access, good parking, nice facility	Provide a list of hotels and eating places for attendees.	
21	Independent Pharmacy	1	10	8	3	9	2	7	6	5	4	Safety. Affordable housing, supports veterans, criminal justice reforms. Address homelessness	Take care of the most vulnerable in society (wink, wink)	

Santa Clara Convention Survey - Postcard survey results as of Jan. 29, 2019

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22	Commerical Landlord				X		X				X	X	Very attractive building	Garden shows (Our City Forest in San Jose) have here.	Ranked incorrectly
23	Law office	6	1	2	10	3	5	4	7	8	9				
24	Welding supplies				X				X	X					Ranked incorrectly
25	Mfg	1	7	10	6	8	2	3	4	5	7	easy access			
26	Real estate and mortgage	7	10	8	5	9	2	1	3	4	6				
27					1		2		3	4		Santa Clara is a family oriented City or at least it used to be. Why can't that be our goal and let other local cities be trashed out by noise and pollution cased by huge events.	Make Santa Clara a warm and friendly place and cut down on huge expenditures for functions we don't want.		
28	Non - Profit/Humanitarian	2	8	9	1	5	10	3	6	4	7	Location, quality, professionalism, plenty of free parking	Sent out coupons. Gorupons, emails, ads to make incentives, packages, etc. Deals on meetings.		

Santa Clara Convention Survey - Postcard survey results as of Jan. 29, 2019

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29	Wholesale packaging	1			1		1		1			1	Center of Silicon Valley. Close by entertainment venue. Safety	SCCC must select local businesses for its supply chain instead of national board or out of City vendors. That way locals are invested in their City's Success. City of Santa Clara has never done so and kept the process private.	
30	Fiber Optics Component Manufacturing	4	5	7	8	6	9	1	3	2	10	Heart of Silicon Valley, can attract local tech businesses, clean, affluent	Host conventions at SCCC related to our industry: photonics, lasers, fiber optics, telecommunications, biomedical, defense, etc.		
31	Finacial services, tax accounting, education/training	1	5	10	3	4	8	2	6	7	9	Centralized location in northern part of South bay, easily accessible to Hwy 101, 237, 85, 880, 680. Multiple sized rooms available	More prominent banners around Santa Clara, incentives for frequent business renters		
32	Human Services and Financial	5	10	8	6	1	7	9	4	2	3	Safe place, heart of Silicon Valley, near to other plaes, near to different			
33	Health Care Field	1	1	2	1	2	1	1	2	1	1	Its well pleasing		Ranked incorrectly	

Santa Clara Convention Survey - Postcard survey results as of Jan. 29, 2019

56 total surveys responses received by mail

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34		2	9	10	1	7	3	5	8	4	6	Fun, quiet area to explore and vисти nice places to eat or hang out	Magazines or booklet fo attendees to grab	
35	Real Estate sales	3	1	7	8	2	4	5	9	10	6	Located away from major shopping areas to limit traffic problems but accessible to major highways	I feel the prior organization was doing a great job. Why were they fired? Politics - Gillmor	
36	Graphic Design	1	9	8	2	4	3	10	5	6	7	close to freeways, hotels, employers		
37	Tech Mfg. and Construction	10	10	10	10	10	10	10	10	10	10			
38	Tech Mfg. and Construction	10	10	10	10	10	10	10	10	10	10			
39	Accounting	7	10	1	4	8	6	9	2	3	5	Centrally located to globally significant economic center	Not sure. Getting people connected to their target demographic, maybe.	
40	Electronic Component Manufacturing	1	2	3	2	1	2	2	1	1	2	Ideal lcoation for business in Silicon valley	You are doing an outstanding job with this. But will not be an active participant due to advancing age.	
41	Enterprise software	6	10	9	5	1	8	4	3	2	7	Accesible central Silicon Valley location. Good parking and spacious halls.		
42	Insurance	5	2	2	1	1	1	10	1	1	10			Ranked incorrectly
43	Semiconductor	5	3	9	4	2	7	1	6	8	10		More ad in magazine	
44														Entire card left blank

Santa Clara Convention Survey - Postcard survey results as of Jan. 29, 2019

56 total surveys responses received by mail

Survey Respondent No.	Describe your industry	Rank the following in terms of their relative importance as a goal for the Santa Clara Convention Center (1 most important, 10 being least important)										In a few words, please describe the attributes of Santa Clara as a meetings and conventions destination that make it a good place for attendees.	In a few words, please describe how the SCCC and Convention-Visitors Bureau can promote, market and help grow	NOTES
		Hosting conventions and meetings from out of the area	Maximizing revenue/pro fits to SCCC	Creating hotel tax and sales tax revenue	Hosting community-based events	Generating economic impact for Santa Clara	Hosting consumer shows (i.e. home and garden shows)	Incentivizing large conventions to choose Santa Clara	Maintaining the SCCC in first-class condition	Delivering high-level service for all attendees	Hosting sporting events (e.g. tournaments)			
45	Consulting	1			2			3	4			Heart of Silicon Valley		
46	Legal services	3	5	1	8	2	6	9	4	7	10	Close to SJ airport and large SV corporations, convenient also to SFO. Should provide better value than Moscone Center	Site more hotels/restaurants around Convention Center and provide creek access like San Antonio riverwalk	
47	Semiconductor	4	10	9	1	8	2	3	6	5	7	Good location. Very convenient to reach. Lots of choices for different volume of events.	Acutally I hae no idea about this.	
48	Technology	X				X			X			Close to my work. Relatively easy parking. central, accessible, less hassle than SF	Help small companies and women in business and minority businesses.	Ranked incorrectly
49	education/Tech	10	7	8	1	6	2	4	3	5	9			
50	Chef - private	2	1	7	3	4	5	9	6	8	10	It's not very relative to my business	Stop bonus payouts. Keep it making moves	
51	Collectibles				X							Free parking, easy access	better advertising of events, more room site selections, more reliable room reservations	ranked incorrectly
52	Retail	5	10	8	10	10	6	8	9	5	9	need a traffic control system to make attendees more attractive	use internet media, billboard on 101 freeway	ranked incorrectly

Santa Clara Convention Survey - Postcard survey results as of Jan. 29, 2019

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		Hosting conventions and meetings from out of the area	Maximizing revenue/pro fits to SCCC	Creating hotel tax and sales tax revenue	Hosting community-based events	Generating economic impact for Santa Clara	Hosting consumer shows (i.e. home and garden shows)	Incentivizing large conventions to choose Santa Clara	Maintaining the SCCC in first-class condition	Delivering high-level service for all attendees	Hosting sporting events (e.g. tournaments)			
53	Woodworking / Cabineting	5	6	9	3	8	7	4	2	1	10	Easy access to all types of venues of events - something for every taste and style	Bring home and garden shows, so that small businesses have an opportunity to attract members/customers	
54	tax preparation	4	9	8	7	3	5	10	2	1	6			
55		5	1	1	3	1	4	1	1	1	5			ranked incorrectly
56	chiropractic healthcare	7	9	10	4	8	1	6	2	3	5	Close to airport, close to freeways and hotels and amenities such as sports events, restaurants	eg: home shows - use more local vendors	

Attachment 2

Summary of SMG Financial Proposals for Convention Center only

	SMG – Convention Center only (alternate fee proposal)	SMG – Convention Center only (as illustrated in Table 3 of Report to Council)
Base management fee	\$100,000 (with annual CPI adjustments)	\$150,000 (with CPI adjustments capped at 5% annually)
Capital improvement commitment	\$150K in year one	\$1.2 million over 15 years with \$400K in year one
Income projection at year 1	\$752K	\$752K
Income projection at year 5	\$1.3M	\$1.3M
Quantitative incentive fee	Capped at \$200,000 and paid upon achieving community wide economic impact goals and exceeding revenue/expense/income goals.	Capped at 70% of base management fee and based on meeting income projections.
Qualitative incentive fee	Capped at \$100,000 and based on negotiated criteria such as achievement of customer satisfaction goals, community involvement and collaboration with key stakeholders, etc..	Capped at 30% of base management fee and paid at City's discretion based on meeting agreed upon measures such as meeting customer satisfaction, desired event mix, etc.
Annual \$ fee cap	\$400K in year one	Capped at two times the base management fee. (\$300K in year one). Cap adjusts annually with CPI (maximum of 5%)
Management fee rebates if income projections are not met	None	None
Advertising commitment	Close to \$70,000 in trade show participation (year one only)	Close to \$70,000 in trade show participation (year one only)

February 1, 2019

VIA MESSENGER AND E-MAIL [Llam@santaclaraca.gov]

Ms. Linh Lam
Assistant Director of Finance/City Auditor
City of Santa Clara
1500 Warburton Ave.
Santa Clara, CA 95050

Re: Bid Protest, Request for Proposal: Management and Operation of the Santa Clara Convention Center and Convention/Visitor Services (RFP CMO-001)

Dear Ms. Lam:

The purpose of this letter is to protest the City of Santa Clara's (the "City") Notice of Intended Award for the Request for Proposal for the Management and Operation of the Santa Clara Convention Center (the "Convention Center" or "SCCC") and Convention/Visitor Services (RFP CMO-001) (the "RFP" and the "Project", respectively) on behalf of unsuccessful Proposer SMG ("SMG").¹ By the Notice of Intended Award, dated January 23, 2019, the City indicated that it will award the Project to Global Spectrum LP, dba Spectra Venue Management (hereinafter "Spectra") under the reasoning that Spectra's proposal scored more favorably based on the evaluation and weighting criteria specified in Section 16 of the RFP.

In evaluating RFP CMO-001, the City relied on flawed evaluation and weighing criteria, ignored relevant considerations, failed to act transparently, and ultimately, arbitrarily and capriciously awarded the Project to Spectra. As a result, and as further detailed below, the City's decision to award the Project to Spectra, and not to SMG, is not well-reasoned and should be reconsidered. SMG respectfully requests that the City take either one of two actions:

1. Overturn the Notice of Intended Award to Spectra and reopen the RFP to the public for the submission of proposals, using the corrected evaluation criteria recommended herein; or
2. Overturn the Notice of Intended Award to Spectra and continue negotiations with the final two Proposers in consideration, SMG and Spectra, to ultimately renegotiate the best and final offer for the City in a transparent and fair manner.

¹ The RFP and all related City documents are incorporated by reference herein, but are not attached in the interest of brevity.

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I. The Flawed RFP Procedure and Evaluation Criteria.

A. Arbitrary Weighing of Phase 1 vs. Phase 2 Evaluation Criteria.

Perhaps the most egregious error in the City’s RFP procedure is the arbitrary and inequitable weights assigned to the stated evaluation criteria. Section 16 of the RFP provides that the City will conduct a two-phase evaluation and selection process. In Phase 1, the RFP provided that “the City will evaluate all responsive proposals per the evaluation criteria and weights” listed in Section 16.3, reproduced in Table 1, below. In Phase 2, the RFP provided that the City will evaluate Proposers on the basis of a Financial Proposal and Oral Presentation.

Table 1

Description	Weight	
	Phase 1	Phase 2
Quality of proposal	5%	
Experience of firm	25%	
Expertise of team assigned to project	25%	
Technical / Project Approach	25%	
Value added products/capabilities	20%	
Financial Proposal incl. Management Fee, Capital Investments, and City Subsidy, if any		50%
Oral Presentations		50%
TOTAL	100%	100%

The facial problem with this Phase 1/Phase 2 approach is the fact that it artificially inflates the importance of the Financial Proposal and Oral Presentation, while it negates the importance of the other evaluation criteria. By dividing the RFP into two “100% weights,” the evaluation of Proposers at Phase 2, and ultimately the Project award, is limited *solely* to consideration of the Financial Proposal and Oral Presentation. The City confirms this reading of Table 1 in its Notice of Intended Award:

Phase 2: In this phase of the evaluation process, *scores were reset and 100% of the final award recommendation was based on the Phase 2 scores* which consisted of an Oral Presentation (50% weight) and Financial Proposal (50% weight).

(Emphasis added.)

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By *resetting* the scores, the criteria relied upon to *get* a Proposer to Phase 2 (i.e., quality of the proposal, experience of the firm, expertise of the team, technical/project approach, and value added) *are not even considered* in making the final Project award. Given the significance of the Phase 1 criteria, it is illogical, and arguably absurd, that none of these criteria would contribute to the City's comparison of the final two (2) Proposers against each other. The weighing methodology applied by the City ignores half of the relevant criteria and risks awarding the Project on an arbitrary and capricious basis. This result is surely not what the City intended as it does not further the City's goal of selecting the best overall proposal.

These flaws are well illustrated by comparing the City's evaluation criteria to those used by other jurisdictions in awarding similar projects. For example, in August of 2018, the City of Sacramento issued an RFP for construction management services for its convention center renovation and expansion project.² Like the City, Sacramento utilized a two-phase evaluation approach, summarized in the table on the following page.

[see next page]

² (City of Sacramento RFP, August 2018, https://www.ebidboard.com/docs/1809/060071/SCC%20CCT%20RFP_CM%20SERVICES-Final%208-30-18.pdf [last accessed February 1, 2019].)

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Table 2

WRITTEN PROPOSAL	MAXIMUM POINTS	REVIEWER SCORE
Introductory Letter – Reflects project understanding and summarizes critical issues, challenges, milestone tasks, and appropriate resourcing.	5	
Project Team – Team organization, qualifications and experience of the firm, project manager, team, and sub-consultants on similar projects. Experience with City procedures and team has worked together on past projects.	20	
Availability - Key personnel are available and committed to the project	5	
Workplan – Assignment, understanding, and organization of tasks, understanding of interrelationship of critical tasks, hour commitment to each task, deliverables.	25	
Quality Control - Consultant’s internal controls, communications with City are adequate and timely, and provide assurance for complete submittals.	5	
SUBTOTAL FOR SHORTLISTING	60	
References – See worksheet	10	
SUBTOTAL TO INTERVIEWS	70	
INTERVIEW (if requested by City)		
Presentation by PM - Project understanding, critical issues, innovation, and solutions.	10	
Presentation by team – Experience, roles and responsibilities, communication and coordination between team members, agencies, and City.	10	
Q&A – Response to panel’s questions.	10	
SUBTOTAL WITH INTERVIEWS	30	
LBE 5% Preference Points (Local firms only)	5	
TOTAL	105	
RANKING OF CONSULTANT FIRM (assigned after completion of scoring)		
Name of Evaluator:	Date Evaluated:	

Like the City, Sacramento’s RFP procedure consisted of a Phase 1 written proposal and Phase 2 interviews. However, the critical difference is the fact that Sacramento’s final ranking was based on the *combined* Phase 1 and Phase 2 scores and awarded the project to the “highest *overall*

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ranked firm.” In Sacramento, the Phase 1 written proposal contributed up to 60 points to the final score and the Phase 2 interview contributed up to 30 points to the final score, with the remaining 10 points being awarded for references. Unlike the City’s RFP procedure, Sacramento guaranteed that the final Project award was based on the Phase 1 *and* Phase 2 factors. Stated otherwise, Sacramento imposed a 60:30 ratio of Phase 1 to Phase 2 criteria in making its final Project award, while the City imposed a 0:100 ratio of Phase 1 to Phase 2 criteria.

As another example, in September of 2018, the City of Riverside issued a RFP for a 7.6 acre development project, including a convention center expansion.³ Riverside also implemented a Phase 1/Phase 2 procedure. In Phase 1, seven (7) evaluation criteria were analyzed on a weighted scale. In Phase 2, Riverside conducted interviews for at least the top two (2) responsive Proposers. However, unlike the City, Riverside *re-scored* the interviewees’ proposals using the same seven (7) evaluation criteria after the interviews to make its final award. The City of Oakland utilized a similar procedure in its September of 2014 RFP for the rehabilitation and reuse of its convention center.⁴ After the Phase 2 interviews, the evaluation panel scored the submittals using the same Phase 1 evaluation criteria. In doing so, Riverside and Oakland guaranteed that the final Project awards were based on the *combined* Phase 1 *and* Phase 2 criteria.

These three (3) examples highlight the issues with the City’s Phase 1/Phase 2 RFP procedure, which artificially discounted the important Phase 1 criteria in awarding the Project. In correcting its evaluation criteria, the City should look to these examples to ensure the final Project award is based on all relevant factors and avoid an arbitrary and capricious award.

B. Failure to Consider Relevant In-State Experience.

The City’s evaluation procedure set forth in Table 1 is additionally flawed for its failure to consider the Proposers’ relevant convention center experience in the State of California. Sourcing convention center management and operations services from entities with relevant, in-state experience should be of great value to the City and its taxpayers. However, this important factor is *not* included in the evaluation criteria or even mentioned in the RFP, including in RFP Attachment B – Statement of Qualifications.

³ (City of Riverside RFP, September 18, 2018, <https://www.riversideca.gov/cedd/pdf/Lot-33-RFP.pdf> [last accessed February 1, 2019].)

⁴ (City of Oakland RFP, September 22, 2014, <http://www2.oaklandnet.com/oakca1/groups/ceda/documents/webcontent/oak049322.pdf> [last accessed February 1, 2019].)

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The City’s failure to consider relevant in-state experience directly prejudiced SMG. SMG manages several *full service* convention centers in California, as demonstrated below:

Table 3

Name	City	State	Seating
Convention Centers			
Moscone Center	San Francisco	CA	742,000
Long Beach Convention Center	Long Beach	CA	224,000
Palm Springs Convention Center	Palm Springs	CA	130,600
Fresno Convention Center	Fresno	CA	96,000
Ontario Convention Center	Ontario	CA	90,000
Valdez Hall	Fresno	CA	32,000

The City discounted SMG’s relevant experience and instead chose to award the Project to Spectra, which has no apparent experience in the California convention center industry. While Spectra undeniably has a presence in California, stadiums and fairgrounds do not pose the same unique challenges as convention center operations and management services, including but not limited to, clients served, event types hosted, level of service expectations, and role the venue plays in the overall economic health of the hospitality community it serves. The City’s failure to evaluate this aspect of SMG’s proposal is imprudent and should be reconsidered.

C. Failure to Disclose Phase 2 Evaluation Criteria.

As discussed above, the Oral Presentations and Financial Proposals were given undue weight by the City, each constituting 50% of the final Project award. However, the relative importance of the Oral Presentations and Financial Proposal was not communicated in the RFP and was not foreseeable by the Proposers. Despite the RFP’s rubric of the Phase 1 criteria, it does not provide a similar breakdown of how the Oral Presentations or Financial Proposals will be scored, *despite the fact* that the City apparently has a delineated rubric of the same. The Notice of Intended Award includes a table summarizing the criteria considered in scoring each Proposer’s Oral Presentation and Financial Proposal:

Table 4

CRITERIA	Spectra	SMG
<i>Oral Presentation (50%):</i>		
General Marketing	8.8	8.1
Transition Plan	8.0	8.6
Financial Plan	8.3	8.7
Community Benefits	9.2	7.6
Overall Presentation	9.0	8.2
Subtotal Oral Presentation	43.3	41.2
<i>Financial Proposal (50%):</i>		
Financial Plan	11.1	10.3
Management Fee	11.3	10.2
Financial Resources	10.7	10.1
Other Submissions	10.6	10.1
Subtotal Financial Proposal	43.7	40.7
Final Phase 2 Score	87.0	81.9

Remarkably, this information was *not* provided to the Proposers in either the RFP or the Phase 2 – Oral Presentation Agenda. The Phase 2 scoring criteria clearly should have been communicated to the Proposers *prior* to undertaking the Oral Presentation and Financial Proposal. Providing the scoring criteria only after the successful Proposer had been chosen could be interpreted as a post-hoc rationalization of the City’s award. Given that the *appearance of favoritism* undermines the integrity of the public bidding process and can result in a City’s award being invalidated, such post-hoc rationalizations should be avoided.⁵

D. Lack of Transparency in Identifying all Evaluation Criteria.

In total, the City relied on thirteen (13) unique criteria in evaluating the proposals in Phases 1 and 2:⁶

1. Quality of proposal (Phase 1)
2. Experience of firm (Phase 1)
3. Expertise of team assigned to project (Phase 1)
4. Technical/project approach (Phase 1)
5. Value added products/capabilities (Phase 1)

⁵ (*Advanced Real Estate Services, Inc. v. Superior Court* (2011) 196 Cal.App.4th 338, 353 [citing *Schram Construction, Inc. v. Regents of University of California* (2010) 187 Cal.App.4th 1040, 1049].)

⁶ See Table 1, Table 4.

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6. General marketing (Phase 2)
7. Transition plan (Phase 2)
8. Financial plan (Phase 2)
9. Community benefits (Phase 2)
10. Overall presentation (Phase 2)
11. Management fee (Phase 2)
12. Financial resources (Phase 2)
13. Other submissions (Phase 2)

By artificially dropping the Phase 1 criteria from its final consideration (see Section A, *supra*) and failing to disclose the Phase 2 criteria in advance (see Section C, *supra*), the City obscured the “big picture” of the evaluation procedure. In the interest of transparency in its bidding process, the City should have fully disclosed its comprehensive evaluation criteria in a single rubric, like that used by Sacramento. (See Table 2.)

E. Inequitable Weighing of Phase 2 Evaluation Criteria.

In addition to the procedural concerns pertaining to the undisclosed Phase 2 criteria, the substance appears likewise flawed. Per Table 4, the Oral Presentation and Financial Proposal component criteria are equally weighted. This approach is inconsistent with the RFP.

Several sections of the RFP address the substantive factors the City will rely on in awarding the Project, including Section 15.9 (management and operations plan), Section 15.10 (marketing plan/sales plan), and Section 15.11 (transition plan). Each of these factors is thoroughly explained in the RFP and Proposers are given additional direction on how to provide information responsive to each. To a Proposer, this indicates that such items should be more heavily emphasized and that the Project award may depend, in large part, on the Proposer’s responsiveness to these factors. Conversely, there is *no mention* in the RFP of several of the determinative Phase 2 criteria listed in Table 2. For example, “community benefits,” which accounted for the largest scoring discrepancy between SMG and Spectra, *is not mentioned, at all, in the body of the RFP*. It is patently unfair for the City to place equal weight on two criteria, one of which is extensively addressed in the RFP (i.e., transition plan), and the other of which is not mentioned at all (i.e., community benefits).

Likewise, the Phase 2 – Oral Presentation Agenda misled the Proposers regarding the relative importance of the evaluation criteria. The agenda indicates that Proposers should allot their time as follows: forty (40) minutes to general and marketing, thirty (30) minutes to the transition plan, thirty (30) minutes to the financial plan, and *only* fifteen (15) minutes to community benefits. The Proposers might reasonably interpret this time allocation to suggest the relative importance and therefore scoring weight of the criteria. Simply put, the City’s materials do not accurately reflect the City’s scoring priorities and misled the Proposers.

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Further, the City should have placed greater weight on the most important criteria, namely the transition plan, marketing plan, and financial plan. It is unquestionable the Proposers' financial performance and ability to effectively transition personnel systems are of the greatest priority in ensuring the Project's long-term viability. It is hard to imagine that the City's taxpayers would find a Proposer's presentation style and/or community benefits to be equally important in expending City resources as the Project's financial viability.

The error in not emphasizing the Proposers' transition plans, marketing plans, and financial plans is even more apparent when viewed alongside the City's September 18, 2018 audit of the Convention Center's operations and management, attached as **Exhibit "A."** The audit reveals marked concerns with the Convention Center's financial management:

[T]he Contractor's financial management of the CVB's [convention/visitor services] operations has weaknesses in its internal controls, especially in the area of bill payment, while its information management activities have structural gaps that if addressed, could enhance managerial decision-making.⁷

In reference to the marketing plan, the audit states:

A key change needed to increase the SCCC's operational sustainability and performance is to update the overall marketing strategy. . . . Both the SCCC and the CVB operate as separate entities and could benefit from an integrated and comprehensive marketing plan.⁸

The audit recommends that the City implement a "comprehensive and integrated business and marketing strategy," among others, to ensure the Convention Center's success.⁹ In a November 27, 2018 presentation of the audit's findings, attached as **Exhibit "B,"** the City recommended that it "[p]artner with the Chamber to successfully *transition* Convention Center/CVB to a potential new operator."¹⁰

In light of the audit, the City should have placed *greater* emphasis on the Convention Center's known weaknesses, including the transition plan, marketing plan, and financial plan, in awarding the Project. The failure to do so, but instead weigh these crucial factors equally with presentation style and/or community benefits, is a clear error on the City's part.

⁷ See Exhibit A, p. 2.

⁸ See Exhibit A, p. 2.

⁹ See Exhibit A, p. 3.

¹⁰ See Exhibit B, p. 21 (emphasis added).

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F. Flaws in Conducting the Oral Presentations.

The Proposers were unable to adequately prepare for the Oral Presentations given the misleading information provided by the City. The Phase 2 – Oral Presentation Agenda describes the meeting formal as “informal.” This fact, combined with the City’s failure to disclose the Phase 2 evaluation criteria, rendered it impossible for Proposers to know that ten-percent (10%) of the final Phase 2 scoring would be determined by the “overall presentation.” The Oral Presentations should not have been advertised as informal when the City knew that the Proposers’ performance at the presentations would account for at least ten-percent (10%) of their decision to award the Project.

Further, the structure of the Oral Presentations prejudiced SMG as compared to Spectra. The RFP provided that Proposers may submit proposals either with or without CVB. However, the Phase 2 – Oral Presentation Agenda *did not* provide a different agenda or time allotment for those Proposers with CVB, such as SMG, or without CVB, such as Spectra. In essence, SMG had *twice as much* material to cover in its Oral Presentation as Spectra did, and its presentation had to address the more complicated content of the CVB. By requiring SMG to present this information in the same timeframe as Spectra, the City, in essence, dictated that SMG’s presentation of its proposal was more rushed and thus more susceptible to negative scoring by the City. The evaluation team also heavily questioned SMG on the CVB content, further adding to its time constraints. It was inherently unfair to hold SMG and Spectra to the same presentation agenda given the differing amounts of information each was responsible for presenting, particularly as the Oral Presentation accounted for *fifty-percent* (50%) of the final Project award. A more equitable result would have been to allow SMG proportionally more time to present its proposal.

The inequity of this result is even more apparent in light of the Best and Final Offer (“BAFO”) request issued to SMG by the City on January 22, 2019. The BAFO request indicated that the City had decided the CVB services would not be considered in the final award. Thus, SMG was not only prejudiced by allotting its Oral Presentation time to CVB, but the material it covered during that time would not even be considered in the final Project award. By requiring SMG to cover twice as much material as Spectra during its presentation, and then discounting half of that material from the final consideration, the City essentially allotted SMG *half as much time* as Spectra to address the information that would ultimately determine the Project award.

G. Illusory Consideration of the “Best and Final Offer”

The timing of the BAFO and the Notice of Intended Award is troubling. On January 17, 2019, the City requested that SMG submit a BAFO by the deadline of January 22, 2019. Per the City’s instructions, SMG submitted the BAFO to Mr. Giovannetti on January 22, 2019 at 5:35 p.m. The *day after the BAFO was submitted*, on January 23, 2019 at 5:00 p.m., the City issued its Notice of Intended Award. Given the complexity and magnitude of this Project, it is hard to

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imagine that the City was able to meaningfully analyze SMG's BAFO *and* independently verify the Proposers' financial projections in *less than twenty-four (24) hours*. The City's independent verification was essential as the financial performance projections submitted by SMG and Spectra in the BAFOs were vastly dissimilar, particularly the Net Operating Income ("NOI"). SMG's extensive California experience reveals that Spectra's claimed nearly \$3,000,000.00 NOI is unachievable and unprecedented. It was incumbent on the City to meaningfully compare and independently verify these projections prior to awarding the Project, and it is difficult to imagine that it did so in such a short period of time.

This fact is even more concerning given that the Notice of Intended Award was not scheduled to be released, per the RFP's timeline of events, until February 4, 2019. It would appear that not only did the City provide only a cursory and rushed review of SMG's BAFO, but it did so *without reason*. The City had *additional twelve days* in which it could have fully and fairly analyzed SMG's BAFO or requested further negotiations, yet it declined to do so. This fact only confirms the City's apparent post-hoc rationalization of the predetermined Project award. By all appearances, the BAFO request was a mere formality issued after the City had made up its mind to award the Project to Spectra.

H. Failure to Define Bid Protest Procedures.

Finally, the City has unfairly restricted SMG's ability to file this bid protest by failing to clearly outline the bid protest procedures. Section 3.1.4 of the Procurement and Contract Process Integrity and Conflict of Interest Guidelines, attached and incorporated into the RFP, requires that the Notice of Intended Award include instructions for filing a protest. The City did not comply with this requirement. As a result, counsel for SMG was forced to contact Mr. Giovannetti, personally, to clarify the procedures for filing a protest. The City has needlessly introduced uncertainty into the bid protest procedure and has prejudiced SMG by the same.

II. Conclusion.

In light of the foregoing, SMG is understandably concerned by the procedure used to award the Project to Spectra. The flawed evaluation criteria, withheld information, and illusory consideration of SMG's BAFO are sufficient to raise, at the very least, the appearance of an arbitrary and capricious Project award. SMG respectfully submits these concerns to the City and asks that it take either one of the following actions:

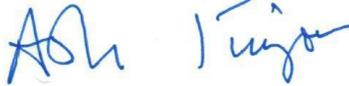
1. Overturn the Notice of Intended Award to Spectra and reopen the RFP to the public for the submission of proposals, using the corrected evaluation criteria recommended herein; or

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2. Overturn the Notice of Intended Award to Spectra and continue negotiations with the final two Proposers in consideration, SMG and Spectra, to ultimately renegotiate the best and final offer for the City in a transparent and fair manner.

Respectfully submitted,

RUTAN & TUCKER, LLP



Ash Pirayou

AP:hg

Attachment 3 – Contract Terms, Objectives and Outcomes (partial)

Agreement Term

Initial five year term with two additional five year options to extend the agreement at the City's sole discretion, for fifteen total years assuming both option years are exercised.

Termination Rights

- The City shall have the right to terminate the agreement for any reason after the initial twelve months of the agreement, subject to 180 days written notice.
- Additional termination provisions shall be negotiated based on specific criteria such as failure to meet performance measures, or defaulting on the agreement.
- Spectra and City shall have the right to terminate on the last day of the initial term, or the last day of any option term that is exercised.

Administrative and Management Services:

- Operation and management of all aspects of the facilities including but not limited to purchasing, payroll, security, repairs, preventative maintenance, janitorial services, Turnkey agreement for Spectra to act as an independent operator for the management and operation of the Convention Center on behalf of the City of Santa Clara.
- Administration of all contracts required for the operation of the facilities including but not limited to events, concessions, catering, novelties/merchandise, advertising, equipment and licenses.
- Consistent with the City's Worker Retention Policy, hire, maintain and train and supervise employees and/or contractors necessary to perform all services. All employees/contractors shall be employees of or contractors for Spectra and not the City.
- Collect all revenues generated through the operation of the Facilities. Establish short and long- term objectives for the Facilities to enhance financial success of the Facilities and annually report same to City.

Operating Services:

- Ensure that the Facilities are maintained in good order and in a clean, safe and sanitary condition.
- Provide operation, maintenance, and repair services, by competent and qualified employees or subcontractors

- Establish and provide the City's Contract Liaison with a schedule of preventive maintenance and renovation action items that Spectra determines, in its considered judgment, are necessary to be addressed in order to maintain the Facilities in a superior condition consistent with facilities of similar size in California, taking into account funding levels and the age and usage of the Facilities. Spectra shall also provide the Liaison with a report of all Facility maintenance that was performed during the preceding year and of all Facility maintenance scheduled for the then current year. This report shall include a list of the breakdowns of all major pieces of installed and portable equipment for that year

General Facility Management Services:

- Spectra shall provide (or cause to be provided) facility management services for conventions, trade shows, performing arts, community events, family shows, concert arena events, and other events at the Facilities.

Fees and Performance Measures:

- Annual "base" management fee of \$165K in the initial year one of the contract, subject to annual adjustments subject to the local CPI index and not to exceed 3% annually.
- A Quantitative incentive fee using historical averages to establish a baseline with incentives based on year over year improvement. For example, if the average historical annual operating for the past two years is \$1M, then \$1M will be established as a baseline and growth will be incentivized up to 12% for improvements over the benchmark. The final benchmark used for the baseline will be negotiated for the final agreement.
- Qualitative incentives not to exceed \$20K annually and subject to criteria including but not limited to the following:
 - The results of customer service surveys
 - Achievement of economic impact goals
 - Achievement of annual event goals
 - Community and stakeholder involvement including the City, CVB, hotels, labor and labor unions.
 - Repairs and maintenance, capital planning and asset protection
 - Desired event mix
- Total fees shall not exceed \$400K in year one, with additional years subject to annual adjustments for the base management fee as described above.
- In the event that key performance measures are not met, Spectra shall rebate

back to City up to 50% of incentive fees.

Capital Investment

- Spectra shall invest \$1.150 during the initial twelve months of the agreement on capital improvements as prioritized and approved by the City.
- For option years, Spectra shall invest an additional \$550K in year six of the agreement, and an additional \$300K in year eleven of the agreement.
- Capital investments shall be amortized over 15, ten, and five years, respectively. In the event of early termination, City shall be obligated to reimburse Spectra for the unamortized portion.

Advertising

- Spectra shall commit \$65,000 annually (\$325,000 for the initial five year agreement term) for advertising spots with Comcast to be used to promote events and the region. City and Spectra shall agree on content and market for each spot.

Financial Reporting

- Quarterly and annual reports
- Systems integration with City's financial systems

Attachment 4

TAP Audit Recommendations

In addition to the contract negotiation and RFP objectives, the contract will include terms that allow the City to implement the recommendations identified by TAP in its September 18, 2018 performance audit to assure better accountability of operations at to build the financial performance of the Convention Center. Below is a listing of these items:

- Development a comprehensive and integrated business and marketing strategy. (Audit recommendation 2a)
- Development of event scheduling policies that address renting SCCC facilities to nonprofit organizations, the use of discounts, and document specific criteria for prioritizing event scheduling (2b).
- Development of procedures to book more same day events to area hotels to allow greater availability of calendar time for multi-day events at the Convention Center (2c)
- Development of procedures to reduce the Convention Center's scheduling of events to six months in advance (2d)
- Development of policies to strategically align more sales staff to industries that frequently rent the Convention Center (2e)
- Development of plans/policies to integrate all marketing and sales activities between the Convention Center and the CVB (2f)
- Development of policies to address or eliminate of sales commissions (2h)
- Modernize the SCCC (2i)
- Establish requirements to avoid, disclose, and mitigate conflict of interests (2l)

RESOLUTION NO. _____

**A RESOLUTION OF THE CITY OF SANTA CLARA,
CALIFORNIA AUTHORIZING NEGOTIATIONS WITH GLOBAL
SPECTRUM L.P. DBA SPECTRA VENUE MANAGEMENT FOR
THE OPERATION OF THE SANTA CLARA CONVENTION
CENTER**

BE IT RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:

WHEREAS, City of Santa Clara executed a Management Agreement with the Santa Clara Chamber of Commerce & Convention-Visitors Bureau (Chamber) for the management and operation of the Santa Clara Convention Center (SCCC) in 1984;

WHEREAS, the management responsibilities of SCCC includes, among other items, the responsibility for performing services necessary to direct and manage all Convention Center operations including marketing and promoting the Center; booking of events; hiring of staff; and daily operations of the center including accounting, catering, security, janitorial, and maintenance;

WHEREAS, the City commissioned a performance audit on the management and operation of the Santa Clara Convention Center and Convention-Visitors Bureau and received audit findings on September 18, 2018;

WHEREAS, based on the audit findings, the Council directed the City Manager to issue a 180-day notice to terminate the Convention Center Management Agreement, while simultaneously engaging in a competitive procurement process for the management and operation of the Convention Center and take necessary actions to stabilize its operations and to minimize further impact to public resources and assets;

WHEREAS, on September 18, 2018, the City Manager issued a termination notice for the Convention Center Management Agreement with the termination being effective on March 18, 2019;

WHEREAS, on October 9, 2018, the Council approved the procurement strategy and Process Integrity Guidelines for the selection of a vendor to manage the Convention Center and/or the

Convention Visitors Bureau;

WHEREAS, on October 17, 2018, the City issued a Request for Proposal (RFP) to select a qualified firm to manage and operate the Santa Clara Convention Center and Convention Visitor Services;

WHEREAS, by the December 7, 2018 RFP deadline proposals were received from SMG and Global Spectrum L.P. dba Spectra Venue Management;

WHEREAS, SMG and Spectra submitted responses to both Phase 1 and Phase 2 RFP criteria, inclusive of a management fee proposal, as required by the City; and,

WHEREAS, following an evaluation process consisting of review of and scoring by a seven member evaluation panel of written qualifications; oral presentations; fee proposals and Best and Final Offers, staff has recommended the selection of Global Spectrum L.P. dba Spectra Venue Management (Spectra) as the operator of the Santa Clara Convention Center.

NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:

1. That the City Manager is authorized to negotiate an agreement with Global Spectrum L.P. dba Spectra Venue Management (Spectra) for the management and operation of the Santa Clara Convention Center including any options to extend the agreement, consistent with the proposal submitted, including the Best and Final Offer, and staff report.
2. Effective date. This resolution shall become effective immediately.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE COPY OF A RESOLUTION PASSED AND ADOPTED BY THE CITY OF SANTA CLARA, CALIFORNIA, AT A REGULAR MEETING THEREOF HELD ON THE ___ DAY OF _____, 2019, BY THE FOLLOWING VOTE:

AYES: COUNCILORS:

NOES: COUNCILORS:

ABSENT: COUNCILORS:

ABSTAINED: COUNCILORS:

ATTEST: _____
NORA PIMENTEL, MMC
ASSISTANT CITY CLERK
CITY OF SANTA CLARA

- Attachments incorporated by reference:
1. Staff Report
 2. Spectra Proposal

SUPERSEDED

RESOLUTION NO. _____

**A RESOLUTION OF THE CITY OF SANTA CLARA,
CALIFORNIA AUTHORIZING NEGOTIATIONS AND
EXECUTION OF AN INTERIM AGREEMENT FOR THE
OPERATION OF THE SANTA CLARA CONVENTION CENTER**

BE IT RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:

WHEREAS, City of Santa Clara executed a Management Agreement with the Santa Clara Chamber of Commerce & Convention-Visitors Bureau (Chamber) for the management and operation of the Santa Clara Convention Center (SCCC) in 1984;

WHEREAS, the management responsibilities of SCCC includes, among other items, the responsibility for performing services necessary to direct and manage all Convention Center operations including marketing and promoting the Center; booking of events; hiring of staff; and daily operations of the center including accounting, catering, security, janitorial, and maintenance;

WHEREAS, the City commissioned a performance audit on the management and operation of the Santa Clara Convention Center and Convention-Visitors Bureau and received audit findings on September 18, 2018;

WHEREAS, based on the audit findings, the Council directed the City Manager to issue a 180-day notice to terminate the Convention Center Management Agreement, while simultaneously engaging in a competitive procurement process for the management and operation of the Convention Center and take necessary actions to stabilize its operations and to minimize further impact to public resources and assets;

WHEREAS, on September 18, 2018, the City Manager issued a termination notice for the Convention Center Management Agreement with the termination being effective on March 18, 2019;

WHEREAS, on October 9, 2018, the Council approved the procurement strategy and Process Integrity Guidelines for the selection of a vendor to manage the Convention Center and/or the

Convention Visitors Bureau;

WHEREAS, on October 17, 2018, the City issued a Request for Proposal (RFP) to select a qualified firm to manage and operate the Santa Clara Convention Center and Convention Visitor Services;

WHEREAS, by the December 7, 2018 RFP deadline proposals were received from SMG and Global Spectrum L.P. dba Spectra Venue Management;

WHEREAS, SMG and Spectra submitted responses to both Phase 1 and Phase 2 RFP criteria, inclusive of a management fee proposal, as required by the City;

WHEREAS, following an evaluation process consisting of review of and scoring by a seven member evaluation panel of written qualifications; oral presentations; fee proposals and Best and Final Offers, staff has recommended the selection of Global Spectrum L.P. dba Spectra Venue Management (Spectra) as the operator of the Santa Clara Convention Center;

WHEREAS, the City will commence negotiations with a new operator for long term management services necessary to operate the Convention Center with the objective of execution of an Agreement to allow for a transition to a new operator as of March 18, 2019; and,

WHEREAS, the execution of a long term agreement may not be possible to allow for its implementation by March 18, 2019.

NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:

1. That the City Manager is authorized to negotiate and execute a short term agreement with Global Spectrum L.P. dba Spectra Venue Management (Spectra); SMG or the Santa Clara Chamber of Commerce for the management and operation of the Santa Clara Convention Center for a term of up to ninety (90) days commencing on March 18, 2019 subject to 1) the review of the City Attorney for consistency of terms and approval of the form of agreement and 2) appropriation of funds.
2. Effective date. This resolution shall become effective immediately.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE COPY OF A RESOLUTION PASSED AND ADOPTED BY THE CITY OF SANTA CLARA, CALIFORNIA, AT A REGULAR MEETING THEREOF HELD ON THE ___ DAY OF _____, 2019, BY THE FOLLOWING VOTE:

AYES: COUNCILORS:

NOES: COUNCILORS:

ABSENT: COUNCILORS:

ABSTAINED: COUNCILORS:

ATTEST: _____

NORA PIMENTEL, MMC
ASSISTANT CITY CLERK
CITY OF SANTA CLARA

Attachments incorporated by reference:

1. Staff Report

SUPERSEDED



Agenda Report

19-187

Agenda Date: 2/5/2019

REPORT TO COUNCIL

SUPPLEMENTAL MEMORANDUM

SUBJECT

Action on Approval of Award of Agreement for the Management and Operation of the Santa Clara Convention Center

REASON FOR SUPPLEMENTAL

The reason for this Supplemental Memorandum is to:

1. Update Council on a bid protest that was received from the law offices of Rutan & Tucker LLP, on behalf of SMG, protesting the City's recommendation of award of contract to Spectra Venue Management (Spectra) for the management and operations of the Santa Clara Convention Center, and
2. Advise Council on the City's response to deny the bid protest, and
3. Revise Staff's original recommendation authorizing the City Manager to negotiate and execute a final agreement with Spectra

BACKGROUND

As described in the Report to Council (RTC) for the Management and Operation of the Santa Clara Convention Center and Convention Visitor Services (Item 6 #19-159), staff conducted a Request for Proposal (RFP) that concluded on January 22, 2019. A Notice of Intended Award was sent to proposers Spectra Venue Management (Spectra) and SMG on January 23, 2019, recommending award of contract to Spectra. The RFP procedures allowed any unsuccessful proposer to submit a protest within ten days after the issue of the Notice of Intended Award. The deadline for filing a protest to the City Auditor serving as protest hearing officer was Saturday, February 2, 2019 at 11:59 PM.

A protest was filed on Friday, February 1 prior the public release of the report. As a result, Staff's recommendation was for Council to approve a resolution authorizing the City Manager to negotiate an agreement with Spectra, and return to Council at a later date (i.e., March 5, 2019) to report on the outcome of the protest, and request approval of the final agreement with Spectra, provided any protest from SMG was not successful.

DISCUSSION

On February 1, 2019, the law firm of Rutan & Tucker, acting on behalf of SMG, submitted a timely protest. From February 1, 2019, through February 4, 2019, the City Auditor reviewed the merits of the protest, and rendered her written decision to deny SMG's protest on February 4, 2019. The protest, as well as the City Auditor's determination to deny the protest, is included in this memorandum as Attachments 1 and 2, respectively.

The protest raised a number of issues as summarized below:

- Flawed evaluation and weighting criteria
- Ignoring relevant considerations
- Failing to act transparently
- All of the above leading to arbitrarily and capriciously awarding to Spectra

Throughout the protest, claims are made that the evaluation criteria and their respective weights as well as the vendor selection process were flawed; that the seven member evaluation failed to recognize or consider relevant information primarily relating to SMG's convention center client base in California; the City failed to provide relevant evaluation criteria, and SMG was not provided equal treatment during the evaluation process.

The City's RFP included language that specifically allowed proposers the ability to raise objections as to the structure, content, or distribution of the RFP. Any such objections had to be submitted by November 7, 2018, which was prior to submission of proposals, to allow staff time to consider the objection, and issue addenda addressing any changes to the RFP. The reason for this provision is to not only provide bidders with an avenue for raising objections, but to avoid situations where a bidder "goes along" with the process, and then raises objections at the conclusion of a very lengthy and costly process, after they learn that they are not the winning proposal.

While the RFP does have a protest provision that provides unsuccessful proposers the opportunity to file a protest, the provision specifically states that a protest cannot be submitted that contests the structure, content, or distribution of the RFP. Throughout their protest, SMG contends that there were "flaws" in the RFP evaluation process, including "arbitrary" evaluation criteria and weights, all of which were published and communicated to the proposers in the RFP document, the mandatory pre-proposal conference, as well as other forums over a three month period. SMG failed to raise any concerns about the process at any time during the RFP process; therefore, their protest is invalid. Regardless of this condition, the City Auditor provides an explanation for each condition that is being contested in her protest response letter (Attachment 2).

Further concerns raised in the protest include:

The seven member evaluation team did not recognize key factors related to SMG's client base in California. In response, the Auditor determined that these factors were recognized by the evaluation team and evaluated in both the written proposal and oral presentation phases of the evaluation process.

The City failed to act transparently during the Phase 2 process because the evaluation criteria for the oral presentation and financial proposals each weighted at 50%, were not disclosed to the proposers. In fact, all these factors were scored were presented to the proposers at the time they were notified of their advancement to Phase 2 (see attachments to City Auditor's response letter).

The protest contends that greater scoring emphasis should have been placed on the transition plan, marketing, and financial plan. The scoring matrix demonstrates that these criteria accounted for 80% of the final scoring.

Finally, the protest suggests that the City did not adequately review the Best and Final Offers

(BAFO), because the Notice of Intended Award recommending the award of contract to Spectra was published within 24 hours of receiving the BAFO. In fact, 24 hours was more than sufficient time to establish that Spectra's response was more advantageous than SMG's, and that re-scoring the financial proposals would have only increased Spectra's score relative to SMG's.

As stated above, the City's original recommendation was to negotiate an agreement with Spectra and review any protest in parallel during February, and return to Council with the protest outcome and the final agreement. With the denial of the protest presented to Council at the February 5 Council meeting, staff recommends that Council authorize the City Manager to negotiate and execute an agreement with Global Spectrum L.P. dba Spectra Venue Management with the following policy alternatives without returning to Council for contract approval. This approach will provide more flexibility in transitioning the management of the Convention Center from the current operator to Spectra.

COORDINATION

This item was coordinated with the Finance Department and the City Attorney's Office.

ALTERNATIVES

1. Adopt a Resolution authorizing the City Manager to negotiate and execute a Management Agreement, including two 5-year options to extend the agreement, with Global Spectrum L.P. dba Spectra Venue Management (Spectra) for the management and operation of the Santa Clara Convention Center consistent with the proposal submitted, including the Best and Final Offer, and Report to Council as well as an Interim Management Agreement, if necessary, to allow for transition of management and operation of the Santa Clara Convention Center by March 18, 2019 (Attachment 3).
2. Authorize the City Manager to negotiate an agreement with Global Spectrum L.P. dba Spectra Venue Management, including options to extend the agreement, with an initial five year term ending on or about March 20, 2024 and a maximum annual compensation amount not to exceed \$400,000, and subject to the annual appropriation of funds and return to Council for contract approval on March 5.
3. Any other action the Council deems appropriate.

RECOMMENDATION

Alternative 1.:

1. Adopt a Resolution authorizing the City Manager to negotiate and execute a Management Agreement, including two 5-year options to extend the agreement, with Global Spectrum L.P. dba Spectra Venue Management (Spectra) for the management and operation of the Santa Clara Convention Center consistent with the proposal submitted, including the Best and Final Offer, and Report to Council as well as an Interim Management Agreement, if necessary, to allow for transition of management and operation of the Santa Clara Convention Center by March 18, 2019.

Reviewed by: Ruth Shikada, Assistant City Manager

Approved by: Deanna J. Santana, City Manager

ATTACHMENTS

1. February 1, 2019 Protest Letter
2. February 4, 2019 Response to Protest

3. Resolution

February 1, 2019

VIA MESSENGER AND E-MAIL [Llam@santaclaraca.gov]

Ms. Linh Lam
Assistant Director of Finance/City Auditor
City of Santa Clara
1500 Warburton Ave.
Santa Clara, CA 95050

Re: Bid Protest, Request for Proposal: Management and Operation of the Santa Clara Convention Center and Convention/Visitor Services (RFP CMO-001)

Dear Ms. Lam:

The purpose of this letter is to protest the City of Santa Clara's (the "City") Notice of Intended Award for the Request for Proposal for the Management and Operation of the Santa Clara Convention Center (the "Convention Center" or "SCCC") and Convention/Visitor Services (RFP CMO-001) (the "RFP" and the "Project", respectively) on behalf of unsuccessful Proposer SMG ("SMG").¹ By the Notice of Intended Award, dated January 23, 2019, the City indicated that it will award the Project to Global Spectrum LP, dba Spectra Venue Management (hereinafter "Spectra") under the reasoning that Spectra's proposal scored more favorably based on the evaluation and weighting criteria specified in Section 16 of the RFP.

In evaluating RFP CMO-001, the City relied on flawed evaluation and weighing criteria, ignored relevant considerations, failed to act transparently, and ultimately, arbitrarily and capriciously awarded the Project to Spectra. As a result, and as further detailed below, the City's decision to award the Project to Spectra, and not to SMG, is not well-reasoned and should be reconsidered. SMG respectfully requests that the City take either one of two actions:

1. Overturn the Notice of Intended Award to Spectra and reopen the RFP to the public for the submission of proposals, using the corrected evaluation criteria recommended herein; or
2. Overturn the Notice of Intended Award to Spectra and continue negotiations with the final two Proposers in consideration, SMG and Spectra, to ultimately renegotiate the best and final offer for the City in a transparent and fair manner.

¹ The RFP and all related City documents are incorporated by reference herein, but are not attached in the interest of brevity.

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I. The Flawed RFP Procedure and Evaluation Criteria.

A. Arbitrary Weighing of Phase 1 vs. Phase 2 Evaluation Criteria.

Perhaps the most egregious error in the City’s RFP procedure is the arbitrary and inequitable weights assigned to the stated evaluation criteria. Section 16 of the RFP provides that the City will conduct a two-phase evaluation and selection process. In Phase 1, the RFP provided that “the City will evaluate all responsive proposals per the evaluation criteria and weights” listed in Section 16.3, reproduced in Table 1, below. In Phase 2, the RFP provided that the City will evaluate Proposers on the basis of a Financial Proposal and Oral Presentation.

Table 1

Description	Weight	
	Phase 1	Phase 2
Quality of proposal	5%	
Experience of firm	25%	
Expertise of team assigned to project	25%	
Technical / Project Approach	25%	
Value added products/capabilities	20%	
Financial Proposal incl. Management Fee, Capital Investments, and City Subsidy, if any		50%
Oral Presentations		50%
TOTAL	100%	100%

The facial problem with this Phase 1/Phase 2 approach is the fact that it artificially inflates the importance of the Financial Proposal and Oral Presentation, while it negates the importance of the other evaluation criteria. By dividing the RFP into two “100% weights,” the evaluation of Proposers at Phase 2, and ultimately the Project award, is limited *solely* to consideration of the Financial Proposal and Oral Presentation. The City confirms this reading of Table 1 in its Notice of Intended Award:

Phase 2: In this phase of the evaluation process, *scores were reset and 100% of the final award recommendation was based on the Phase 2 scores* which consisted of an Oral Presentation (50% weight) and Financial Proposal (50% weight).

(Emphasis added.)

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By *resetting* the scores, the criteria relied upon to *get* a Proposer to Phase 2 (i.e., quality of the proposal, experience of the firm, expertise of the team, technical/project approach, and value added) *are not even considered* in making the final Project award. Given the significance of the Phase 1 criteria, it is illogical, and arguably absurd, that none of these criteria would contribute to the City's comparison of the final two (2) Proposers against each other. The weighing methodology applied by the City ignores half of the relevant criteria and risks awarding the Project on an arbitrary and capricious basis. This result is surely not what the City intended as it does not further the City's goal of selecting the best overall proposal.

These flaws are well illustrated by comparing the City's evaluation criteria to those used by other jurisdictions in awarding similar projects. For example, in August of 2018, the City of Sacramento issued an RFP for construction management services for its convention center renovation and expansion project.² Like the City, Sacramento utilized a two-phase evaluation approach, summarized in the table on the following page.

[see next page]

² (City of Sacramento RFP, August 2018, https://www.ebidboard.com/docs/1809/060071/SCC%20CCT%20RFP_CM%20SERVICES-Final%208-30-18.pdf [last accessed February 1, 2019].)

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Table 2

WRITTEN PROPOSAL	MAXIMUM POINTS	REVIEWER SCORE
Introductory Letter – Reflects project understanding and summarizes critical issues, challenges, milestone tasks, and appropriate resourcing.	5	
Project Team – Team organization, qualifications and experience of the firm, project manager, team, and sub-consultants on similar projects. Experience with City procedures and team has worked together on past projects.	20	
Availability - Key personnel are available and committed to the project	5	
Workplan – Assignment, understanding, and organization of tasks, understanding of interrelationship of critical tasks, hour commitment to each task, deliverables.	25	
Quality Control - Consultant’s internal controls, communications with City are adequate and timely, and provide assurance for complete submittals.	5	
SUBTOTAL FOR SHORTLISTING	60	
References – See worksheet	10	
SUBTOTAL TO INTERVIEWS	70	
INTERVIEW (if requested by City)		
Presentation by PM - Project understanding, critical issues, innovation, and solutions.	10	
Presentation by team – Experience, roles and responsibilities, communication and coordination between team members, agencies, and City.	10	
Q&A – Response to panel’s questions.	10	
SUBTOTAL WITH INTERVIEWS	30	
LBE 5% Preference Points (Local firms only)	5	
TOTAL	105	
RANKING OF CONSULTANT FIRM (assigned after completion of scoring)		
Name of Evaluator:	Date Evaluated:	

Like the City, Sacramento’s RFP procedure consisted of a Phase 1 written proposal and Phase 2 interviews. However, the critical difference is the fact that Sacramento’s final ranking was based on the *combined* Phase 1 and Phase 2 scores and awarded the project to the “highest *overall*

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ranked firm.” In Sacramento, the Phase 1 written proposal contributed up to 60 points to the final score and the Phase 2 interview contributed up to 30 points to the final score, with the remaining 10 points being awarded for references. Unlike the City’s RFP procedure, Sacramento guaranteed that the final Project award was based on the Phase 1 *and* Phase 2 factors. Stated otherwise, Sacramento imposed a 60:30 ratio of Phase 1 to Phase 2 criteria in making its final Project award, while the City imposed a 0:100 ratio of Phase 1 to Phase 2 criteria.

As another example, in September of 2018, the City of Riverside issued a RFP for a 7.6 acre development project, including a convention center expansion.³ Riverside also implemented a Phase 1/Phase 2 procedure. In Phase 1, seven (7) evaluation criteria were analyzed on a weighted scale. In Phase 2, Riverside conducted interviews for at least the top two (2) responsive Proposers. However, unlike the City, Riverside *re-scored* the interviewees’ proposals using the same seven (7) evaluation criteria after the interviews to make its final award. The City of Oakland utilized a similar procedure in its September of 2014 RFP for the rehabilitation and reuse of its convention center.⁴ After the Phase 2 interviews, the evaluation panel scored the submittals using the same Phase 1 evaluation criteria. In doing so, Riverside and Oakland guaranteed that the final Project awards were based on the *combined* Phase 1 *and* Phase 2 criteria.

These three (3) examples highlight the issues with the City’s Phase 1/Phase 2 RFP procedure, which artificially discounted the important Phase 1 criteria in awarding the Project. In correcting its evaluation criteria, the City should look to these examples to ensure the final Project award is based on all relevant factors and avoid an arbitrary and capricious award.

B. Failure to Consider Relevant In-State Experience.

The City’s evaluation procedure set forth in Table 1 is additionally flawed for its failure to consider the Proposers’ relevant convention center experience in the State of California. Sourcing convention center management and operations services from entities with relevant, in-state experience should be of great value to the City and its taxpayers. However, this important factor is *not* included in the evaluation criteria or even mentioned in the RFP, including in RFP Attachment B – Statement of Qualifications.

³ (City of Riverside RFP, September 18, 2018, <https://www.riversideca.gov/cedd/pdf/Lot-33-RFP.pdf> [last accessed February 1, 2019].)

⁴ (City of Oakland RFP, September 22, 2014, <http://www2.oaklandnet.com/oakca1/groups/ceda/documents/webcontent/oak049322.pdf> [last accessed February 1, 2019].)

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The City’s failure to consider relevant in-state experience directly prejudiced SMG. SMG manages several *full service* convention centers in California, as demonstrated below:

Table 3

Name	City	State	Seating
Convention Centers			
Moscone Center	San Francisco	CA	742,000
Long Beach Convention Center	Long Beach	CA	224,000
Palm Springs Convention Center	Palm Springs	CA	130,600
Fresno Convention Center	Fresno	CA	96,000
Ontario Convention Center	Ontario	CA	90,000
Valdez Hall	Fresno	CA	32,000

The City discounted SMG’s relevant experience and instead chose to award the Project to Spectra, which has no apparent experience in the California convention center industry. While Spectra undeniably has a presence in California, stadiums and fairgrounds do not pose the same unique challenges as convention center operations and management services, including but not limited to, clients served, event types hosted, level of service expectations, and role the venue plays in the overall economic health of the hospitality community it serves. The City’s failure to evaluate this aspect of SMG’s proposal is imprudent and should be reconsidered.

C. Failure to Disclose Phase 2 Evaluation Criteria.

As discussed above, the Oral Presentations and Financial Proposals were given undue weight by the City, each constituting 50% of the final Project award. However, the relative importance of the Oral Presentations and Financial Proposal was not communicated in the RFP and was not foreseeable by the Proposers. Despite the RFP’s rubric of the Phase 1 criteria, it does not provide a similar breakdown of how the Oral Presentations or Financial Proposals will be scored, *despite the fact* that the City apparently has a delineated rubric of the same. The Notice of Intended Award includes a table summarizing the criteria considered in scoring each Proposer’s Oral Presentation and Financial Proposal:

Table 4

CRITERIA	Spectra	SMG
<i>Oral Presentation (50%):</i>		
General Marketing	8.8	8.1
Transition Plan	8.0	8.6
Financial Plan	8.3	8.7
Community Benefits	9.2	7.6
Overall Presentation	9.0	8.2
Subtotal Oral Presentation	43.3	41.2
<i>Financial Proposal (50%):</i>		
Financial Plan	11.1	10.3
Management Fee	11.3	10.2
Financial Resources	10.7	10.1
Other Submissions	10.6	10.1
Subtotal Financial Proposal	43.7	40.7
Final Phase 2 Score	87.0	81.9

Remarkably, this information was *not* provided to the Proposers in either the RFP or the Phase 2 – Oral Presentation Agenda. The Phase 2 scoring criteria clearly should have been communicated to the Proposers *prior* to undertaking the Oral Presentation and Financial Proposal. Providing the scoring criteria only after the successful Proposer had been chosen could be interpreted as a post-hoc rationalization of the City’s award. Given that the *appearance of favoritism* undermines the integrity of the public bidding process and can result in a City’s award being invalidated, such post-hoc rationalizations should be avoided.⁵

D. Lack of Transparency in Identifying all Evaluation Criteria.

In total, the City relied on thirteen (13) unique criteria in evaluating the proposals in Phases 1 and 2:⁶

1. Quality of proposal (Phase 1)
2. Experience of firm (Phase 1)
3. Expertise of team assigned to project (Phase 1)
4. Technical/project approach (Phase 1)
5. Value added products/capabilities (Phase 1)

⁵ (*Advanced Real Estate Services, Inc. v. Superior Court* (2011) 196 Cal.App.4th 338, 353 [citing *Schram Construction, Inc. v. Regents of University of California* (2010) 187 Cal.App.4th 1040, 1049].)

⁶ See Table 1, Table 4.

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6. General marketing (Phase 2)
7. Transition plan (Phase 2)
8. Financial plan (Phase 2)
9. Community benefits (Phase 2)
10. Overall presentation (Phase 2)
11. Management fee (Phase 2)
12. Financial resources (Phase 2)
13. Other submissions (Phase 2)

By artificially dropping the Phase 1 criteria from its final consideration (see Section A, *supra*) and failing to disclose the Phase 2 criteria in advance (see Section C, *supra*), the City obscured the “big picture” of the evaluation procedure. In the interest of transparency in its bidding process, the City should have fully disclosed its comprehensive evaluation criteria in a single rubric, like that used by Sacramento. (See Table 2.)

E. Inequitable Weighing of Phase 2 Evaluation Criteria.

In addition to the procedural concerns pertaining to the undisclosed Phase 2 criteria, the substance appears likewise flawed. Per Table 4, the Oral Presentation and Financial Proposal component criteria are equally weighted. This approach is inconsistent with the RFP.

Several sections of the RFP address the substantive factors the City will rely on in awarding the Project, including Section 15.9 (management and operations plan), Section 15.10 (marketing plan/sales plan), and Section 15.11 (transition plan). Each of these factors is thoroughly explained in the RFP and Proposers are given additional direction on how to provide information responsive to each. To a Proposer, this indicates that such items should be more heavily emphasized and that the Project award may depend, in large part, on the Proposer’s responsiveness to these factors. Conversely, there is *no mention* in the RFP of several of the determinative Phase 2 criteria listed in Table 2. For example, “community benefits,” which accounted for the largest scoring discrepancy between SMG and Spectra, *is not mentioned, at all, in the body of the RFP*. It is patently unfair for the City to place equal weight on two criteria, one of which is extensively addressed in the RFP (i.e., transition plan), and the other of which is not mentioned at all (i.e., community benefits).

Likewise, the Phase 2 – Oral Presentation Agenda misled the Proposers regarding the relative importance of the evaluation criteria. The agenda indicates that Proposers should allot their time as follows: forty (40) minutes to general and marketing, thirty (30) minutes to the transition plan, thirty (30) minutes to the financial plan, and *only* fifteen (15) minutes to community benefits. The Proposers might reasonably interpret this time allocation to suggest the relative importance and therefore scoring weight of the criteria. Simply put, the City’s materials do not accurately reflect the City’s scoring priorities and misled the Proposers.

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Further, the City should have placed greater weight on the most important criteria, namely the transition plan, marketing plan, and financial plan. It is unquestionable the Proposers' financial performance and ability to effectively transition personnel systems are of the greatest priority in ensuring the Project's long-term viability. It is hard to imagine that the City's taxpayers would find a Proposer's presentation style and/or community benefits to be equally important in expending City resources as the Project's financial viability.

The error in not emphasizing the Proposers' transition plans, marketing plans, and financial plans is even more apparent when viewed alongside the City's September 18, 2018 audit of the Convention Center's operations and management, attached as **Exhibit "A."** The audit reveals marked concerns with the Convention Center's financial management:

[T]he Contractor's financial management of the CVB's [convention/visitor services] operations has weaknesses in its internal controls, especially in the area of bill payment, while its information management activities have structural gaps that if addressed, could enhance managerial decision-making.⁷

In reference to the marketing plan, the audit states:

A key change needed to increase the SCCC's operational sustainability and performance is to update the overall marketing strategy. . . . Both the SCCC and the CVB operate as separate entities and could benefit from an integrated and comprehensive marketing plan.⁸

The audit recommends that the City implement a "comprehensive and integrated business and marketing strategy," among others, to ensure the Convention Center's success.⁹ In a November 27, 2018 presentation of the audit's findings, attached as **Exhibit "B,"** the City recommended that it "[p]artner with the Chamber to successfully *transition* Convention Center/CVB to a potential new operator."¹⁰

In light of the audit, the City should have placed *greater* emphasis on the Convention Center's known weaknesses, including the transition plan, marketing plan, and financial plan, in awarding the Project. The failure to do so, but instead weigh these crucial factors equally with presentation style and/or community benefits, is a clear error on the City's part.

⁷ See Exhibit A, p. 2.

⁸ See Exhibit A, p. 2.

⁹ See Exhibit A, p. 3.

¹⁰ See Exhibit B, p. 21 (emphasis added).

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F. Flaws in Conducting the Oral Presentations.

The Proposers were unable to adequately prepare for the Oral Presentations given the misleading information provided by the City. The Phase 2 – Oral Presentation Agenda describes the meeting formal as “informal.” This fact, combined with the City’s failure to disclose the Phase 2 evaluation criteria, rendered it impossible for Proposers to know that ten-percent (10%) of the final Phase 2 scoring would be determined by the “overall presentation.” The Oral Presentations should not have been advertised as informal when the City knew that the Proposers’ performance at the presentations would account for at least ten-percent (10%) of their decision to award the Project.

Further, the structure of the Oral Presentations prejudiced SMG as compared to Spectra. The RFP provided that Proposers may submit proposals either with or without CVB. However, the Phase 2 – Oral Presentation Agenda *did not* provide a different agenda or time allotment for those Proposers with CVB, such as SMG, or without CVB, such as Spectra. In essence, SMG had *twice as much* material to cover in its Oral Presentation as Spectra did, and its presentation had to address the more complicated content of the CVB. By requiring SMG to present this information in the same timeframe as Spectra, the City, in essence, dictated that SMG’s presentation of its proposal was more rushed and thus more susceptible to negative scoring by the City. The evaluation team also heavily questioned SMG on the CVB content, further adding to its time constraints. It was inherently unfair to hold SMG and Spectra to the same presentation agenda given the differing amounts of information each was responsible for presenting, particularly as the Oral Presentation accounted for *fifty-percent* (50%) of the final Project award. A more equitable result would have been to allow SMG proportionally more time to present its proposal.

The inequity of this result is even more apparent in light of the Best and Final Offer (“BAFO”) request issued to SMG by the City on January 22, 2019. The BAFO request indicated that the City had decided the CVB services would not be considered in the final award. Thus, SMG was not only prejudiced by allotting its Oral Presentation time to CVB, but the material it covered during that time would not even be considered in the final Project award. By requiring SMG to cover twice as much material as Spectra during its presentation, and then discounting half of that material from the final consideration, the City essentially allotted SMG *half as much time* as Spectra to address the information that would ultimately determine the Project award.

G. Illusory Consideration of the “Best and Final Offer”

The timing of the BAFO and the Notice of Intended Award is troubling. On January 17, 2019, the City requested that SMG submit a BAFO by the deadline of January 22, 2019. Per the City’s instructions, SMG submitted the BAFO to Mr. Giovannetti on January 22, 2019 at 5:35 p.m. The *day after the BAFO was submitted*, on January 23, 2019 at 5:00 p.m., the City issued its Notice of Intended Award. Given the complexity and magnitude of this Project, it is hard to

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imagine that the City was able to meaningfully analyze SMG's BAFO *and* independently verify the Proposers' financial projections in *less than twenty-four (24) hours*. The City's independent verification was essential as the financial performance projections submitted by SMG and Spectra in the BAFOs were vastly dissimilar, particularly the Net Operating Income ("NOI"). SMG's extensive California experience reveals that Spectra's claimed nearly \$3,000,000.00 NOI is unachievable and unprecedented. It was incumbent on the City to meaningfully compare and independently verify these projections prior to awarding the Project, and it is difficult to imagine that it did so in such a short period of time.

This fact is even more concerning given that the Notice of Intended Award was not scheduled to be released, per the RFP's timeline of events, until February 4, 2019. It would appear that not only did the City provide only a cursory and rushed review of SMG's BAFO, but it did so *without reason*. The City had *additional twelve days* in which it could have fully and fairly analyzed SMG's BAFO or requested further negotiations, yet it declined to do so. This fact only confirms the City's apparent post-hoc rationalization of the predetermined Project award. By all appearances, the BAFO request was a mere formality issued after the City had made up its mind to award the Project to Spectra.

H. Failure to Define Bid Protest Procedures.

Finally, the City has unfairly restricted SMG's ability to file this bid protest by failing to clearly outline the bid protest procedures. Section 3.1.4 of the Procurement and Contract Process Integrity and Conflict of Interest Guidelines, attached and incorporated into the RFP, requires that the Notice of Intended Award include instructions for filing a protest. The City did not comply with this requirement. As a result, counsel for SMG was forced to contact Mr. Giovannetti, personally, to clarify the procedures for filing a protest. The City has needlessly introduced uncertainty into the bid protest procedure and has prejudiced SMG by the same.

II. Conclusion.

In light of the foregoing, SMG is understandably concerned by the procedure used to award the Project to Spectra. The flawed evaluation criteria, withheld information, and illusory consideration of SMG's BAFO are sufficient to raise, at the very least, the appearance of an arbitrary and capricious Project award. SMG respectfully submits these concerns to the City and asks that it take either one of the following actions:

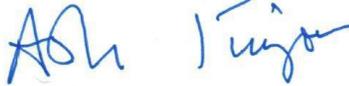
1. Overturn the Notice of Intended Award to Spectra and reopen the RFP to the public for the submission of proposals, using the corrected evaluation criteria recommended herein; or

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2. Overturn the Notice of Intended Award to Spectra and continue negotiations with the final two Proposers in consideration, SMG and Spectra, to ultimately renegotiate the best and final offer for the City in a transparent and fair manner.

Respectfully submitted,

RUTAN & TUCKER, LLP



Ash Pirayou

AP:hg



February 4, 2019

Mr. Ash Pirayou
Rutan & Tucker, LLP
Five Palo Alto Square
3000 El Camino Real, Suite 200
Palo Alto, C 94306

Subject: Protest letter from Mr. Ash Pirayou dated February 1, 2019
Reference: City of Santa Clara Request for Proposal RFP # CMO-001

Dear Mr. Pirayou:

The City of Santa Clara (City) received the subject protest letter, dated February 1, 2019, submitted by Rutan & Tucker LLP on behalf of SMG for the Management and Operation of the Santa Clara Convention Center and Convention/Visitor Services. Please accept this letter as the City's decision to decline SMG's request to:

1. Overturn the Notice of Intended Award to Spectra and reopen the RFP to the public for the submission of proposals using corrected evaluation criteria; or,
2. Overturn the Notice of Intended Award to Spectra and continue negotiations with the final two Proposers in consideration, SMG and Spectra, to ultimately renegotiate the best and final offer for the City in a transparent and fair manner.

Background

The review and evaluation process is described in Sections 16 and 18 of the referenced Request for Proposals (RFP). The evaluation process was conducted in two phases, with Phase 1 consisting of an evaluation of written proposals and Phase 2 consisting of an evaluation of oral presentations and financial proposals. As stated in the RFP, only the highest scoring proposals would advance to Phase 2, and scoring would be "reset", with 100% of the final award recommendation based on the Phase 2 scores. Section 17 of the RFP allowed the City to issue a Best and Final Offer (BAFO) at its discretion. In addition, scoring of the BAFO was optional, at the discretion of the City.

The proposal evaluation team was comprised of seven members with executive representation from the City Manager's Office, Public Works, and Finance, as well as executive level representation from outside the City including the Executive Vice President, Membership Engagement, Destinations International; VP & General Manager, California's Great America; and Director of City Hall Events, City of San Francisco. Scoring was done individually, with team meeting follow-ups to discuss individual scores and agree on a final score for each scoring element. Each evaluator was required to complete a conflict of interest statement prior to reviewing any proposal to identify any potential conflicts of interest which would prevent an impartial evaluation of the proposals.

The proposal evaluation process commenced on December 8, 2018 and concluded on January 22, 2019. This is consistent with the timeline published in the RFP stating December 4, 2018 through January 29, 2019. Throughout this process, the proposals and other information as submitted or presented were scored and then re-scored (if required) according to the evaluation process as additional information was submitted, presented, or demonstrated to the evaluation team. The final scoring was very close, with only 6% of separation between the final scores.

On January 23, 2019, the City issued a Notice of Intended Award to both Phase 2 finalists, Spectra and SMG, recommending award of contract to Spectra. The Notice of Intended Award included the Phase 2 finalist scores for each evaluation criteria that was described in the RFP.

On February 1, 2019, the City received a protest on behalf of SMG protesting the City's recommendation of award of contract to Spectra.

Discussion

SMG contends that the Notice of Intended Award should be rescinded and the RFP re-noticed or concurrent negotiations should take place with both SMG and Spectra based on the argument that the RFP procedure and evaluation criterion was flawed in the following areas:

- A. There was arbitrary weighting of Phase 1 vs. Phase 2 Evaluation Criteria
- B. The City failed to consider relevant in-state experience
- C. The City failed to disclose Phase 2 evaluation criteria
- D. There was a lack of transparency in identifying all evaluation criteria
- E. There was inequitable weighing of the Phase 2 evaluation criteria
- F. There were flaws in conducting the oral presentations
- G. There was illusory consideration of the Best and Final Offer

The City's RFP procedure and evaluation criterion was flawed

Arguably, SMG's protest is invalid because Section 13 of the RFP, "Objections" states the following:

"Any objections as to the structure, content or distribution of this RFP must be submitted in writing to the Purchasing contact prior to the submission deadline for Questions and

Answers. Objections must be as specific as possible, and identify the RFP section number and title, as well as a description and rationale for the objection.”

In addition Section 19 of the RFP “Protests” states the following:

“If an unsuccessful Proposer wants to dispute the award recommendation, the Protest must be submitted in writing to the contact listed below no later than 10 calendar days after announcement of the successful Proposer, detailing the grounds, factual basis and providing all supporting information. Protests will not be considered for disputes of proposal requirements and specifications, which must be addressed in accordance with Section 13. Failure to submit a timely written Protest as instructed will bar consideration of the Protest.

The address for submitting Protests is:

Ms. Linh Lam, Assistant Director of Finance/City Auditor
City of Santa Clara
1500 Warburton Ave.
Santa Clara, CA 95050”

The RFP evaluation process including evaluation factors, their respective weights, and basis of award were clearly stated in RFP Sections 16 and 18. The entire Convention Center Procurement Strategy was presented and approved by the Santa Clara City Council at the October 9, 2018 Council meeting. In addition, the evaluation process was presented to proposers at the mandatory Pre-Proposal conference on November 2, 2018, as well as the Governance and Business Engagement Meeting held on November 15, 2018 where representatives from SMG were present.

The reason the RFP requires proposers to raise their concerns or objections to the structure, content, or distribution of the RFP during the RFP process is to avoid a situation where proposers “go along” with the process until they are not selected for award of contract, and then submit a protest claiming the process is flawed and stating areas of process unfairness in areas where they scored low. In addition, raising such concerns prior to receiving proposals allows the City to consider them and amend the RFP, if necessary.

The City never received any objections from SMG as to the structure, content or distribution of this RFP in accordance with Section 13 of the RFP.

Throughout your protest letter, you raise issues of RFP “flaws” and process unfairness regarding the two phase evaluation process, weighting, and the criteria that was scored. Notwithstanding that your protest is invalid based on the requirement that you cannot protest the RFP process that was established and communicated to SMG over three months ago; I will address each area where you claim the process was flawed.

There was Arbitrary Weighting of Phase 1 vs. Phase 2 Evaluation Criteria

Your protest contends that the two phase evaluation was flawed because scores should not have been re-set after Phase 1. Instead, Phase 1 and 2 scores should have been cumulative and you further cite several RFP evaluation process from the Cities of Riverside, Sacramento and Oakland as examples of RFP processes that the City of Santa Clara should have followed. The two phase process was designed to short-list the number of proposals, and then proceed to the oral presentation and financial proposal Phase 2 for final award and consideration. With only the highest scoring proposers capable of performing the required services entering Phase 2, the final decision would be based on the team that best presented their understanding of the City’s requirements, and their solution and approach toward managing the Convention Center. Financial proposals were also requested in Phase 2.

Best practices in RFP writing generally state that an RFP should include an evaluation procedure, the evaluation criteria and weights, and the review and vendor selection methodology. The RFP examples that you provide from other jurisdictions include these principals, as did the RFP for the Santa Clara Convention Center.

Both SMG and Spectra submitted exceptional proposals that scored within 10% overall as demonstrated in the table below, and the evaluation team unanimously concurred that both firms should advance to Phase 2. Final Phase 1 scores are demonstrated in the table below.

Table 1: Final Phase 1 RFP Scoring – Convention Center

	Spectra	SMG
Quality	4.4	4.7
Experience	41.5	45.1
Value Add	12.0	14.3
Technical	20.7	21.8
Total Score	78.6	85.9

As previously stated, the City never received any objections as to the structure, content or distribution of this RFP including the arbitrary weighting of Phase 1 vs. Phase 2 evaluation criteria from SMG in accordance with Section 13 of the RFP.

Failure to Consider Relevant In-State Experience

Your protest contends that the evaluation team failed to consider SMG’s experience managing convention centers in California. In fact, the seven member evaluation team was very aware of SMG’s experience in this area and this resulted in higher scores as demonstrated in the table above. The RFP did not require convention center clients in California.

In Phase 2, this was further explored by asking the SMG team the following question:

“What is your guarantee that you will bring the required degree of dedication to this account, given its many accounts? Please outline how SMG will interface with the City

and all of the key stakeholders to demonstrate the overall corporate involvement and resources that will be used for ensuring the success of SCCC.”

Further, the Spectra team was asked to address the following relative to this same issue:

“What is your guarantee that you will bring the required degree of dedication to this account? Please outline how Spectra will interface with the City and all of the key stakeholders to demonstrate the overall corporate involvement and resources that will be used for ensuring the success of SCCC.” and,

“Please address our concern that Spectra’s business presence in California appears to be limited.”

Failure to Disclose Phase 2 Evaluation Criteria

You protest raises the concern of unfairness around the City not disclosing a breakdown of how the oral presentations and financial proposals would be scored, similar to the Phase 1 breakdown that was included in the RFP. You further state that the breakdown was established post-hoc, or after the oral presentations took place and financial proposals were received. Section 16.2 of the RFP states:

“In Phase 2, Proposers will be asked to submit a financial proposal as well as participate in oral interview/presentations. *The format and date of the presentation will be established at the time of short listing.*”

On December 22, 2018, both finalists were notified of their advancement to Phase 2 and provided Financial Proposal instructions (Attachment A) that required them to respond to information under the headings of Financial Plan, Management Fee Proposal, Financial Resources, and Other Submissions. Each of these sub-criteria mapped directly to the criteria that were scored and presented in the Notice of Intended Award.

On December 23, 2018, both finalists received oral presentation agendas (Attachment B). The agenda included discussion topics under the categories of General/Marketing, Transition Plan, Financial Plan, and Community Benefits. With the exception of “Overall Presentation”, these sub-criteria mapped directly to the criteria that were scored and presented in the Notice of Intended Award. The Overall Presentation score encompassed all criteria identified above, and gave the evaluators the opportunity to consider all of the information presented. All of the sub-criteria scores carried equal weight.

As originally established in the RFP, the final recommendation was based on the Oral Presentation and Financial Proposal, each weighted at 50%. The information that was scored under each of these general categories was presented to the proposers on December 22-23, 2018, with submittal or presentation deadlines on January 10, and January 15 for the financial proposal and oral presentations, respectively. Evaluation criteria were established and provided to the proposers well in advance. Therefore, the City rejects the allegation that there was a post-hoc determination of criteria after information was presented or received.

Lack of Transparency Identifying all Evaluation Criteria

This appears to be a continuation of your previous argument that the two phase evaluation process was unfair, and evaluation criteria and weights were incorrect or lacked transparency. These concerns have been addressed previously in this letter.

Inequitable Weighing of Phase 2 Evaluation Criteria

In this section, RFP “procedural concerns” are raised, citing specific areas of concern where SMG scored the lowest. A further argument is made that all of the information in the RFP should have carried over to Phase 2. Further, the evaluation criteria of “Community Benefits” is cited as an example of unfairness because proposers were required to address it in their oral presentations, but this element was not specifically included in the RFP document. SMG scored lower than Spectra for this criterion, which accounted for 10% of the 50% oral presentation weight.

Community Benefits was addressed at the November 15, 2018 Business Engagement Workshop which was incorporated into the RFP as an addendum. In addition, proposers were asked to address community benefits in their presentations as follows:

“Describe options for community benefits you would recommend to offer while maximizing revenue. How will you engage community groups? What policy framework for providing community benefits do you propose? What would you recommend as an approach to insuring that the community has access through events but the SCCC still attains its fiscal and economic impact targets?”

“Describe how your firm will work with local small businesses and local hospitality programs to provide business and educational opportunities.”

You contend that because *only* fifteen minutes was allotted to this factor, as opposed to longer time allotments for other factors, this misled proposers into concluding that this factor was not as important as the others. Fifteen minutes was allotted because there were only two discussion points to address. Under the topic of General Marketing, SMG was asked to respond to nine questions/discussion topics, averaging 4.4 minutes per question. The per-question average under Community Benefits was 7.5 minutes per question. Using your correlation of time versus importance, SMG was given ample time to discuss Community Benefits and should have recognized its importance based on the public discussion at the November 15, 2018 Business Engagement Workshop where City Councilmembers themselves expressed their strong interest.

Your contention that the City should have placed greater weight on the most important criteria, transition plan, marketing plan, and financial plan is noted. Each of these factors were evaluated extensively in Phase 2, with transition, marketing, and financial plans comprising 30% of the oral presentation weighted at 50% of the final score, and 100% of the financial proposal score weighted at 50%, or 80% of the Phase 2 score.

Flaws in Conducting the Oral Presentations

You contend that misleading information was provided on the oral presentation expressing concerns that the use of the word “informal” in describing the meeting format mislead the proposers into thinking that the oral presentation, with its importance weighted at 50% of the final score as advertised throughout the RFP process, was no longer as important. The oral presentation instructions to the proposers included the following information:

“Meeting Format: The meeting format is “informal” and evaluators will be encouraged to ask questions throughout the presentation. Attire is business casual. Please consider and allow time for questions when preparing your presentation.”

Proposers had the opportunity to ask, and in fact did ask clarification questions regarding the oral presentation process, which the City responded to in advance of the Oral Presentations. There were no questions regarding “informal” in describing the format of the meeting, and if it changed the oral presentation importance or scoring weight.

You further raise concerns that SMG was prejudiced because SMG submitted a proposal for the management of CVS and Convention Center Services or Convention Center Services only, and Spectra only proposed for Convention Center Services. Holding both proposers to the same presentation agenda prejudiced SMG because they had twice as much material to cover.

You are correct in that SMG proposed a combined model, and Spectra proposed for Convention Center Management only. However, both proposers did not receive the same question to address on this issue. SMG’s oral presentation question was:

“Why is your proposed business model of SCCC and CVB Management advantageous to the City? What are the potential challenges if we award SMG the SCCC only? Describe how you would be an active partner if the CVB was managed and governed separately.”

Spectra was asked:

“Why is your proposed business model of SCCC Management only (versus combined SCCC and CVS management) advantageous to the City? What are the potential challenges of a combined model? Describe how you will be an active partner with the CVB if it is managed separately.”

Each proposer was asked one question regarding their proposed approach. To allow SMG twice as much time to present both models would have been unfair to Spectra as each proposer was asked to address one question regarding their management approach, and the balance of the questions asked of both firms had to do with the management of the convention center.

Illusory Consideration of the “Best and Final Offer”

Your letter states that the timing of the issuance of the Notice of Intended Award one day after Best and Final Offers (BAFO) were received is “troubling” because less than 24 hours between these two events was not long enough to analyze and verify the BAFO’s.

The Best and Final language included in Section 17 of the RFP is as follows:

“A Best and Final Offer (BAFO) may be held with one or more Phase 2 participants if final information or clarification is necessary in order to make a final decision. The BAFO may allow Proposers to revise their technical and/or financial proposals based on information received from the City. The City will send out the request for a BAFO with instructions addressing the areas to be covered and the date and time in which the BAFO is to be submitted. After receipt of the BAFO, scores may be adjusted based on the new information received in the BAFO.”

“The City will request only one BAFO, unless the City’s Purchasing Manager determines in writing in the procurement file that another BAFO is warranted.”

“Proposers are cautioned that the BAFO is optional and at the sole discretion of the City. Therefore, Proposers should not assume that there would be an additional opportunity to amend their proposal after the original submission. Proposers may not request an opportunity to submit a BAFO.”

Any discussion regarding the BAFO process should also include a discussion of the financial proposal process. Requests for financial proposals were distributed on December 22, 2018, and proposals were received on January 10, 2019, and evaluated and scored over a thirteen day period.

The Best and Final Offer required each firm to respond to no more than four questions, including a final opportunity to make any adjustments to any aspect of their financial proposal.

BAFO instructions included specific questions regarding contractual commitments in the event projections are not met, and re-considering capital expenditure commitments to the Convention Center. The BAFO’s were sent to the proposers on January 17, and received by the January 22 deadline. BAFO’s from both proposers improved on their original financial proposal position. However, Spectra’s improvement was significantly greater than SMG’s thus increasing the separation in the financial proposal scores. Spectra increased their capital commitment expenditure that was already significantly greater than SMG’s, they decreased their base management fee, increased their advertising commitment to the City, and introduced fee rebates to the City in the event that income projections are not met. It did not take longer than 24 hours to establish that both Spectra’s and SMG’s financial proposal scores would have improved; however, Spectra’s score would have improved even greater relative to SMG’s because their BAFO was more aggressive.

While the City may have had more time per the original RFP timeline to review the BAFO prior to the issuance of the Notice of Intended Award, additional time for such a review was not required.

RUTAN & TUCKER, LLP

Subject: Protest Response

February 4, 2019

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Failure to Define Bid Protest Procedures

You raise a final concern that the bid protest procedures unfairly restricted SMG's ability to file a protest by failing to clearly outline the bid protest procedures. The protest instructions in the RFP are stated earlier in this letter. Your office contacted the City's purchasing Manager, Mark Giovannetti on two occasions, once to inquire about the bid protest deadline, and the other to inquire about Ms. Lam's e-mail address, and any protest page count restrictions. Mr. Giovannetti responded to both inquiries within 24 hours. Hence, you were able to seek clarity on the protest procedure.

Conclusion

The City thoroughly and fairly evaluated and scored all proposals against the criteria set forth in the RFP. SMG had the opportunity to object to the structure, content or distribution of this RFP. The process was transparent, and all participants in the process were treated equally. Allegations that the evaluation criteria, weights and the two phase process were unfair have not been supported, and even though each allegation has been addressed in this response, many do not meet the allowable protest criteria per the RFP instructions that the evaluation process cannot be challenged after the fact.

This item is scheduled to be considered by the Santa Clara City Council at the February 5, 2019 meeting.

Sincerely,



Linh Lam

Assistant Director of Finance/City Auditor

Attachments



City of Santa Clara, CA

Request for Financial Proposal

RFP# CMO-001

**MANAGEMENT and OPERATION of the SANTA CLARA
CONVENTION CENTER and CONVENTION VISITORS
BUREAU**



December 21, 2018

1 **BACKGROUND**

1.1 Pursuant to Section 16.2 “Phase 2” of RFP CMO-001 for the Management and Operation of the Santa Clara Convention Center and Convention Visitors Bureau, The City of Santa Clara is requesting a financial proposal and other submissions from your firm for the services that you have proposed under the Phase 1 process.

1.2 All other terms, conditions, and requirements under the original RFP CMO-001 remain in full force and effect.

1.3 Some of the requested information in Phase 2 may be duplicative to your firm’s Phase 1 submission. Please ensure that your Phase 2 is fully responsive to the requirements outlined herein.

2 **WORKER RETENTION POLICY**

2.1 The City’s Worker Retention Ordinance can be found on the City of Santa Clara’s website at <http://santaclaraca.gov/government/departments/city-manager/worker-retention>. Per the ordinance, the policy only applies to certain classification of workers at the Convention Center.

3 **TIMELINE**

Phase 2 request for Financial Proposals release date:	December 22, 2018
Financial proposal and other submissions as outlined in this document must be submitted by close of business no later than 3:00PM Pacific Time.	January 10, 2019

4 **PROCEDURE FOR SUBMITTING QUESTIONS AND INQUIRIES**

Please direct any questions pertaining to this RFP via e-mail to the purchasing contact listed below.

5 **PURCHASING CONTACT**

Mark Giovannetti, Purchasing Manager
1500 Warburton Ave.
Santa Clara, CA 95050
mgiovannetti@santaclaraca.gov

6 SUBMITTAL REQUIREMENTS

6.1 GENERAL

6.1.1 Please submit one original and eight copies to the purchasing contact listed above at the address indicated. If delivering in-person, follow the signage to the Purchasing Division located in the West Wing of City Hall, downstairs, next to Human Resources. Please clearly label your proposal "Financial Proposal, CMO-001.

6.1.2 Hardcopy proposals should be in Times New Roman, Arial or some similar, easily readable font. The size of the font cannot be any smaller than 11 and margins should be 1 inch or wider.

6.1.3 If your firm submitted a proposal for SCCC and CVS Management, or SCCC only depending on what the City decides, then you must submit two separate financial proposals. Each proposal should clearly state if it is for SCCC and CVS operations, or SCCC only.

6.2 FINANCIAL PLAN

6.2.1 Provide your strategy for minimizing the annual operating expenses and maximizing the annual operating revenues of the SCCC, while ensuring certain community benefits.

6.2.2 Discuss the balance that needs to be struck for convention facilities between financial operating performance and economic impact generation, and examples of approaches/strategies that you have employed to attempt to bring these two issues closer to a "win-win" situation for the facility and community.

6.2.3 Develop a SCCC budget for the first full year of operations, as well as five-year operating pro forma. Include a detailed description of all expenses and revenues, by line item, and provide an explanation of how each line item was developed and the assumptions used. The management fee paid to your entity should be included as one or more separate line item expense(s). Include a clear delineation for fixed and incentive-based fees as separate line items.

6.2.4 Provide examples of management reports that will be submitted to the City on a monthly basis detailing profits/losses, surcharge details and any other significant financial activity from the previous month.

6.2.5 Provide a description of your firm's role identifying and prioritizing capital improvements.

6.3 MANAGEMENT FEE PROPOSAL

6.3.1 It is the City's desire to obtain creative compensation proposals related to the management of the SCCC. Compensation for the selected firm shall consist of a "base" and "incentive fee" structure.

6.3.1.1 Base Fee: the amount of annual fee for management services. The base fee will be subject to annual adjustments based on the Consumer Price Index (CPI) for All Urban Consumers (Current Series) for the San Francisco-Oakland-Hayward California region, for the prior twelve months ending December 31st, not to exceed 5% in any fiscal year.

6.3.1.2 Incentive Fee(s): identify the standards that will be used to determine the amount of the incentive fee. Consider incentives that balance the need for: a) minimizing operating deficits; b) maximizing the attraction of non-local, economic impact generating events; and c) maintaining high standards of physical product and service quality.

The proposed incentive fee may reward areas that include superior performance for customer satisfaction, innovative and successful marketing, cost containment, revenue enhancement and facility maintenance.

Incentives should be based on stretch goals set every year which exceed historical performance levels. Proposers shall provide a framework for the basis of these incentives, which will be finalized during final negotiations.

6.3.1.3 Capital Investment(s): Identify amount, process, and potential areas in which the proposer will invest in additional fixtures, equipment, or other aspects of the SCCC.

6.4 Describe the nature and amount of the financial resources that would be committed by the proposer to enhance the likelihood of the successful operation and management of the SCCC.

6.5 OTHER SUBMISSIONS

Marketing Plan: Please submit a recent client-approved annual marketing plan for review.



RFP CMO-001

Management and Operations of the Santa Clara Convention Center and Convention Visitors Services

Phase 2 – Oral Presentation

Congratulations! Pursuant to Section 16 of the RFP, SMG has been selected to advance to Phase 2 of the evaluation process which consists of the submittal of your financial proposal and an oral presentation. The purpose of this correspondence is to provide general information, instructions, and an agenda for your oral presentation. You will receive a separate correspondence with self-contained instructions for completing and submitting your financial proposal.

1 GENERAL

Meeting day and time: Tuesday, January 15 2019 from 9:30 to 11:30 AM, Pacific Time. In addition, there will be a maximum one-half hour “buffer” period in order for the evaluators to ask any final questions. The meeting room will be available for set-up at 9:00 AM.

Meeting Location: City of Santa Clara Police Building (Community Room). located at, 601 El Camino Real, Santa Clara, CA 95050. The meeting room is to the immediate left of the front entrance to the building.

Meeting Format: The meeting format is “informal” and evaluators will be encouraged to ask questions throughout the presentation. Attire is business casual. Please consider and allow time for questions when preparing your presentation.

Equipment: The City will provide data projection equipment, and there is a podium in the room. If additional equipment or materials are required, please notify the purchasing contact and we will make every effort to comply with all requests.

Handout Material: If your presentation includes handout materials, please plan on bringing 10 copies. In addition, please submit one copy of your presentation in electronic format (does not need to be submitted prior to the presentation).

Purchasing Contact: Please continue to direct any questions to Mark Giovannetti, Purchasing Manager, mgiovannetti@santaclaraca.gov.

2 ATTENDEES

Your presentation team must include the following representation proposed for the Santa Clara Convention Center:

- **General Manager**
- **Financial Liaison:** (person responsible for the preparation and submission of all financial and related reports)

- **Operations Manager:** (the individual responsible for daily operations including facilities and labor)
- **Sales and Marketing Director:** (the sales executive who will lead the sales and marketing effort for SCCC)
- **Transition Team Leader:** (the individual responsible for the smooth transition of all activity from the current arrangement to the proposed model)

These five key team members in attendance should be the same individuals assigned to the account and will be listed by name in the final contract if your firm is recommended for award. The City will be confirming this at the meeting.

In addition to the required representation listed above, you may bring up to five more representatives from your firm that you feel are essential to addressing the agenda. Each individual that you bring should have a role in your presentation.

Meeting attendance is capped at ten total participants.

3 AGENDA

Please follow the following agenda outline and the recommended time allotment for each topic, contemplating questions from the City. Please note that through the proposal review and evaluation process (Phase 1), your firm has demonstrated that it is an industry leader. Therefore, general information about the size, strength, and qualifications of your firm is discouraged. Instead, the evaluation team is looking for information specific to the City’s needs.

The General Manager should facilitate and “drive” the meeting. We would like to hear primarily from the team that will make up the local leadership in Santa Clara. We would also like the primary focus of the presentation to be on strategies and tactics that are specific to Santa Clara. Please keep the “company overview” to less than 5 percent of the allocated time.

9:30-9:35 (5 minutes): Team Introductions

9:35-10:15 (40 minutes): General/Marketing

- Based on your tour of the facility, your knowledge of Santa Clara, and the information presented thus far, what does the City need in order to be successful?
- Please include overall thoughts on SCCC, Santa Clara as a destination and any other factors to Santa Clara’s long term success.
- What are your thoughts about the Santa Clara market and what challenges do you foresee? What do you see as the primary convention markets and why? How does this influence the overall approach in terms of service and quality of SCCC?
- Please outline those areas that you see as weaknesses or threats to the SCCC and Santa Clara being a meetings and convention destination of choice? Which of these areas can SMG directly influence and which ones will you need help?

- Present the number and types of events that you will bring in and what are the assumptions you made in arriving at these projections. Please detail why you believe the SCCC can achieve the levels of business you are projecting. Please detail the overall mix of business that is factored into your projection.
- What is your guarantee that you will bring the required degree of dedication to this account, given its many accounts? Please outline how SMG will interface with the City and all of the key stakeholders to demonstrate the overall corporate involvement and resources that will be used for ensuring the success of SCCC.
- Why is your proposed business model of SCCC and CVB Management advantageous to the City? What are the potential challenges if we award SMG the SCCC only? Describe how you would be an active partner if the CVB was managed and governed separately.
- What design improvements to the Convention Center facility, if any, are you recommending? How will these recommendations increase the competitiveness of SCCC? Please delineate those that could be accomplished in the short term and those that might take longer due to size and resources.
- What capital improvements to the Convention Center facility, if any, are you recommending? How will these improvements be funded? How will they help in attracting more business and increase revenue?

10:15-10:45 (30 minutes): Transition Plan

- Considering that the City's agreement with the Chamber of Commerce ends on March 17, 2019, the proposed six month transition plan and the City's retention policy that guarantees jobs for 90 days for certain labor classifications, how will you ensure a seamless transition with uninterrupted operations starting March 18, 2019? Please review the key milestones and dates that need to be accomplished.
- Present your transition plan for the initial 90 days of the agreement, and what do successful ongoing operations look like within six months? How are you going to transition the service to the levels of excellence that will be needed for future success? How will you work with the current staff that you retain to train and assess during this period?
- What is your recommendation for transitioning all of the vendor agreements? Do you have an approach for creating short term transitional agreement?
- What is your approach to collaborating with organized labor? Please review the current environment in Santa Clara and give us your recommendation on the best approach.

10:45-11:15 (30 minutes)

Financial Plan

- Summarize your financial proposal as submitted to the City including your assumptions for generating additional revenue, capital investment, and the management fee structure.
- Describe your financial systems and financial reporting capabilities. Please present sample reports for Santa Clara beyond the full financials that you believe will be informative, easy to digest and demonstrate a transparent environment.
- The City understands that you are committed toward meeting your bookings, sales profitability projections. What “out of the box” contractual commitments are you willing to make to back your commitment?

11:15-11:30 (15 minutes)

Community Benefits

- Describe options for community benefits you would recommend to offer while maximizing revenue. How will you engage community groups? What policy framework for providing community benefits do you propose? What would you recommend as an approach to insuring that the community has access through events but the SCCC still attains its fiscal and economic impact targets?
- Describe how your firm will work with local small businesses and local hospitality programs to provide business and educational opportunities.

11:30-12:00 (30 minutes)

Final Comments, Questions, and Wrap-Up



RFP CMO-001

**Management and Operations of the Santa Clara
Convention Center and Convention Visitors Services**

Phase 2 – Oral Presentation

Congratulations! Pursuant to Section 16 of the RFP, Spectra has been selected to advance to Phase 2 of the evaluation process which consists of the submittal of your financial proposal and an oral presentation. The purpose of this correspondence is to provide general information, instructions, and an agenda for your oral presentation. You will receive a separate correspondence with self-contained instructions for completing and submitting your financial proposal.

1 GENERAL

Meeting day and time: Tuesday, January 15 2019 from 1:00 to 3:00 PM, Pacific Time. In addition, there will be a maximum one-half hour “buffer” period in order for the evaluators to ask any final questions. The meeting room will be available for set-up at 12:30 PM.

Meeting Location: City of Santa Clara Police Building (Community Room). located at, 601 El Camino Real, Santa Clara, CA 95050. The meeting room is to the immediate left of the front entrance to the building.

Meeting Format: The meeting format is “informal” and evaluators will be encouraged to ask questions throughout the presentation. Attire is business casual. Please consider and allow time for questions when preparing your presentation.

Equipment: The City will provide data projection equipment, and there is a podium in the room. If additional equipment or materials are required, please notify the purchasing contact and we will make every effort to comply with all requests.

Handout Material: If your presentation includes handout materials, please plan on bringing ten copies. In addition, please submit one copy of your presentation in electronic format (does not need to be submitted prior to the presentation).

Purchasing Contact: Please continue to direct any questions to Mark Giovannetti, Purchasing Manager, mgiovannetti@santaclaraca.gov.

2 ATTENDEES

Your presentation team must include the following representation proposed for the Santa Clara Convention Center:

- **General Manager**

- **Financial Liaison:** (person responsible for the preparation and submission of all financial and related reports)
- **Operations Manager:** (the individual responsible for daily operations including facilities and labor)
- **Sales and Marketing Director:** (the sales executive who will lead the sales and marketing effort for SCCC)
- **Transition Team Leader:** (the individual responsible for the smooth transition of all activity from the current arrangement to the proposed model)

These five key team members in attendance should be the same individuals assigned to the account and will be listed by name in the final contract if your firm is recommended for award. The City will be confirming this at the meeting.

In addition to the required representation listed above, you may bring up to five more representatives from your firm that you feel are essential to addressing the agenda. Each individual that you bring should have a role in your presentation.

Meeting attendance is capped at ten total participants.

3 AGENDA

Please follow the following agenda outline and the recommended time allotment for each topic, contemplating questions from the City. Please note that through the proposal review and evaluation process (Phase 1), your firm has demonstrated that it is an industry leader. Therefore, general information about the size, strength, and qualifications of your firm is discouraged. Instead, the evaluation team is looking for information specific to the City’s needs.

The General Manager should facilitate and “drive” the meeting. We would like to hear primarily from the team that will make up the local leadership in Santa Clara. We would also like the primary focus of the presentation to be on strategies and tactics that are specific to Santa Clara. Please keep the “company overview” to less than 5 percent of the allocated time.

1:00-1:05 (5 minutes): Team Introductions

1:05-1:45 (40 minutes): General/Marketing

- Based on your tour of the facility, your knowledge of Santa Clara, and the information presented thus far, what does the City need in order to be successful?
- Please include overall thoughts on SCCC, Santa Clara as a destination and any other factors that are important for Santa Clara’s long term success.
- What are your thoughts about the Santa Clara market and what challenges do you foresee? What do you see as the primary convention markets and why? How does this influence the overall approach in terms of service and quality of SCCC?

- Please outline those areas that you see as weaknesses or threats to the SCCC and Santa Clara being a meetings and convention destination of choice? Which of these areas can Spectra directly influence and which ones will you need help?
- Present the number and types of events that you will bring in and what are the assumptions you made in arriving at these projections. Please detail why you believe the SCCC can achieve the levels of business you are projecting. Please detail the overall mix of business that is factored into your projection and how this mix also achieves the overall balance between SCCC fiscal performance and overall economic impact.
- What is your guarantee that you will bring the required degree of dedication to this account? Please outline how Spectra will interface with the City and all of the key stakeholders to demonstrate the overall corporate involvement and resources that will be used for ensuring the success of SCCC.
- Why is your proposed business model of SCCC Management only (versus combined SCCC and CVS management) advantageous to the City? What are the potential challenges of a combined model? Describe how you will be an active partner with the CVB if it is managed separately.
- Please address our concern that Spectra's business presence in California appears to be limited.
- What design improvements to the Convention Center facility, if any, are you recommending? How will these recommendations increase the competitiveness of SCCC? Please delineate those that could be accomplished in the short term and those that might take longer due to size and resources.
- What capital improvements to the Convention Center facility, if any, are you recommending? How will these improvements be funded? How will they help in attracting more business and increasing revenue?

1:45-2:15 (30 minutes): Transition Plan

- Considering that the City's agreement with the Chamber of Commerce ends on March 17, 2019, the proposed six month transition plan and the City's retention policy that guarantees jobs for 90 days for certain labor classifications, how will you ensure a seamless transition with uninterrupted operations starting March 18, 2019? Please review the key milestones and dates that need to be accomplished.
- Present your transition plan for the initial 90 days of the agreement, and what do successful ongoing operations look like within six months? How are you going to transition the service to the levels of excellence that will be needed for future success? How will you work with the current staff that you retain to train and assess during this period?
- What is your recommendation for transitioning all of the vendor agreements? Do you have an approach for creating short term transitional agreements?

- What is your approach to collaborating with organized labor? Please review the current environment in Santa Clara and give us your recommendation on the best approach.

2:15-2:45 (30 minutes)

Financial Plan

- Summarize your financial proposal as submitted to the City including your assumptions for generating additional revenue, capital investment, and the management fee structure.
- Describe your financial systems and financial reporting capabilities. Please present sample reports for Santa Clara beyond the full financials that you believe will be informative, easy to digest and demonstrate a transparent environment.
- The City understands that you are committed toward meeting your bookings, sales profitability projections. What “out of the box” contractual commitments are you willing to make to back your commitment?

2:45-3:00 (15 minutes)

Community Benefits

- Describe options for community benefits you would recommend to offer while maximizing revenue. How will you engage community groups? What policy framework for providing community benefits do you propose? What would you recommend as an approach to insuring that the community has access through events but the SCCC still attains its fiscal and economic impact targets?
- Describe how your firm will work with local small businesses and local hospitality programs to provide business and educational opportunities.

3:00-3:30 (30 minutes)

Final Comments, Questions, and Wrap-Up

RESOLUTION NO. _____

**A RESOLUTION OF THE CITY OF SANTA CLARA,
CALIFORNIA AUTHORIZING CITY MANAGER TO NEGOTIATE
AND EXECUTE A MANAGEMENT AGREEMENT WITH
GLOBAL SPECTRUM L.P. DBA SPECTRA VENUE
MANAGEMENT FOR THE MANAGEMENT AND OPERATION
OF THE SANTA CLARA CONVENTION CENTER**

BE IT RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:

WHEREAS, City of Santa Clara executed a Management Agreement with the Santa Clara Chamber of Commerce & Convention-Visitors Bureau (Chamber) for the management and operation of the Santa Clara Convention Center (SCCC) in 1984;

WHEREAS, the management responsibilities of SCCC includes, among other items, the responsibility for performing services necessary to direct and manage all Convention Center operations including marketing and promoting the Center; booking of events; hiring of staff; and daily operations of the center including accounting, catering, security, janitorial, and maintenance;

WHEREAS, the City commissioned a performance audit on the management and operation of the Santa Clara Convention Center and Convention-Visitors Bureau and received audit findings on September 18, 2018;

WHEREAS, based on the audit findings, the Council directed the City Manager to issue a 180-day notice to terminate the Convention Center Management Agreement, while simultaneously engaging in a competitive procurement process for the management and operation of the Convention Center and take necessary actions to stabilize its operations and to minimize further impact to public resources and assets;

WHEREAS, on September 18, 2018, the City Manager issued a termination notice for the Convention Center Management Agreement with the termination being effective on March 18, 2019;

WHEREAS, on October 9, 2018, the Council approved the procurement strategy and Process Integrity Guidelines for the selection of a vendor to manage the Convention Center and/or the

Convention Visitors Bureau;

WHEREAS, on October 17, 2018, the City issued a Request for Proposal (RFP) to select a qualified firm to manage and operate the Santa Clara Convention Center and Convention Visitor Services;

WHEREAS, by the December 7, 2018 RFP deadline proposals were received from SMG and Global Spectrum L.P. dba Spectra Venue Management;

WHEREAS, SMG and Spectra submitted responses to both Phase 1 and Phase 2 RFP criteria, inclusive of a management fee proposal, as required by the City;

WHEREAS, following an evaluation process consisting of review of and scoring by a seven member evaluation panel of written qualifications; oral presentations; fee proposals and Best and Final Offers, staff has recommended the selection of Global Spectrum L.P. dba Spectra Venue Management (Spectra) as the operator of the Santa Clara Convention Center;

WHEREAS, the City will commence negotiations with Spectra for long term management services necessary to operate the Convention Center with the objective of execution of an Agreement to allow for a transition to a new operator as of March 18, 2019; and,

WHEREAS, the execution of a long term agreement may not be possible to allow for its implementation by March 18, 2019.

NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:

1. The City Manager is authorized to negotiate and execute an agreement including two 5-year options to extend the agreement with Global Spectrum L.P. dba Spectra Venue Management (Spectra) for the management and operation of the Santa Clara Convention Center consistent with the proposal submitted, including the Best and Final Offer, and Report to Council as well as an Interim Management Agreement to allow for transition of management and operation of the Santa Clara Convention Center by March 18, 2019.
2. In the event that the City Manager is unable to negotiate an agreement with Spectra, then

City Manager is authorized to negotiate and execute an agreement with SMG or the Santa Clara Chamber of Commerce for the management and operation of the Santa Clara Convention Center for an Interim Management Agreement commencing on March 18, 2019 subject to appropriation of funds.

3. Effective date. This resolution shall become effective immediately.

I HEREBY CERTIFY THE FOREGOING TO BE A TRUE COPY OF A RESOLUTION PASSED AND ADOPTED BY THE CITY OF SANTA CLARA, CALIFORNIA, AT A REGULAR MEETING THEREOF HELD ON THE ___ DAY OF _____, 2019, BY THE FOLLOWING VOTE:

AYES: COUNCILORS:

NOES: COUNCILORS:

ABSENT: COUNCILORS:

ABSTAINED: COUNCILORS:

ATTEST: _____
NORA PIMENTEL, MMC
ASSISTANT CITY CLERK
CITY OF SANTA CLARA

Attachments incorporated by reference:

1. Reports to Council (#19-159 and #19-187)
2. Spectra Proposal