

**RESOLUTION NO. 19-8666**

**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.

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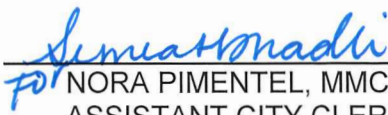
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**NOW THEREFORE, BE IT FURTHER RESOLVED BY THE CITY OF SANTA CLARA AS FOLLOWS:**

1. The City Manager is authorized 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.
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 5<sup>TH</sup> DAY OF FEBRUARY, 2019, BY THE FOLLOWING VOTE:

AYES:	COUNCILORS:	Chahal, Davis, Hardy, O'Neill, and Watanabe and Mayor Gillmor
NOES:	COUNCILORS:	None
ABSENT:	COUNCILORS:	Mahan
ABSTAINED:	COUNCILORS:	None

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



## Agenda Report

19-159

Agenda Date: 2/5/2019

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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%
<b>Total</b>	<b>100%</b>	<b>100%</b>

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 firms: 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**

<b>CRITERIA</b>	<b>Spectra</b>	<b>SMG</b>
<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
<b>Subtotal Oral Presentation</b>	<b>43.3</b>	<b>41.2</b>
<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
<b>Subtotal Financial Proposal</b>	<b>43.7</b>	<b>40.7</b>
<b>Final Phase 2 Score</b>	<b>87.0</b>	<b>81.9</b>

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) <<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



## 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**

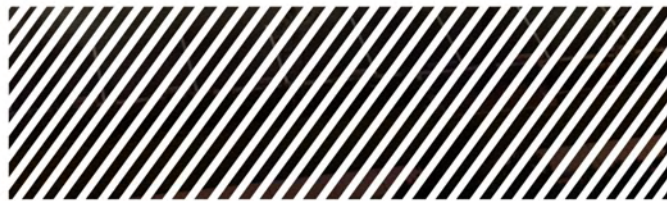
1. February 1, 2019 Protest Letter
2. February 4, 2019 Response to Protest

3. Resolution





**REQUEST FOR FINANCIAL PROPOSAL**  
**RFP# CMO-001**  
**MANAGEMENT AND OPERATION OF THE SANTA CLARA**  
**CONVENTION CENTER AND CONVENTION VISITORS BUREAU**  
**JANUARY 10, 2019**



**SPECTRA**



**TOM MCDONNELL**

Vice President, Business Development and Client Relations

150 Rouse Boulevard, 3rd Floor, Philadelphia PA 19112

O: 215.952.5242 M: 215.847.8520

Tom\_McDonnell@comcastspectacor.com

January 10, 2019

Mark Giovannetti  
Purchasing Manager  
City of Santa Clara  
1500 Warburton Avenue  
Santa Clara, CA 95050

Dear Mark,

Enclosed please find Spectra's responses to the City of Santa Clara's Request for Financial Proposal RFP# CMO-001 Management and Operation of the Santa Clara Convention Center and Convention Visitors Bureau.

Included in our Response, are our answers to the City's questions as well as a competitive compensation proposal that is designed to address the City's key goals of growing revenues, controlling expenses, providing exceptional services, and promoting collaboration between SCCC management and local stakeholders (City, CVB, hotels, labor unions, etc.). This proposal includes:

1. A highly competitive Base Management Fee
2. Incentive Fees designed to reward Spectra's superior financial performance as well as achieving other important, mutually agreed upon goals
3. A significant capital investment of \$1,750,000 to stimulate business and improve the facility

As we have stated throughout our Phase 1 RFP Response, we believe Spectra is the best partner for the City of Santa Clara, and that our plan to work with the Santa Clara Tourism Improvement District (SCTID) on the development of the new Santa Clara CVB (Visit Santa Clara) is the ideal approach for this market and will produce exactly what the City, hotel community, and local stakeholders have expressly desired. As managers of 45 Convention Centers, including the newly awarded Kay Bailey Hutchison Convention Center Dallas in Dallas, TX, our team has the expertise and commitment that it takes to elevate the Santa Clara Convention Center to the next level and maximize economic impact to the Santa Clara community.

Our team is looking forward to the opportunity to further discuss our ideas and answer any questions you may have next week during our presentation. If you should have any questions in the meantime, please do not hesitate to contact me directly.

Sincerely,

Tom McDonnell  
Vice President, Business Development

# 6.2 FINANCIAL PROPOSAL

## 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.

Spectra's turnkey procedures and policies that we will implement at the Santa Clara Convention Center will streamline efficiencies and minimize annual expenses, and we have an excellent track record of uncovering savings in areas such as insurance, event staffing, maintenance contracts, labor, and day-to-day operations for further savings. Additionally, we firmly believe that our approach to sales, marketing, and innovative revenue generation strategies will maximize annual operating revenues, while still maintaining a focus on community engagement and benefits. The Santa Clara community will receive greater benefits from Spectra's management of the SCCC through increased revenue generation for local organizations' events held at the SCCC; opportunities for partnerships with local groups for sponsorships and third-party engagement; and increased access to the facility, including filling open dates with community events.

### **MINIMIZING ANNUAL OPERATING EXPENSES OPERATIONS AUDIT**

When Spectra assumes management of an existing venue, our Operations Department completes an Operational Audit. This Audit is a constructive critique of the operational systems, physical plant, and each building component that makes up the venue or complex.

Spectra regularly conducts exhaustive operational audits that look at how a venue is performing, targeting everything from maintenance and repair procedures to utility consumption and a review of existing problem areas that may need to be addressed through the capital budget process. We provide industry benchmarks that highlight areas of strengths for the venue, as well as those areas that need improvements — and we help develop a roadmap for making those improvements.

Operational Audits are an important tool for preventive maintenance and avoiding obsolescence. These areas cover a broad spectrum of a venue's components, including:

- General interiors
- Electrical
- HVAC and mechanical systems
- Utilities consumption efficiency
- Structural integrity
- Code compliance
- Life safety
- Capital improvements (prioritized)
- Environmental issues
- Technology
- Efficiency of entry
- Circulation systems

By completing an in-depth analysis, the Audit provides us with an understanding of how the venue functions, not only from an event management perspective, but also from the perspective of the building's ability to host events. We have provided more information on our Operations Audit process with regard to capital improvements in our answer to question 6.2.5.

Spectra has regularly proven our ability to increase revenue and decrease expenses on behalf of our clients for venues similar in scope to the SCCC and in markets like Santa Clara. For example, Spectra was able to improve operating deficit for the Miami Beach Convention Center in Miami Beach, FL by more than \$600,000 in year one of our operation. This was accomplished after successfully bidding on management and winning over our competitor, SMG, who was the incumbent. Upon hire, we



immediately conducted the aforementioned operational audit and we were able to reduce expenses such as electrical consumption by nearly \$200,000. In addition, within our first year of management, we booked \$600,000 in short-term new business.

## TRANSPARENT REPORTING

Spectra follows a strict policy of complete transparency with respect to the care and custody of each client's funds. Our financial reports are prepared by our on-site Director of Finance, approved by our General Manager, and then reviewed monthly by Senior Vice President of Convention Centers, Dave Anderson, our corporate Finance Department, and our President. Our day-to-day focus on expense controls, combined with our weekly and monthly monitoring of significant expense variances, allows us react to anomalies and make sure we still hit the targeted bottom line.

## REDUCING ENERGY COSTS

Spectra has a proven track record of aggressively controlling energy costs, and our responsible approach to cost containment elevates us above the competition. This philosophy is not only good for a venue's bottom line, but also is important in our efforts to operate an environmentally friendly and sustainable venue. We recognize that this approach is especially significant in a region like the Silicon Valley, which is the trend-setter in innovative technologies and sustainability across the country. It is critical that the SCCC is a leader in sustainability trends in the industry, because more and more, event planners are seeking out environmentally friendly meeting and event options.

Spectra has extensive experience in transitioning facilities to reduce energy costs and improve "green" efficiencies. Upon assuming management of a venue, for instance:

- We establish detailed energy consumption baselines for each utility and track at least monthly.
- We work with energy management consultants to negotiate favorable utility rates for the venues we manage and to develop conservation programs.
- We test our electrical systems and components annually to ensure they're operating at peak efficiency.
- We budget for necessary maintenance, repair and capital improvements.
- We work with building management software providers, such as Johnson Controls, Honeywell, and Siemens, to improve efficiencies and lower operating costs.

We also explore alternative energy sources and cost-reduction programs, such as thermal ice storage, open market purchasing of energy, co-generation options, LED Lighting, and conservation and recycling programs.

For the SCCC, our team has identified a number of alternative energy enhancements that would reduce energy costs, as well as solidify the Santa Clara Convention Center as an industry-leader in cutting-edge technology and sustainable solutions.

- **Wind Turbines.** Our team has spoken with current and former staff, and based off of these conversations, we believe the SCCC could leverage its location in a fairly windy region to utilize energy generated from wind turbines. These turbines can be installed onsite at the SCCC and be featured as an aesthetically pleasing and impressive architectural feature to the venue, or located off-site as an additional option.
- **Solar Panels.** Similarly, the SCCC benefits from the mostly sunny California climate as well as a relatively flat roof, which makes it an ideal candidate for solar energy. The cost of installing solar panels has decreased significantly over the past few years, and panels can often be purchased with discounts or tax breaks and even pay for themselves in a relatively short period of time. In 2009, the Atlantic City Convention Center installed the largest single roof-mounted solar array in the United States. The solar roof consists of 13,000 individual panels and covers over 290,000 square feet. To date, the roof has produced 29% of the building's total electrical consumption, most recently accounting for 31% in 2017. The Atlantic City Convention Center anticipates a savings of nearly \$4.4 million in electricity costs from its debut through 2029.

- **LED Lights.** While we noticed that LED lights have been installed throughout much of the SCCC, they were not in the Exhibit Hall. Spectra has extensive experience installing LED lights throughout our venues, which saves in energy costs and consumption. Recently, our corporate staff has upgraded to LED lighting at over 15 of our managed venues from HID/Quartz to LED. This changeover of lighting amounted to a grand total of 1,714,524 watts, which, based on average annual usage, amounts to a total savings of 3,429,048,000 watts per year or over \$445,000 in savings (assuming \$0.13 per kwh).
- **Low-flow Toilets.** Installing low-flow toilets and urinals in the bathrooms throughout the convention center would significantly reduce water usage and related costs at the SCCC. Because we recognized a need to upgrade the bathrooms in the venue, this could be an easy upgrade to include within the overall capital improvements made to the bathrooms.

## **MAXIMIZING ANNUAL REVENUES**

### **REVIEW OF BOOKING GUIDELINES**

Through numerous conversations with local hoteliers, we have been made aware that collaboration on booking events at the SCCC could be improved to maximize economic impact to the City. Through our proposed structure, we will book long-term events in collaboration with the new CVB, as well as evaluate business based on total economic impact, rather than just for the Santa Clara Convention Center. Spectra will be responsible for booking short term events. This approach will increase the number of larger groups and ensure longer events are booked versus one-day users, putting heads in beds at the local hotels, and driving revenue to the City of Santa Clara's restaurants and attractions.

### **WEEKEND CONTENT**

#### **Youth Sports**

We are aware that throughout the week, the Santa Clara Convention Center is regularly booked with multiple events each day. However, we see ample opportunity to drive events on the weekend, which can often be vacant. In our experience, ideal groups to target for these periods are sports groups including cheer, dance, volleyball, basketball, and others.

These groups typically host multi-day tournaments, which would not only benefit the SCCC on otherwise dark days, but will also bring weekend room night bookings to local Santa Clara hotels as well. Through Spectra's extensive connections with national sports commissions, including having hosted the TEAMS Conference at our Atlantic City Convention Center, we would be able to leverage these relationships to drive this content to the SCCC, which would be our sole focus in the region.

Furthermore, Santa Clara is clearly a top-destination for sporting events, having recently hosted the most popular sporting events in the world such as Super Bowl 50 and the 2019 NCAA CFP National Championship. The surrounding area is ideal for expanding upon this success to bring annual content to the SCCC.

#### **Esports**

Esports is the newest trend in the entertainment industry. These events combine the fast-paced, action-packed world of gamers with the atmosphere of a live sports event. Currently experiencing an unprecedented growth in popularity, there is no plateau in sight with their audience of enthusiasts projected to rise to 286 million by 2020. We are aware that the City is extremely interested in hosting these types of events at the Santa Clara Convention Center, and Spectra believes it would be a natural fit and an excellent opportunity for the SCCC, especially given its location in the Silicon Valley.

Comcast Spectacor, Spectra's partner organization, owns the Philadelphia Fusion, a team in the popular Overwatch League, which just completed its highly successful inaugural season. Currently, all Overwatch League matches are held at Blizzard Arena in Burbank, CA while each team establishes its permanent facility in its own home market.

In addition to owning the Philadelphia Fusion, Comcast Spectacor also owns a Fortnite Team (Trouble Bois), maintains working relationships with leading esports event producer Epic Games, and holds an ownership stake in N3RD Street Gamers, an esports network based in Philadelphia that focuses on serving semi-professional, amateur, and developing gamers.

As is evident, Spectra's relationships in the esports industry are unmatched. We will work to leverage our experience and connections to bring esports content to the Santa Clara Convention Center, which will attract a diverse demographic to the Santa Clara region for the duration of the event.

## **SPONSORSHIP OPPORTUNITIES**

In our many tours of the Santa Clara Convention Center, we noticed incredible potential to increase sponsorship throughout the building. Not only will extra sponsorships drive additional revenue, it can make the building feel more exciting and inviting to guests when they are visiting.

For nearly two decades, Spectra has played a key role in the growth of the multi-billion dollar advertising and sponsorship industry. Our company's innovative approach has resulted in increased and improved advertising inventories, and over the years, we have delivered these quality services to numerous clients worldwide.

Through our extensive corporate contacts at the local, regional, and national levels, Spectra has developed incremental revenues for its clients using creative onsite activations, innovative themed areas, digital and social sponsor integration, and more. Corporate partners receive a well-rounded and effective sponsorship package at a fair price.

We have identified some examples (outlined below) of partnership opportunities we would look to employ at SCCC, and recommend that the City explore these opportunities with Spectra to generate additional sources of revenue for the SCCC. Additionally, sponsorship of events and areas in the SCCC could provide local businesses the opportunity to promote their brand and gain exposure at regional and national events. Please note that we would work closely with the City throughout the analytics and sales process to ensure that these opportunities and any resulting branding or sponsorships are approved.

### **Sponsorship Opportunities**

- Naming Rights
  - Sub Naming Rights, especially in open spaces
    - Entrances
    - Exhibit Halls
    - Major events and programs
  - High Traffic Signage and Branding Locations
    - Marquees
    - Fences
    - Stairs
    - Directional/informational signage
    - Parking lots
    - Window graphics
    - Restrooms
    - Print and external media
- Branding Inclusions on Venue Advertising and Collateral
  - Brochures
  - Fliers
  - Radio spots
  - Television ads
- Activation
  - Event day sampling/handouts and onsite presence
  - Co-promoted sweepstakes and giveaways
- Digital
  - Website banner ads and sponsorships
  - Social media
  - Email blasts

## **SELF-PROMOTED AND COMMUNITY EVENTS**

Spectra knows that the key to a full and diverse calendar of events at a convention center does not end with contracting groups and the like, but relies on out-of-the-box thinking and creating new events that are customized for the specific market and region. Some of our most successful events began as a Spectra marketer's idea—put to life through onsite teams.

Self-created and self-promoted events is an additional way to generate revenue on otherwise vacant days and nights at the SCCC. The benefits are twofold: the venue can generate additional revenue hosting a relatively inexpensive and uncomplicated event when it would otherwise be sitting unused, and the SCCC can engage the local and regional community in its operations.

For example, engaging local breweries and/or vineyards would be an excellent way to engage the community while at the same time driving revenue for the SCCC and local businesses.

### **Premier Beer, Wine & Food Expo presented by Hy-Vee at the Iowa Events Center in Des Moines, IA**

Created by the Spectra team at Iowa Events Center over a decade ago, Iowa's Premier Beer, Wine & Food Expo is a melting pot for culinary enthusiasts throughout the Midwest. This two-day event takes place on a Friday and Saturday in early November and is held over 75,000 sq. ft. of exhibit space. The Spectra sales team at the facility handles the majority of the vendor booth sales, working closely with our on-site sponsorship team for support. Last year, \$50,085 in booth sales was generated. In addition to booth sales, Spectra generated over \$70,000 in cash and trade sponsorships, including an additional investment from the facility's naming rights partner, Hy-Vee.

Spectra's Marketing team was highly successful in promoting the event. Last year, our team spent just over \$29,000 in paid advertising and generated over \$98,000 in gross ticket sales. Ticket prices were broken down as:

- \$30/day for admittance and a tasting glass
- \$65 VIP tickets, which included private dinners with celebrity chefs
- \$50, which included access to the event plus a Wine & Canvas painting prior to Saturday's event

To enhance the atmosphere, we worked with our partner, Hy-Vee, and other local sponsors to secure local chefs for demonstration stages. We utilized an emcee that is considered a local celebrity to make announcements throughout the event, informing guests of ongoing events and activities throughout the day. We also provided live musical entertainment.

Each year, Spectra's team contributes to all aspects of this event. In addition to marketing and selling the event, we work with our Food Services & Hospitality division to assist with the demonstration stages, and we also handle the production, event coordination, and website for the event. All Directors, our convention center sales team, and marketing employees are on-site both days to ensure the event goes off without a hitch.

Spectra makes sure to give back to the community through the success of the event, donating a portion of the proceeds to one of our local charities. Last year, we donated \$5,600 to our charitable partner, The Variety Club.

We understand the importance of booking a blended mix of events at the SCCC, including those that are community-focused. Spectra will look to re-engage the SCCC as a part of the community with a strategic approach to hosting these types of events annually at the SCCC.

### **COMPREHENSIVE APPROACH TO FOOD AND BEVERAGE**

Spectra is aware of the City's desire to maintain continuity with third-party contractors to provide services at the SCCC, and Spectra enjoys an excellent working relationship with Aramark at venues we operate in throughout the country. However, Spectra recommends that the City release an RFP for food services at the SCCC in order to give the City the opportunity to compare proposals and receive the best deal. Spectra would be interested in offering our services through our food services and hospitality division to present to the City one cohesive approach to operating the SCCC. In many of our operations, Spectra manages both venue operations as well as food services through our Spectra Food Services & Hospitality division, which operates food and beverage programs at over 240 venues across the country, including 42 convention centers. By engaging this holistic approach, the City of Santa Clara would benefit from one operation that is designed for efficiency, therefore resulting in an improved bottom line.



Additionally, through this model, Spectra is able to offer significant discounts in commissions, which will increase revenues back to the City on all food and beverage served at the SCCC.

## **PARKING REVENUE**

Parking can often be a large source of revenue generation for venues. Should the City be interested in charging patrons for parking at the facility, as is common practice in most convention centers, Spectra is able to work with Ace Parking to implement policies and procedures, or manage the operations in-house at no additional cost outside of labor.

If the City is interested, Spectra would look to work with the City and surrounding businesses (Levi's Stadium/San Francisco 49ers, Great America, hotels, Techmart, etc.) to develop a new plan for the surrounding parking complexes that could generate revenue for all parties.

## **SANTA CLARA CONVENTION CENTER THEATER**

Spectra manages 18 theaters/performing arts centers across the country, ranging in size from 550 seats to over 4,000. We also operate a number of venues that feature theater configurations within the venue itself.

Using this experience, Spectra will look to increase event activity at the theater in the SCCC, to include local concerts, community graduations, plays, comedy shows, speaker series, and add-on space for local events held at the convention center and hotels.

### **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.**

Spectra understands the importance of not only operating a financially stable and successful venue, but also one that generates revenue for the surrounding businesses and drives the economic impact for the Santa Clara community through increased tourism and room nights. For the Santa Clara Convention Center, we have identified the need for revised Booking Guidelines, to promote a more integrated, collaborative booking and sales and marketing approach between the SCCC and CVB teams. Our proposed structure, along with involvement in development and ongoing collaboration, for the Santa Clara CVB will promote a "win-win" situation for all entities. Some examples how we have worked together with CVBs in our convention center operations to that align with this approach are highlighted on the following page.

#### **Palm Beach County Convention Center, West Palm Beach, FL**

##### **Partnering with Discover The Palm Beaches, Hilton hotel and City Place (Related Properties)**

In West Palm Beach, FL, our Palm Beach Convention Center sales and marketing team has created a true partnership with the local CVB, Discover the Palm Beaches (DTPB), the connected Hilton Hotel, and the local entertainment district, City Place, which was developed and is owned by Related Properties. The relationship between the Spectra convention center sales team and DTPB has proven to be unique in every way. Our collective methodology is that of a "one team" approach; we strive to operate such that our customers will not recognize a delineation in our team effort and execution. We, as a team with representatives from two separate entities, have effectively mastered a true team relationship between both parties, which in turn, has ultimately improved our group room night business strategy and our overall booking pace. Our cohesive, collaborative team produces the unified sales approach required by our customers, and provides a comfort level to them from a group sales standpoint.

As partners, strategy meetings, conference calls, proposal preparations, local partnership support, creative thinking, and incentive collaboration is all part of our team approach. Included in the PBCC team's regular communications are our hotel partners, such as the connected Hilton Hotel and City Place Entertainment District, and they play an integral role in our partnership and planning as well. Our annual sales and marketing plan for group sales at the convention center is a combined effort between

the Director of Sales & Marketing from the PBCC, the VP of Group Sales at DTPB, and each representatives respective team members. The plan is strategically developed between both parties, and presented jointly to our Tourism Development Council. With the same annual room night goals and strategies set for our organizations, better and more precise efforts are put forth to accomplish our objectives. Industry travel and tradeshow, event sponsorships, site visits, destination reviews, and local community service initiatives are developed and executed jointly by our team.

With the support of all these entities, we have found a formula, which has created an operating surplus at the PBCC, strong group rooms bookings at the surrounding hotels and strong local economic impact to the business community, including City Place. The key to this plans success is that all involved parties truly understand each other’s needs and work as won to satisfy them so it is a “win-win” situation for everyone.

Durham Convention Center, Durham, NC

*Working with Discover Durham and Downtown Hotel Partners*

In Durham, our Spectra sales team has taken the initiative to develop a committee of partners to drive tourism impact related to events taking place in the downtown area. The City of Durham’s convention package includes access to boutique hotels and an exceptional restaurant selection, and all entities benefit from continuous collaboration between all representatives. Spectra, the CVB, and Hotel Directors of Sales meet bi-weekly to review potential groups that will require use of multiple properties, and this committee works together to attract and book new groups that benefit all. The Spectra team works diligently to identify and pursue opportunities for frequent co-promotions for the City, and we host meeting planner appreciation events maximize opportunities. These partnerships have resulted in drastic increases in convention business and greater economic impact to the Durham community, which is detailed year-over-year in the following chart.

<b>DURHAM CONVENTION CENTER: CONVENTIONS BY THE NUMBERS</b>					
	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
<b>EVENT DAYS</b>	8	16	42	58	48
<b>ATTENDANCE</b>	3,546	4,966	11,782	12,247	11,288
<b>GROSS REVENUE</b>	\$42,526	\$159,550	\$331,929	\$561,798	\$638,376
<b>NET REVENUE</b>	\$31,541	\$93,992	\$193,083	\$362,004	\$408,676

St. Charles Convention Center, St. Charles, MO

*Constant, meticulous analysis of event mix for profitable growth*

At the St. Charles Convention Center in St. Charles, MO, our team has focused on booking quality groups with more event days instead of number of events. This has resulted in an increase in gross revenue, profitability, occupancy, and number of attendees, which has translated into positive economic impact for the community. This is a direct reflection of constant evaluation of the SCCC’s event mix and detailed analysis of the sources of revenue and profit yields by market segment. Under Spectra’s management, the St. Charles Convention Center consistently outperforms other similar venues operated by competitive management. Even though the SCCC is virtually at full capacity in terms of occupancy levels, we continue to grow revenues by enhancing our array of in-house services and replacing low-yield events with better business while expanding our services to our repeat clients to maximize event impact. We work closely with the CVB to prioritize booking regional, national, and international conventions with a high volume of room nights, space utilization, potential for repeat bookings, and significant ancillary revenue to the facility. Key to this initiative is marketing St. Charles as destination, which not only adds value to event planners and attendees but is a catalyst in driving economic impact.

### Miami Beach Convention Center, Miami Beach, FL

#### *Working with the Greater Miami Convention & Visitors Bureau*

In Miami Beach, our Spectra sales team works in complete unison on every aspect of the sales process in order to book high impact convention and conference business. The current sales and marketing plan for the MBCC was jointly written by both the Spectra and GMCVB teams to ensure that everything we do, we do together. Sales calls, FAM tours, tradeshow participation, social media, marketing, and PR are all coordinated jointly between the two teams so that our clients and the industry see us as one. Monthly joint sales meetings are also held to discuss successes in recent bookings, opportunities for improvement as a team, and what we need to do to ensure that the teams stay on track with overall booking goals set for the MBCC.

### Atlantic City Convention Center, Atlantic City, NJ

#### *Working with Meet AC*

Meet AC is an independent agency that is contracted by the Casino Reinvestment Development Authority to provide sales and marketing for the convention and meetings industry for the Atlantic City destination and Atlantic City Convention Center. We consider them our sales team and meet almost daily regarding opportunities and challenges to bring business to Atlantic City. After a sale is made, we further collaborate on servicing, marketing, and event support. We work with Meet AC to evaluate business and to create sponsorships and partnerships that effectively position the center to generate more business. Integration of Spectra's sales and marketing efforts with those of Meet AC benefits the entire community.

### Iowa Events Center, Des Moines, IA

#### *Working with Catch Des Moines*

At the Iowa Events Center, Spectra partners with our CVB, Catch Des Moines, on a number of initiatives including attending tradeshow, site visits, and sales blitzes. Most recently, we partnered with Catch Des Moines, the attached Hilton Hotel, and ITA Group to produce a Planner Power Forum. This was a 24-hour educational and networking opportunity to bring meeting planners into Des Moines to showcase the city, convention center, and attached headquarters hotel and to provide them with sessions on legal matters, risk management, security, food and beverage trends, and utilizing destination marketing organizations (DMOs). We hosted 24 meeting planners, ten of which were from out of state, and generated three national convention leads.

***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.***

Please see Spectra's Five-Year Pro Forma Operating Budget for the Santa Clara Convention at the end of this section.

***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.***

Please see [Appendix A](#) containing copies of recent sample reports from the following venues:

- St. Charles Convention Center, St. Charles, MO
- Durham Convention Center, Durham, NC

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

Typically, this process varies with each of our accounts depending on the needs and requirements of each client. Upon award, we will work with the City to discuss any existing capital improvement plans, and, as previously discussed in our answer to question 6.2.1 , we will conduct our own Operational Audit and develop our own Recommended Five-Year Capital Plan, taking into consideration previous reports and interviews. From this Audit, we identify areas of need broken down into high, medium, and low priorities/risks. In addition, we categorize the projects as such:

<b>EVENT READINESS</b>	Expenditures that will increase the ability to host an increased number of events, which in turn will increase overall revenues.
<b>INCOME POTENTIAL</b>	Expenditures that will increase the income potential of the facility through a return on investment.
<b>PATRON ENHANCEMENT</b>	Expenditures that will enhance the image and customer/client experience of the SCCC’s public areas and adjacent property.
<b>BUILDING MAINTENANCE</b>	Expenditures necessary to maintain the building infrastructure, operations, and systems in order to maximize the SCCC’s life expectancy.

Each year, we submit to our client a list of projects recommended for funding and execution. In addition, the Five Year Capital Plans are updated annually, with a continual focus on future capital needs of the facility.

Spectra creates, releases, and implements RFPs and other forms of competitive purchasing processes for our client following a procurement process as outlined by our client in our contract. We manage the process from start to finish, including project inception and developing a scope of work with an Architect or Engineer and gaining approval from the City. Once a project is approved by the client, bid documents are released for public bidding. Upon bid submission, Spectra vets all documents for compliance. Depending on local requirements, Spectra will manage the award or present using the same process described above for final approval.

Spectra will handle all project management responsibilities throughout the process of completion of a capital project. Communications with the client can and do include:

- **Weekly** - Progress meeting with designated City staff members to provide updates on timelines, progress, and release of projects for bidding.
- **Monthly** - Spectra reports all financial recordings to designated City staff members for all capital expenditures.
- **Quarterly** - Committee meetings are held to update the City on the status of projects as well as financial expenditures.

For the SCCC, we propose to invest a total of \$1,750,000 into capital improvements for the venue. As mentioned previously, our final recommendations would be made after our Operational Audit of the venue to take place within 90 days of award depended upon official start date, however based on our information gathered and visits to the SCCC throughout this process, we recommend this investment be allocated towards energy-efficient improvements, aesthetic enhancements including new carpeting, wall treatments, ceiling tiles, as well as the addition of art and greenery in specific locations of the venue.

# 6.3 MANAGEMENT FEE PROPOSAL

Spectra is pleased to present the City of Santa Clara (“City”) with our Fee Proposal for Management and Operation of the Santa Clara Convention Center (“SCCC”). We believe our compensation should be focused on the City’s goals for the SCCC, and take both financial and non-financial goals into consideration. We have addressed the key goals of growing revenues, controlling expenses, achieving superior service, and providing excellence in asset protection for the City. Additionally, in preparing this proposal, we have kept in mind the importance of collaborating with key stakeholders such as the City, CVB, local hotels, labor unions, and other local organizations in ensuring the success of the SCCC. As with all our partners, we are open to working closely with the City to ensure the overall compensation plan meets our mutual goals, as well as complying with IRS guidelines.

## TERM OF THE MANAGEMENT AGREEMENT

Per the RFP, the term of the agreement will be for five (5) years with the City having the option to extend the agreement for two (2) additional five (5) year options.

### 6.3.1.1 BASE FEE

- One Hundred and Seventy-Five Thousand Dollars (\$175,000) per year
- 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 3% in any fiscal year

### 6.3.1.2 INCENTIVE FEES

Spectra proposes an Incentive Fee plan that takes both financial and non-financial factors into consideration. We believe this allows for Spectra to be rewarded for superior performance in all aspects of the SCCC’s operation. We propose the following Incentive Fees:

#### FINANCIAL INCENTIVE FEE

Spectra will earn Financial Incentive Fees based upon the achievement and improvement over an agreed upon historical Operating Revenue Benchmark (“Benchmark”), which we suggest would be the average Operating Revenues over the last three (3) completed fiscal years. Spectra will earn the following:

- Achievement of the annual Benchmark: \$20,000
- Amount of Improvement over the Benchmark:

\$0-\$500,000	6.0%
\$500,001-\$1,000,000	7.0%
\$1,000,001-\$1,500,000	8.0%
\$1,500,001-\$2,000,000	10.0%
Amount over \$2,000,000	12.5%

- The agreed upon Benchmark will also be subject to annual increases based upon the same CPI factor used to increase our Base Fee

## **QUALITATIVE INCENTIVE FEE**

Spectra may earn up to Twenty Thousand Dollars (\$20,000) annually based upon the City's evaluation in the following suggested areas:

- Results of Customer Service Surveys
- Achievement of Economic Impact Goals
- Achievement of Annual Event Goals
- Community/Stakeholder Involvement (City, CVB, hotels, labor unions, etc.)
- Repairs & Maintenance/Capital Planning/Asset Protection

We will work with the City to assign a weight (totaling 100 points) to each of the above criteria. Spectra will be evaluated, with a score being given for each. Spectra's total score as a percentage of the total available points will be applied to the maximum fee for which we are eligible resulting in a Qualitative Incentive Fee payable to Spectra.

### **6.3.1.3 CAPITAL INVESTMENT**

Spectra is willing to provide the City with a total of One Million Seven Hundred and Fifty Thousand Dollars (\$1,750,000), which may be dedicated to funding of the costs to transition from public management to Spectra, as well as other mutually agreed upon improvement and initiatives at the SCCC as mentioned in our Response.

Spectra's cash contribution will be made as follows:

- Year 1: \$1,000,000
- Year 6: \$500,000
- Year 11: \$250,000

Each cash contribution will be amortized on a straight-line basis over the then remaining term of the agreement (15, 10, 5 years respectively). During the term of Spectra's engagement, the City shall not have to repay Spectra for the cash contributions. In the event Spectra's agreement expires or is terminated prior to the end of the various amortization periods, the City shall repay to Spectra the remaining unamortized balance of the cash contribution.

Note: Spectra is willing to negotiate any portion of our compensation structure so that we may arrive at an agreement that will best meet our mutual objectives.



**Spectra**

**Santa Clara Convention Center**

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**Five-Year Pro Forma Operating Budget**

**Submitted: January 10, 2019**

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*This Pro Forma Operating Budget is a good faith estimate of the projected performance of the Santa Clara Convention Center and is based upon the information available to Spectra as of the date of issuance. Actual results may vary from this projection due to, among other factors, changes in the marketplace and assumptions that do not materialize.*

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**Spectra**  
**Santa Clara Convention Center**  
**Five-Year Pro Forma Operating Budget**  
**Major Operating Assumptions**

**General:**

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1. The basis for this Pro Forma Operating Budget is the information provided to Spectra as part of the RFP process including the report issued by TAP International, Inc.
2. This Pro Forma Operating Budget is based upon a full operating year starting July 1, 2019 and has considered the 2018 final financial results, 2019 budget, and event information pertaining to confirmed and tentative events.
3. Spectra has developed this Pro Forma Operating Budget based upon our knowledge of the Santa Clara market and comparisons to similar convention centers operated by Spectra such as:
  - St. Charles Convention Center – St. Charles, MO
  - Overland Park Convention Center – Overland Park, KS
  - Palm Beach County Convention Center – West Palm Beach, FL
  - Durham Convention Center – Durham, NC
4. This Pro Forma Operating Budget does not include any one-time transition expenses related to the changeover to Spectra’s management. Spectra has proposed to make a significant capital investment as part of our compensation proposal. A portion of the capital investment would be dedicated to funding the cost of transition, thus making the change to Spectra cost-free to the City.

**Revenue:**

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1. “Rental Revenue” from events is based upon the historical information provided as part of the RFP. In addition, we have used our vast industry experience, results from similar venues, and historical data on the Santa Clara Convention Center, to project the anticipated Rental Revenue for the Initial Operating Budget.
2. “Food & Beverage Revenue” is based upon the current agreement with Aramark, and is subject to change if Spectra is able to negotiate a more advantageous agreement once the SCCC is under our management.
3. “Electrical” revenue is also based upon the in-house services provided by the SCCC as well as the third-party vendor agreements provided as part of the RFP.
4. “Audio Visual” revenue is also based upon the third-party vendor agreements provided as part of the RFP.
5. “Equipment Rental” revenue is based upon the historical revenues provided as part of the RFP, and was adjusted to reflect the effect of Spectra’s management based upon our experience at our managed facilities.
6. “Other Revenue” includes items such as Freight, Cell Site Revenue, Insurance Revenue, and Other Income. These line items are consistent with the historical financials provided as part of the RFP. In addition, Advertisement Revenue, Sponsorship Revenue, and Business Center/UPS are based upon the respective agreements with Spot Focus and the franchisee for The UPS Store, Inc.

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**Spectra**  
**Santa Clara Convention Center**  
**Five-Year Pro Forma Operating Budget**  
**Major Operating Assumptions**

**Operating Expenses:**

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1. All Indirect Operating Expenses are based on the information provided to Spectra as part of the RFP, as well as our experience at other Spectra-managed facilities. In large part, these expenses are consistent with the current experience at the SCCC, however Spectra has anticipated significant savings in insurance through our national purchasing power. We have also added expenses related to travel, meals, lodging, and facility advertising that are traditionally be part of our managed facilities' budgets, as we have assumed these expenses are currently part of the CVB budget. We expect these expenses would be incurred in conjunction with the CVB in joint sales and marketing efforts to grow the business at the SCCC.
2. "Personnel Expenses", as outlined in the Personnel Expenses schedule, assumes full staffing based largely upon the organizational chart provided to Spectra as part of the RFP, which was then adjusted based upon our experience managing similar facilities. We have estimated the salaries for each position as the salaries of the current staff were not provided. These figures are subject to change. In addition, payroll taxes are based upon prevailing federal, state, and local rates. Benefits are based upon Spectra's anticipated costs for benefits in 2019, and have been adjusted from our original submittal based upon the general results of our open enrollment for 2019, which had not been completed at that time. These figures are subject to change based upon a variety of factors such as the plans chosen by the employees and their coverage status (employee, employee + spouse, employee + children, family, etc.).
3. As requested, this Pro Forma Operating Budget includes Spectra's proposed fees as separate line items. These figures are subject to change based upon:
  - a. The Base Fee is assumed to grow annually at 1.5% based on our recent experience with CPI increases with other agreements. Our proposal would increase the Base Fee by the change in the local CPI index as outlined by the City and would be capped at 3% annually.
  - b. For illustrative purposes, the Pro Forma reflects the maximum Qualitative Fee Spectra may earn under our proposal.
  - c. The Financial Incentive Fee is calculated based upon our proposal using a Revenue Benchmark, which for this purpose is the three (3) year average of revenues as provided in the TAP Report. We would expect this Benchmark to be re-calculated once the revenues for fiscal year 2018-19 are finalized.
4. This Pro Forma Operating Budget does not include the following items:
  - a. Property Taxes
  - b. Non-operating expenses such as debt service, interest expense, depreciation, amortization, and capital repairs and maintenance in excess of \$5,000

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**FIVE-YEAR PRO FORMA OPERATING BUDGET**

	1st Full Operating Year (7/1/19-6/30/20)	2nd Full Operating Year (7/1/20-6/30/21)	3rd Full Operating Year (7/1/21-6/30/22)	4th Full Operating Year (7/1/22-6/30/23)	5th Full Operating Year (7/1/23-6/30/24)
# of Events	495	510	523	530	537
# of Event Days	902	953	965	993	1,026
Annual Attendance	457,590	479,207	507,778	526,315	545,391
<b><u>RENTAL REVENUE</u></b>					
Rental Revenue	\$4,163,120	\$4,250,740	\$4,377,100	\$4,446,000	\$4,514,900
<b>TOTAL RENTAL REVENUE</b>	<b>\$4,163,120</b>	<b>\$4,250,740</b>	<b>\$4,377,100</b>	<b>\$4,446,000</b>	<b>\$4,514,900</b>
<b><u>ANCILLARY REVENUE</u></b>					
Food & Beverage	\$2,838,456	\$3,080,639	\$3,270,102	\$3,404,533	\$3,543,033
Electrical	\$414,000	\$422,500	\$436,325	\$444,225	\$452,125
Audio/Visual	\$863,600	\$882,240	\$912,264	\$930,072	\$947,880
Telecommunications	\$407,550	\$415,050	\$428,160	\$435,180	\$442,200
Equipment Rental	\$124,894	\$127,522	\$131,313	\$133,380	\$135,447
<b>TOTAL ANCILLARY REVENUE</b>	<b>\$4,648,500</b>	<b>\$4,927,951</b>	<b>\$5,178,164</b>	<b>\$5,347,390</b>	<b>\$5,520,685</b>
<b>TOTAL EVENT REVENUE</b>	<b>\$8,811,620</b>	<b>\$9,178,691</b>	<b>\$9,555,264</b>	<b>\$9,793,390</b>	<b>\$10,035,585</b>
<b><u>OTHER REVENUE</u></b>					
Freight	\$6,000	\$6,150	\$6,304	\$6,461	\$6,623
Cell Site Revenue	\$30,000	\$30,600	\$31,212	\$31,836	\$32,473
Insurance Revenue	\$3,000	\$3,075	\$3,152	\$3,231	\$3,311
Advertisement Revenue	\$40,000	\$60,000	\$80,000	\$100,000	\$105,000
Sponsorship Revenue	\$3,000	\$4,000	\$5,000	\$6,000	\$6,300
Business Center/UPS	\$14,000	\$14,280	\$14,566	\$14,857	\$15,154
Other Income	\$35,000	\$35,875	\$36,772	\$37,691	\$38,633
Interest	\$25,000	\$25,625	\$26,266	\$26,922	\$27,595
Restricted Cash - Aramark	\$393,647	\$393,647	\$393,647	\$393,647	\$393,647
<b>TOTAL OTHER REVENUE</b>	<b>\$549,647</b>	<b>\$573,252</b>	<b>\$596,918</b>	<b>\$620,646</b>	<b>\$628,737</b>
<b>TOTAL INCOME WITH OTHER REVENUE</b>	<b>\$9,361,267</b>	<b>\$9,751,943</b>	<b>\$10,152,182</b>	<b>\$10,414,035</b>	<b>\$10,664,322</b>
<b><u>INDIRECT OPERATING EXPENSES</u></b>					
Personnel Expense	\$4,688,570	\$4,805,784	\$4,925,928	\$5,049,077	\$5,175,303
Miscellaneous	\$55,000	\$56,100	\$57,222	\$58,366	\$59,534
Professional Associations	\$35,000	\$35,700	\$36,414	\$37,142	\$37,885
Office Expenses	\$176,250	\$179,775	\$183,371	\$187,038	\$190,779
Insurance	\$145,335	\$151,809	\$159,367	\$165,992	\$172,908
Employee Expenses	\$75,381	\$76,889	\$78,427	\$79,995	\$81,595
Maintenance Expenses	\$269,798	\$275,194	\$280,698	\$286,312	\$292,038
Janitorial & Cleaning	\$164,996	\$168,296	\$171,662	\$175,095	\$178,597
Utilities	\$778,786	\$802,149	\$826,214	\$851,000	\$876,530
<b>TOTAL INDIRECT OPERATING EXPENSES</b>	<b>\$6,389,115</b>	<b>\$6,551,696</b>	<b>\$6,719,302</b>	<b>\$6,890,018</b>	<b>\$7,065,169</b>
<b>NET OPERATING INCOME/LOSS</b>	<b>\$2,972,151</b>	<b>\$3,200,248</b>	<b>\$3,432,880</b>	<b>\$3,524,018</b>	<b>\$3,599,153</b>
<small>(before management fees, incentive fees, capital reserve, capital repairs &amp; replacement, depreciation, amortization, and property taxes)</small>					
<b><u>ESTIMATED BASE &amp; INCENTIVE FEES (AS PROPOSED)</u></b>					
Base Fee (assumes 1.5% increases)	\$175,000	\$177,625	\$180,289	\$182,994	\$185,739
Maximum Qualitative Incentive Fee	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Financial Incentive Fee	\$99,287	\$120,722	\$147,218	\$160,759	\$172,953
<b>TOTAL ESTIMATED FEES</b>	<b>\$294,287</b>	<b>\$318,347</b>	<b>\$347,508</b>	<b>\$363,752</b>	<b>\$378,691</b>
<b>NET OPERATING INCOME/LOSS</b>	<b>\$2,677,864</b>	<b>\$2,881,901</b>	<b>\$3,085,372</b>	<b>\$3,160,265</b>	<b>\$3,220,462</b>
<small>(before capital reserve, capital repairs &amp; replacement, depreciation, amortization, and property taxes)</small>					

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**FIVE-YEAR PRO FORMA OPERATING BUDGET**  
**ESTIMATED FINANCIAL INCENTIVE FEE CALCULATION**

	1st Full Operating Year (7/1/19-6/30/20)	2nd Full Operating Year (7/1/20-6/30/21)	3rd Full Operating Year (7/1/21-6/30/22)	4th Full Operating Year (7/1/22-6/30/23)	5th Full Operating Year (7/1/23-6/30/24)
<b>SCCC Revenues Per TAP Report:</b>					
2015-16		\$7,406,668			
2016-17		\$8,093,763			
2017-18		\$9,047,603			
Estimated Revenue Benchmark*		<b>\$8,182,678</b>			
Spectra Pro Forma Revenues	\$9,361,267	\$9,751,943	\$10,152,182	\$10,414,035	\$10,664,322
Estimated Revenue Benchmark (assumes 1.5% CPI Increase)	\$8,182,678	\$8,305,418	\$8,429,999	\$8,556,449	\$8,684,796
<b>Spectra Improvement</b>	<b>\$1,178,589</b>	<b>\$1,446,525</b>	<b>\$1,722,182</b>	<b>\$1,857,586</b>	<b>\$1,979,525</b>
<b>Calculation of Financial Incentive Fee (as proposed):</b>					
Achievement of Annual Revenue Benchmark plus	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Amount of Revenues in Excess of Benchmark:</b>					
\$0-\$500,000	6.00%	\$30,000	\$30,000	\$30,000	\$30,000
\$500,001-\$1,000,000	7.00%	\$35,000	\$35,000	\$35,000	\$35,000
\$1,000,001-\$1,500,000	8.00%	\$14,287	\$35,722	\$40,000	\$40,000
\$1,500,001-\$2,000,000	10.00%	\$0	\$0	\$22,218	\$35,759
Amount over \$2,000,000	12.50%	\$0	\$0	\$0	\$0
<b>TOTAL ESTIMATED FINANCIAL INCENTIVE FEE</b>	<b>\$99,287</b>	<b>\$120,722</b>	<b>\$147,218</b>	<b>\$160,759</b>	<b>\$172,953</b>

\*Based upon the average of the last three fiscal years; subject to annual CPI adjustment

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**FIVE-YEAR PRO FORMA OPERATING BUDGET**  
**EVENT REVENUES**  
**1st Full Operating Year (7/1/19-6/30/20)**

	Banquet	Convention	Meetings	Public Shows	Trade Shows	Misc.	TOTALS
NUMBER OF EVENTS	42	56	300	64	28	5	495
EVENT DAYS PER EVENT	1.3	3.7	1.6	1.5	2.1	2.0	1.8
TOTAL EVENT DAYS	55	209	471	97	60	10	902
ATTENDANCE PER EVENT	795	1,500	550	2,000	1,650	200	924
GENERAL ATTENDANCE	33,390	84,000	165,000	128,000	46,200	1,000	457,590
<b>RENTAL INCOME</b>							
RENTAL REVENUE	\$65,520	\$1,237,600	\$702,000	\$1,664,000	\$364,000	\$130,000	\$4,163,120
<b>Rental Income</b>	<b>\$65,520</b>	<b>\$1,237,600</b>	<b>\$702,000</b>	<b>\$1,664,000</b>	<b>\$364,000</b>	<b>\$130,000</b>	<b>\$4,163,120</b>
<b>FOOD &amp; BEVERAGE</b>							
GROSS F&B SALES	\$2,003,400	\$1,596,000	\$3,630,000	\$192,000	\$924,000	\$3,000	\$8,348,400
F&B COSTS	\$1,322,244	\$1,053,360	\$2,395,800	\$126,720	\$609,840	\$1,980	\$5,509,944
FOOD & BEVERAGE COMMISSIONS	\$681,156	\$542,640	\$1,234,200	\$65,280	\$314,160	\$1,020	\$2,838,456
<b>ELECTRICAL</b>							
GROSS REVENUE	\$21,000	\$840,000	\$90,000	\$480,000	\$210,000	\$15,000	\$1,656,000
EXPENSES	\$15,750	\$630,000	\$67,500	\$360,000	\$157,500	\$11,250	\$1,242,000
NET INCOME	\$5,250	\$210,000	\$22,500	\$120,000	\$52,500	\$3,750	\$414,000
<b>AUDIO/VISUAL</b>							
GROSS REVENUE	\$147,000	\$1,568,000	\$78,000	\$96,000	\$210,000	\$60,000	\$2,159,000
EXPENSES	\$88,200	\$940,800	\$46,800	\$57,600	\$126,000	\$36,000	\$1,295,400
NET INCOME	\$58,800	\$627,200	\$31,200	\$38,400	\$84,000	\$24,000	\$863,600
<b>TELECOMMUNICATIONS</b>							
GROSS REVENUE	\$0	\$420,000	\$60,000	\$768,000	\$98,000	\$12,500	\$1,358,500
EXPENSES	\$0	\$294,000	\$42,000	\$537,600	\$68,600	\$8,750	\$950,950
NET INCOME	\$0	\$126,000	\$18,000	\$230,400	\$29,400	\$3,750	\$407,550
<b>EQUIPMENT RENTAL</b>							
REVENUE	\$1,966	\$37,128	\$21,060	\$49,920	\$10,920	\$3,900	\$124,894
NET INCOME	\$1,966	\$37,128	\$21,060	\$49,920	\$10,920	\$3,900	\$124,894
<b>TOTAL ANCILLARY INCOME</b>	<b>\$747,172</b>	<b>\$1,542,968</b>	<b>\$1,326,960</b>	<b>\$504,000</b>	<b>\$490,980</b>	<b>\$36,420</b>	<b>\$4,648,500</b>
<b>EVENT OPERATING INCOME</b>	<b>\$812,692</b>	<b>\$2,780,568</b>	<b>\$2,028,960</b>	<b>\$2,168,000</b>	<b>\$854,980</b>	<b>\$166,420</b>	<b>\$8,811,620</b>

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**FIVE-YEAR PRO FORMA OPERATING BUDGET**  
**EVENT REVENUES**  
**2nd Full Operating Year (7/1/20-6/30/21)**

	Banquet	Convention	Meetings	Public Shows	Trade Shows	Misc.	TOTALS
NUMBER OF EVENTS	44	57	310	65	29	5	510
EVENT DAYS PER EVENT	1.4	3.8	1.6	1.6	2.2	2.0	1.9
TOTAL EVENT DAYS	60	217	496	105	65	10	953
ATTENDANCE PER EVENT	811	1,530	561	2,040	1,683	204	940
GENERAL ATTENDANCE	35,680	87,210	173,910	132,600	48,807	1,000	479,207
<b>RENTAL INCOME</b>							
RENTAL REVENUE	\$68,640	\$1,259,700	\$725,400	\$1,690,000	\$377,000	\$130,000	\$4,250,740
<b>Rental Income</b>	<b>\$68,640</b>	<b>\$1,259,700</b>	<b>\$725,400</b>	<b>\$1,690,000</b>	<b>\$377,000</b>	<b>\$130,000</b>	<b>\$4,250,740</b>
<b>FOOD &amp; BEVERAGE</b>							
GROSS F&B SALES	\$2,140,776	\$1,656,990	\$3,826,020	\$198,900	\$976,140	\$3,000	\$8,801,826
F&B COSTS	\$1,391,504	\$1,077,044	\$2,486,913	\$129,285	\$634,491	\$1,950	\$5,721,187
FOOD & BEVERAGE COMMISSIONS	\$749,272	\$579,947	\$1,339,107	\$69,615	\$341,649	\$1,050	\$3,080,639
<b>ELECTRICAL</b>							
GROSS REVENUE	\$22,000	\$855,000	\$93,000	\$487,500	\$217,500	\$15,000	\$1,690,000
EXPENSES	\$16,500	\$641,250	\$69,750	\$365,625	\$163,125	\$11,250	\$1,267,500
NET INCOME	\$5,500	\$213,750	\$23,250	\$121,875	\$54,375	\$3,750	\$422,500
<b>AUDIO/VISUAL</b>							
GROSS REVENUE	\$154,000	\$1,596,000	\$80,600	\$97,500	\$217,500	\$60,000	\$2,205,600
EXPENSES	\$92,400	\$957,600	\$48,360	\$58,500	\$130,500	\$36,000	\$1,323,360
NET INCOME	\$61,600	\$638,400	\$32,240	\$39,000	\$87,000	\$24,000	\$882,240
<b>TELECOMMUNICATIONS</b>							
GROSS REVENUE	\$0	\$427,500	\$62,000	\$780,000	\$101,500	\$12,500	\$1,383,500
EXPENSES	\$0	\$299,250	\$43,400	\$546,000	\$71,050	\$8,750	\$968,450
NET INCOME	\$0	\$128,250	\$18,600	\$234,000	\$30,450	\$3,750	\$415,050
<b>EQUIPMENT RENTAL</b>							
REVENUE	\$2,059	\$37,791	\$21,762	\$50,700	\$11,310	\$3,900	\$127,522
NET INCOME	\$2,059	\$37,791	\$21,762	\$50,700	\$11,310	\$3,900	\$127,522
<b>TOTAL ANCILLARY INCOME</b>	<b>\$818,431</b>	<b>\$1,598,138</b>	<b>\$1,434,959</b>	<b>\$515,190</b>	<b>\$524,784</b>	<b>\$36,450</b>	<b>\$4,927,951</b>
<b>EVENT OPERATING INCOME</b>	<b>\$887,071</b>	<b>\$2,857,838</b>	<b>\$2,160,359</b>	<b>\$2,205,190</b>	<b>\$901,784</b>	<b>\$166,450</b>	<b>\$9,178,691</b>

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**FIVE-YEAR PRO FORMA OPERATING BUDGET**  
**EVENT REVENUES**  
**3rd Full Operating Year (7/1/21-6/30/22)**

	Banquet	Convention	Meetings	Public Shows	Trade Shows	Misc.	TOTALS
NUMBER OF EVENTS	46	59	316	67	30	5	523
EVENT DAYS PER EVENT	1.2	3.8	1.6	1.7	2.3	2.0	1.8
TOTAL EVENT DAYS	55	224	496	111	69	10	965
ATTENDANCE PER EVENT	835	1,576	578	2,101	1,733	210	971
GENERAL ATTENDANCE	38,420	92,978	182,594	140,780	52,005	1,000	507,778
<b>RENTAL INCOME</b>							
RENTAL REVENUE	\$71,760	\$1,303,900	\$739,440	\$1,742,000	\$390,000	\$130,000	\$4,377,100
<b>Rental Income</b>	<b>\$71,760</b>	<b>\$1,303,900</b>	<b>\$739,440</b>	<b>\$1,742,000</b>	<b>\$390,000</b>	<b>\$130,000</b>	<b>\$4,377,100</b>
<b>FOOD &amp; BEVERAGE</b>							
GROSS F&B SALES	\$2,305,227	\$1,766,584	\$4,017,074	\$211,171	\$1,040,094	\$3,000	\$9,343,149
F&B COSTS	\$1,498,397	\$1,148,280	\$2,611,098	\$137,261	\$676,061	\$1,950	\$6,073,047
FOOD & BEVERAGE COMMISSIONS	\$806,829	\$618,304	\$1,405,976	\$73,910	\$364,033	\$1,050	\$3,270,102
<b>ELECTRICAL</b>							
GROSS REVENUE	\$23,000	\$885,000	\$94,800	\$502,500	\$225,000	\$15,000	\$1,745,300
EXPENSES	\$17,250	\$663,750	\$71,100	\$376,875	\$168,750	\$11,250	\$1,308,975
NET INCOME	\$5,750	\$221,250	\$23,700	\$125,625	\$56,250	\$3,750	\$436,325
<b>AUDIO/VISUAL</b>							
GROSS REVENUE	\$161,000	\$1,652,000	\$82,160	\$100,500	\$225,000	\$60,000	\$2,280,660
EXPENSES	\$96,600	\$991,200	\$49,296	\$60,300	\$135,000	\$36,000	\$1,368,396
NET INCOME	\$64,400	\$660,800	\$32,864	\$40,200	\$90,000	\$24,000	\$912,264
<b>TELECOMMUNICATIONS</b>							
GROSS REVENUE	\$0	\$442,500	\$63,200	\$804,000	\$105,000	\$12,500	\$1,427,200
EXPENSES	\$0	\$309,750	\$44,240	\$562,800	\$73,500	\$8,750	\$999,040
NET INCOME	\$0	\$132,750	\$18,960	\$241,200	\$31,500	\$3,750	\$428,160
<b>EQUIPMENT RENTAL</b>							
REVENUE	\$2,153	\$39,117	\$22,183	\$52,260	\$11,700	\$3,900	\$131,313
NET INCOME	\$2,153	\$39,117	\$22,183	\$52,260	\$11,700	\$3,900	\$131,313
<b>TOTAL ANCILLARY INCOME</b>	<b>\$879,132</b>	<b>\$1,672,221</b>	<b>\$1,503,683</b>	<b>\$533,195</b>	<b>\$553,483</b>	<b>\$36,450</b>	<b>\$5,178,164</b>
<b>EVENT OPERATING INCOME</b>	<b>\$950,892</b>	<b>\$2,976,121</b>	<b>\$2,243,123</b>	<b>\$2,275,195</b>	<b>\$943,483</b>	<b>\$166,450</b>	<b>\$9,555,264</b>

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**FIVE-YEAR PRO FORMA OPERATING BUDGET**  
**EVENT REVENUES**  
**4th Full Operating Year (7/1/22-6/30/23)**

	Banquet	Convention	Meetings	Public Shows	Trade Shows	Misc.	TOTALS
NUMBER OF EVENTS	48	60	318	68	31	5	530
EVENT DAYS PER EVENT	1.1	3.9	1.6	1.8	2.4	2.0	1.9
TOTAL EVENT DAYS	55	234	499	120	74	10	993
ATTENDANCE PER EVENT	852	1,607	589	2,143	1,768	214	993
GENERAL ATTENDANCE	40,893	96,445	187,425	145,739	54,813	1,000	526,315
<b>RENTAL INCOME</b>							
RENTAL REVENUE	\$74,880	\$1,326,000	\$744,120	\$1,768,000	\$403,000	\$130,000	\$4,446,000
Rental Income	<b>\$74,880</b>	<b>\$1,326,000</b>	<b>\$744,120</b>	<b>\$1,768,000</b>	<b>\$403,000</b>	<b>\$130,000</b>	<b>\$4,446,000</b>
<b>FOOD &amp; BEVERAGE</b>							
GROSS F&B SALES	\$2,453,563	\$1,832,457	\$4,123,349	\$218,609	\$1,096,259	\$3,000	\$9,727,236
F&B COSTS	\$1,594,816	\$1,191,097	\$2,680,177	\$142,096	\$712,568	\$1,950	\$6,322,703
FOOD & BEVERAGE COMMISSIONS	<b>\$858,747</b>	<b>\$641,360</b>	<b>\$1,443,172</b>	<b>\$76,513</b>	<b>\$383,691</b>	<b>\$1,050</b>	<b>\$3,404,533</b>
<b>ELECTRICAL</b>							
GROSS REVENUE	\$24,000	\$900,000	\$95,400	\$510,000	\$232,500	\$15,000	\$1,776,900
EXPENSES	\$18,000	\$675,000	\$71,550	\$382,500	\$174,375	\$11,250	\$1,332,675
NET INCOME	<b>\$6,000</b>	<b>\$225,000</b>	<b>\$23,850</b>	<b>\$127,500</b>	<b>\$58,125</b>	<b>\$3,750</b>	<b>\$444,225</b>
<b>AUDIO/VISUAL</b>							
GROSS REVENUE	\$168,000	\$1,680,000	\$82,680	\$102,000	\$232,500	\$60,000	\$2,325,180
EXPENSES	\$100,800	\$1,008,000	\$49,608	\$61,200	\$139,500	\$36,000	\$1,395,108
NET INCOME	<b>\$67,200</b>	<b>\$672,000</b>	<b>\$33,072</b>	<b>\$40,800</b>	<b>\$93,000</b>	<b>\$24,000</b>	<b>\$930,072</b>
<b>TELECOMMUNICATIONS</b>							
GROSS REVENUE	\$0	\$450,000	\$63,600	\$816,000	\$108,500	\$12,500	\$1,450,600
EXPENSES	\$0	\$315,000	\$44,520	\$571,200	\$75,950	\$8,750	\$1,015,420
NET INCOME	<b>\$0</b>	<b>\$135,000</b>	<b>\$19,080</b>	<b>\$244,800</b>	<b>\$32,550</b>	<b>\$3,750</b>	<b>\$435,180</b>
<b>EQUIPMENT RENTAL</b>							
REVENUE	\$2,246	\$39,780	\$22,324	\$53,040	\$12,090	\$3,900	\$133,380
NET INCOME	<b>\$2,246</b>	<b>\$39,780</b>	<b>\$22,324</b>	<b>\$53,040</b>	<b>\$12,090</b>	<b>\$3,900</b>	<b>\$133,380</b>
<b>TOTAL ANCILLARY INCOME</b>	<b>\$934,193</b>	<b>\$1,713,140</b>	<b>\$1,541,498</b>	<b>\$542,653</b>	<b>\$579,456</b>	<b>\$36,450</b>	<b>\$5,347,390</b>
<b>EVENT OPERATING INCOME</b>	<b>\$1,009,073</b>	<b>\$3,039,140</b>	<b>\$2,285,618</b>	<b>\$2,310,653</b>	<b>\$982,456</b>	<b>\$166,450</b>	<b>\$9,793,390</b>

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**FIVE-YEAR PRO FORMA OPERATING BUDGET**  
**EVENT REVENUES**  
**5th Full Operating Year (7/1/23-6/30/24)**

	Banquet	Convention	Meetings	Public Shows	Trade Shows	Misc.	TOTALS
NUMBER OF EVENTS	50	61	320	69	32	5	537
EVENT DAYS PER EVENT	1.1	4.0	1.6	2.0	2.4	2.0	1.9
TOTAL EVENT DAYS	55	244	502	138	77	10	1,026
ATTENDANCE PER EVENT	869	1,640	601	2,186	1,804	219	1,016
GENERAL ATTENDANCE	43,449	100,014	192,376	150,840	57,713	1,000	545,391
<b>RENTAL INCOME</b>							
RENTAL REVENUE	\$78,000	\$1,348,100	\$748,800	\$1,794,000	\$416,000	\$130,000	\$4,514,900
<b>Rental Income</b>	<b>\$78,000</b>	<b>\$1,348,100</b>	<b>\$748,800</b>	<b>\$1,794,000</b>	<b>\$416,000</b>	<b>\$130,000</b>	<b>\$4,514,900</b>
<b>FOOD &amp; BEVERAGE</b>							
GROSS F&B SALES	\$2,606,911	\$1,900,257	\$4,232,267	\$226,260	\$1,154,255	\$3,000	\$10,122,950
F&B COSTS	\$1,694,492	\$1,235,167	\$2,750,974	\$147,069	\$750,266	\$1,950	\$6,579,918
FOOD & BEVERAGE COMMISSIONS	\$912,419	\$665,090	\$1,481,294	\$79,191	\$403,989	\$1,050	\$3,543,033
<b>ELECTRICAL</b>							
GROSS REVENUE	\$25,000	\$915,000	\$96,000	\$517,500	\$240,000	\$15,000	\$1,808,500
EXPENSES	\$18,750	\$686,250	\$72,000	\$388,125	\$180,000	\$11,250	\$1,356,375
NET INCOME	\$6,250	\$228,750	\$24,000	\$129,375	\$60,000	\$3,750	\$452,125
<b>AUDIO/VISUAL</b>							
GROSS REVENUE	\$175,000	\$1,708,000	\$83,200	\$103,500	\$240,000	\$60,000	\$2,369,700
EXPENSES	\$105,000	\$1,024,800	\$49,920	\$62,100	\$144,000	\$36,000	\$1,421,820
NET INCOME	\$70,000	\$683,200	\$33,280	\$41,400	\$96,000	\$24,000	\$947,880
<b>TELECOMMUNICATIONS</b>							
GROSS REVENUE	\$0	\$457,500	\$64,000	\$828,000	\$112,000	\$12,500	\$1,474,000
EXPENSES	\$0	\$320,250	\$44,800	\$579,600	\$78,400	\$8,750	\$1,031,800
NET INCOME	\$0	\$137,250	\$19,200	\$248,400	\$33,600	\$3,750	\$442,200
<b>EQUIPMENT RENTAL</b>							
REVENUE	\$2,340	\$40,443	\$22,464	\$53,820	\$12,480	\$3,900	\$135,447
NET INCOME	\$2,340	\$40,443	\$22,464	\$53,820	\$12,480	\$3,900	\$135,447
<b>TOTAL ANCILLARY INCOME</b>	<b>\$991,009</b>	<b>\$1,754,733</b>	<b>\$1,580,238</b>	<b>\$552,186</b>	<b>\$606,069</b>	<b>\$36,450</b>	<b>\$5,520,685</b>
<b>EVENT OPERATING INCOME</b>	<b>\$1,069,009</b>	<b>\$3,102,833</b>	<b>\$2,329,038</b>	<b>\$2,346,186</b>	<b>\$1,022,069</b>	<b>\$166,450</b>	<b>\$10,035,585</b>

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**FIVE-YEAR PRO FORMA OPERATING BUDGET**  
**PERSONNEL EXPENSES**

Department/Title	# FTE	Base Salary	Bonus (Potential)	Total Comp	Total Taxes & Benefits	Total
<b>Administration</b>						
General Manager	1	\$225,000	\$45,000	\$270,000	\$40,545	\$310,545
Administration Manager	1	\$65,000	\$0	\$65,000	\$21,063	\$86,063
Executive Assistant	1	\$75,000	\$0	\$75,000	\$22,428	\$97,428
Receptionist	1	\$50,000	\$0	\$50,000	\$19,015	\$69,015
<b>Administration Total</b>	<b>4</b>	<b>\$415,000</b>	<b>\$45,000</b>	<b>\$460,000</b>	<b>\$103,050</b>	<b>\$563,050</b>
<b>Human Resources</b>						
Director of Human Resources	1	\$85,000	\$8,500	\$93,500	\$24,953	\$118,453
Human Resources Assistant	1	\$50,000	\$0	\$50,000	\$19,015	\$69,015
<b>Human Resources Total</b>	<b>2</b>	<b>\$135,000</b>	<b>\$8,500</b>	<b>\$143,500</b>	<b>\$43,968</b>	<b>\$187,468</b>
<b>Sales and Marketing</b>						
Director of Sales & Marketing	1	\$100,000	\$10,000	\$110,000	\$27,205	\$137,205
Sales Manager	2	\$130,000	\$0	\$130,000	\$29,935	\$159,935
Marketing Manager	1	\$60,000	\$0	\$60,000	\$20,380	\$80,380
<b>Sales &amp; Marketing Total</b>	<b>4</b>	<b>\$290,000</b>	<b>\$10,000</b>	<b>\$300,000</b>	<b>\$77,520</b>	<b>\$377,520</b>
<b>Finance</b>						
Director of Finance	1	\$100,000	\$10,000	\$110,000	\$27,205	\$137,205
Accounting Clerk	1	\$65,000	\$0	\$65,000	\$21,063	\$86,063
<b>Finance Total</b>	<b>2</b>	<b>\$165,000</b>	<b>\$10,000</b>	<b>\$175,000</b>	<b>\$48,268</b>	<b>\$223,268</b>
<b>Event Services</b>						
Director of Event Services	1	\$100,000	\$10,000	\$110,000	\$27,205	\$137,205
Building Services Manager	1	\$48,000	\$0	\$48,000	\$18,742	\$66,742
Building Services Attendant	18	\$1,123,200	\$0	\$1,123,200	\$104,108	\$1,227,308
Event Manager	4	\$340,000	\$0	\$340,000	\$45,760	\$385,760
<b>Events Total</b>	<b>24</b>	<b>\$1,611,200</b>	<b>\$10,000</b>	<b>\$1,621,200</b>	<b>\$195,815</b>	<b>\$1,817,015</b>
<b>Operations</b>						
Assistant General Manager/Director of Operations	1	\$140,000	\$21,000	\$161,000	\$32,424	\$193,424
Facilities Manager	1	\$90,000	\$0	\$90,000	\$24,475	\$114,475
Chief Engineer	1	\$90,000	\$0	\$90,000	\$24,475	\$114,475
Maintenance Engineer	4	\$83,200	\$0	\$83,200	\$23,547	\$106,747
<b>Operations Total</b>	<b>7</b>	<b>\$403,200</b>	<b>\$21,000</b>	<b>\$424,200</b>	<b>\$104,921</b>	<b>\$529,121</b>
<b>Security</b>						
Lead, Security	1	\$75,000	\$7,500	\$82,500	\$23,451	\$105,951
Security Officer	6	\$375,000	\$0	\$375,000	\$48,367	\$423,367
<b>Security Total</b>	<b>7</b>	<b>\$450,000</b>	<b>\$7,500</b>	<b>\$457,500</b>	<b>\$71,819</b>	<b>\$529,319</b>
Worker's Compensation						\$250,000
Part Time; Non-Event Labor		\$200,000	\$0	\$200,000	\$11,810	\$211,810
<b>GRAND TOTAL PERSONNEL EXPENSES</b>	<b>50</b>	<b>\$3,669,400</b>	<b>\$112,000</b>	<b>\$3,781,400</b>	<b>\$657,170</b>	<b>\$4,688,570</b>

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**FIVE-YEAR PRO FORMA OPERATING BUDGET**  
**INDIRECT OPERATING EXPENSES**

	1st Full Operating Year (7/1/19-6/30/20)	2nd Full Operating Year (7/1/20-6/30/21)	3rd Full Operating Year (7/1/21-6/30/22)	4th Full Operating Year (7/1/22-6/30/23)	5th Full Operating Year (7/1/23-6/30/24)
<b><u>Miscellaneous</u></b>					
Other Outside Rentals	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412
Parking Fees	\$20,000	\$20,400	\$20,808	\$21,224	\$21,649
Advertising & Marketing	\$30,000	\$30,600	\$31,212	\$31,836	\$32,473
<b>Subtotal</b>	<b>\$55,000</b>	<b>\$56,100</b>	<b>\$57,222</b>	<b>\$58,366</b>	<b>\$59,534</b>
<b><u>Professional Associations</u></b>					
Memberships	\$2,500	\$2,550	\$2,601	\$2,653	\$2,706
Meeting & Travel	\$25,000	\$25,500	\$26,010	\$26,530	\$27,061
Dues & Subscriptions	\$7,500	\$7,650	\$7,803	\$7,959	\$8,118
<b>Subtotal</b>	<b>\$35,000</b>	<b>\$35,700</b>	<b>\$36,414</b>	<b>\$37,142</b>	<b>\$37,885</b>
<b><u>Office Expenses</u></b>					
Printing	\$2,500	\$2,550	\$2,601	\$2,653	\$2,706
Telephone	\$9,000	\$9,180	\$9,364	\$9,551	\$9,742
Office Supplies	\$15,000	\$15,300	\$15,606	\$15,918	\$16,236
Postage	\$1,000	\$1,020	\$1,040	\$1,061	\$1,082
Copier Lease Expense	\$6,500	\$6,630	\$6,763	\$6,898	\$7,036
Office Equipment Maintenance	\$1,500	\$1,530	\$1,561	\$1,592	\$1,624
Forms Printing	\$750	\$765	\$780	\$796	\$812
Computer Software/Hardware	\$50,000	\$51,000	\$52,020	\$53,060	\$54,122
Computer System Support	\$45,000	\$45,900	\$46,818	\$47,754	\$48,709
Legal & Audit	\$45,000	\$45,900	\$46,818	\$47,754	\$48,709
<b>Subtotal</b>	<b>\$176,250</b>	<b>\$179,775</b>	<b>\$183,371</b>	<b>\$187,038</b>	<b>\$190,779</b>
<b><u>Insurance</u></b>					
Property & Business Interrupt	\$85,000	\$86,700	\$88,434	\$90,203	\$92,007
General Liability/Fidelity/Other	\$60,335	\$65,109	\$70,933	\$75,789	\$80,901
<b>Subtotal</b>	<b>\$145,335</b>	<b>\$151,809</b>	<b>\$159,367</b>	<b>\$165,992</b>	<b>\$172,908</b>
<b><u>Employee Expenses</u></b>					
Uniform Rental	\$25,211	\$25,716	\$26,230	\$26,754	\$27,290
Training & Education	\$8,160	\$8,323	\$8,490	\$8,659	\$8,833
Employment Advertising	\$510	\$520	\$531	\$541	\$552
Payroll Processing	\$40,000	\$40,800	\$41,616	\$42,448	\$43,297
Pre-Employment Expenses	\$1,500	\$1,530	\$1,561	\$1,592	\$1,624
<b>Subtotal</b>	<b>\$75,381</b>	<b>\$76,889</b>	<b>\$78,427</b>	<b>\$79,995</b>	<b>\$81,595</b>



**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**FIVE-YEAR PRO FORMA OPERATING BUDGET**  
**INDIRECT OPERATING EXPENSES**

	1st Full Operating Year (7/1/19-6/30/20)	2nd Full Operating Year (7/1/20-6/30/21)	3rd Full Operating Year (7/1/21-6/30/22)	4th Full Operating Year (7/1/22-6/30/23)	5th Full Operating Year (7/1/23-6/30/24)
<b><u>Maintenance Expenses</u></b>					
Elevator & Escalator Maint.	\$56,695	\$57,829	\$58,986	\$60,166	\$61,369
Service Contracts	\$44,776	\$45,672	\$46,585	\$47,517	\$48,467
Maintenance Supplies	\$82,616	\$84,269	\$85,954	\$87,673	\$89,427
Interior Landscaping	\$7,210	\$7,354	\$7,501	\$7,651	\$7,804
Pest Control	\$4,001	\$4,081	\$4,162	\$4,245	\$4,330
Paint & Supplies	\$3,770	\$3,845	\$3,922	\$4,001	\$4,081
Lighting System	\$25,307	\$25,813	\$26,330	\$26,856	\$27,393
Non-Routine Maintenance	\$45,423	\$46,331	\$47,258	\$48,203	\$49,167
<b>Subtotal</b>	<b>\$269,798</b>	<b>\$275,194</b>	<b>\$280,698</b>	<b>\$286,312</b>	<b>\$292,038</b>
<b><u>Janitorial &amp; Cleaning</u></b>					
Dumping Fees	\$61,259	\$62,484	\$63,734	\$65,009	\$66,309
Paper Supplies	\$41,200	\$42,024	\$42,864	\$43,722	\$44,596
Cleaning Chemicals	\$18,169	\$18,533	\$18,903	\$19,281	\$19,667
Janitorial Supplies	\$25,750	\$26,265	\$26,790	\$27,326	\$27,873
Window Washing	\$18,617	\$18,990	\$19,369	\$19,757	\$20,152
<b>Subtotal</b>	<b>\$164,996</b>	<b>\$168,296</b>	<b>\$171,662</b>	<b>\$175,095</b>	<b>\$178,597</b>
<b><u>Utilities</u></b>					
Electricity	\$760,288	\$783,096	\$806,589	\$830,787	\$855,710
Aramark Utilities	(\$151,700)	(\$156,251)	(\$160,939)	(\$165,767)	(\$170,740)
Gas	\$101,029	\$104,060	\$107,182	\$110,397	\$113,709
Water & Sewer	\$69,169	\$71,244	\$73,381	\$75,583	\$77,850
<b>Subtotal</b>	<b>\$778,786</b>	<b>\$802,149</b>	<b>\$826,214</b>	<b>\$851,000</b>	<b>\$876,530</b>
<b>Total Indirect Expenses</b>	<b>\$1,700,546</b>	<b>\$1,745,912</b>	<b>\$1,793,374</b>	<b>\$1,840,941</b>	<b>\$1,889,865</b>

*This Pro Forma Operating Budget is a good faith estimate of the projected performance of the Santa Clara Convention Center and is based upon the information available to Spectra as of the date of issuance. Actual results may vary from this projection due to, among other factors, changes in the marketplace and assumptions that do not materialize.*



**SPECTRA**

TOM MCDONNELL  
Vice President, Business Development & Client Relations

150 Rouse Blvd., Philadelphia, PA 19112  
O: 215.952.5242 M: 215.847.8520

January 22, 2019

Mr. Mark Giovannetti  
Purchasing Manager

Dear Mr. Giovannetti,

Enclosed, please find Spectra's Best and Final Offer regarding RFP CMO-001 for Management and Operations of the Santa Clara Convention Center and Convention Visitors Service. We have taken into account the conversations we had during the on-site interview, the subsequent follow up questions, and our knowledge of your goals for the Santa Clara Convention Center to develop our Response. Highlights of our Proposal are as follows:

- Significantly increased capital investment to a total of \$2,000,000
- Revised incentive fee structure to be based on the bottom-line, allowing Spectra to focus on growing revenues and controlling expenses
- Rebate up to 50% of our incentive fees on a dollar-for-dollar basis in the event we do not achieve the annual, approved bottom-line budget
- Increased Comcast Spot commitment to \$65,000 annually, to be used to promote both events and the region
- Funding of 12 corporate, senior level visits to the Santa Clara Convention Center
- \$10,000 annual reduction in our Base Management Fee
- Annual cap of our total fees at \$400,000

As addressed during our on-site interview, Spectra is confident in our ability to deliver exceptional experiences to the Santa Clara Convention Center. We are sure that, through our organization's focused and aggressive approach to driving events to the Santa Clara Convention Center, we will be able to increase room-night-generating event activity; draw more attendees to the venue and the region; and generate more revenue for the City. Our enclosed response provides a high-level overview of Comcast partnership and all the benefits the City of Santa Clara can expect to receive with that; our commitment to the City of Santa Clara and the SCCC through capital investments and contractual commitments; and the corporate resources we are ready to dedicate to you. Ultimately, our focus is on Santa Clara and your community. As a testament to our commitment to Santa Clara, we are pleased to include a 100-mile radius clause in our contract, meaning we will not pursue any Convention Center accounts within 100 miles without your written consent.

Spectra's robust Convention Center Division will support these efforts. With our SVP of Convention Centers Dave Anderson and a growing portfolio of convention centers—including recently awarded Kay Bailey Hutchinson Convention Center Dallas in Dallas, TX and recent contract renewals for the Miami Beach Convention Center in Miami Beach, FL and the Duke Energy Convention Center in Cincinnati, OH—Spectra is confident in our ability to exceed your expectations.

Thank you for your continued consideration, and please let us know if you have any questions or require any clarifications on our responses.

Sincerely,

Tom McDonnell  
Vice President

# RFP CMO-001 BEST AND FINAL OFFER (BAFO)

## 1. What will Comcast's role be in the partnership that you presented? Please be specific and list all contractual commitments the partnership is willing to make.

As previously mentioned in our RFP Response and Presentation, Spectra is partially owned by Comcast Spectacor, which is owned, in turn, by the Comcast Corporation, one of the nation's leading providers of entertainment, information, and communications products and services with two primary businesses, Comcast Cable and NBCUniversal. Comcast Cable is the nation's largest video, high-speed internet, and phone provider to residential customers under the XFINITY brand and also provides these services to businesses. NBCUniversal operates news and entertainment cable networks, the NBC and Telemundo broadcast networks, television production operations, television station groups, Universal Pictures, and Universal Parks and Resorts.

Spectra, through our relationship with Comcast, looks to identify opportunities to enhance the operations of the venues we manage through resources brought forth by the Comcast family of companies. These opportunities include advertising such as discounted spot rates on television networks and digital outlets, special offers (i.e. two-for-one deals on television spots), creative cross-promotions with local affiliate networks such as NBC and Telemundo, and sponsorships. For the Santa Clara Convention Center, we have already identified several areas where this partnership will be beneficial and we are willing to include contractual language regarding these obligations.

Spectra & Comcast's Contractual Commitments:

- \$65,000 annual investment in advertising (TV and digital)
- Discounted advertising rates
- Complimentary venue technology audit
- Five-year eSports tournament commitment for N3RD Street Games

Additional details regarding our contractual commitments and the benefits our Comcast relationship brings to Santa Clara have been outlined below and on the following pages.

## **DISCOUNTED RATES FOR ADVERTISING**

As part of the Spectra family of managed venues, **the Santa Clara Convention Center will benefit from Comcast's Friends and Family Rates for TV and digital advertising** to promote the venue, events, and/or the destination in Santa Clara and other Comcast markets. Additional details regarding our commitment to TV and digital advertising and their use can be found in our answer to question two.

## **COMPLETE A TECHNOLOGY AUDIT THROUGH COMCAST TECHNOLOGY SOLUTIONS**

**Together with Comcast, we will examine and evaluate the Santa Clara Convention Center's current technology infrastructure.** Based on Spectra's vast knowledge of the meeting and show planner industry, coupled with Comcast's cutting edge technology, we will be able to make recommendations for future technology investments and redevelopment. This may include enhanced wifi, meeting spaces in the lobby with phones and screens, high definition interactive elements, DAS, and more.

Silicon Valley has always been in the forefront of technology trends, and with Spectra and Comcast as your partners, we will ensure the SCCC and Santa Clara remain a shining example of how technology affects events. As we all know, technology is a major component in the event-going experience and it is a main deciding factor for show planners. This is evident in the upcoming NHL All Star Game in San Jose and the technology SAP Center is showcasing. Through this audit, we can identify new technology that would benefit the SCCC and differentiate it from other Convention Centers.

## ESPORTS CONTENT

Comcast and Comcast Spectacor have made a significant investment in the emerging field of eSports. Comcast Spectacor owns the Philadelphia Fusion (Overwatch League) and the Trouble Bois (Fortnite), maintains working relationships with leading eSports event producer Epic Games, and holds an ownership stake in N3RD Street Games (NSG). N3RD Street Games is an eSports network that focuses on serving semiprofessional, amateur, and developing gamers.

NSG has created a National Championship Series that travels around the country to showcase eSports players to colleges and professional teams. They will be hosting hundreds of tournaments and trainings for Overwatch, Hearthstone, Call of Duty, PUBG, and multiple Fighting and Sports Games titles. The 2019 Grand Finals of the National Championship Series will be held in Denver but they will have Major events in Philadelphia, Los Angeles, Las Vegas, Arlington (TX), Chicago, Boston, Washington DC, Kansas City, and San Francisco.

We have already had many conversations with N3RD Street Gamers regarding the opportunity to bring content to the Santa Clara Convention Center. **They are pleased to make a five-year commitment to bring the San Francisco Major to the Santa Clara Convention Center if Spectra is selected as manager of the SCCC.** The San Francisco Major will be a three-day event that will consist of two single-player game tournaments and it is estimated to bring in 800 to 1,000 hotel room nights over the weekend each year. N3RD Street recently held a one-game Major in Atlantic City, NJ the weekend before Christmas, which resulted in over 400 hotel room nights for the City.

Spectra and NSG see Santa Clara as a future hub for eSports on the West Coast. There is tremendous opportunity to host additional trainings and tournaments throughout the year to fill open weekend days. Additionally, N3RD Street Games has begun developing dedicated eSports arenas and we believe Santa Clara and the Convention Center could be an ideal location for new arena development.

## COMMUNITY

As a matter of routine practice, Spectra always entrenches ourselves in the communities in which we serve. In Santa Clara, we are in the unique position where we already have deep community relationships, thanks to our partnership with Comcast. Lennies Gutierrez, Director of External Affairs for Comcast in the Bay Area currently serves as Board Chair of The Silicon Valley Organization. We would work closely with Lennies to attend The Silicon Valley Organization meetings, meet local business with the goal of bringing their business to the SCCC, and more.

Additionally, thanks to Comcast's and Lennies' relationships, we are well suited to help position the SCCC as a community-focused venue. With their involvement, the SCCC can host Internet Essentials Sign Ups, SCCC jobs can be featured at Comcast Career Fairs, and we can identify Comcast Cares Day locations in Santa Clara.

## ADDITIONAL IDEAS

As part of this process, we have brainstormed some additional ideas in which Comcast can be involved. While we believe these ideas have significant potential, we would need to work closely with the City of Santa Clara and Comcast to further confirm as events and schedules are finalized.

- Coordinate bringing NBCUniversal content to the Santa Clara Convention Center, including *American Ninja Warrior* and *The Voice*
- Run a Community Calendar of Convention Center Events on NBCBayArea.com
- Promote contest giveaways on NBCBayArea.com
- News Coverage for large scale events



**2. Based on the oral presentation discussion, are you willing to increase Comcast's \$50,000 financial commitment to promote the Convention Center? Please provide your recommended breakdown of how this commitment will be spent.**

Spectra is pleased to increase the financial investment in Comcast Spots to \$65,000 per year, which is a total value of \$975,000 over our 15 year agreement. In using this investment, Spectra and the Santa Clara Convention Center will receive a discounted, friends and family rate, allowing the investment to have a larger impact on the facility and potential events. We believe there are three effective ways to use this investment.

- Promote Spectra/SCCC created community events (Beer Festivals, Home & Garden Shows, etc.), which would result in bottom line savings to the SCCC and the City for that event
  - On average an event could spend \$15,000-\$25,000 in Comcast TV and Digital spots promoting to two to three Comcast Zones for a month - by utilizing our investment, these shows will not only be well promoted, they will not have to spend significant money to do so
- Sell spots to show planners and promoters, either at cost or for a profit
  - Our family and friends rate can be passed on to show planners, and used as an incentive when booking business
  - Spectra can serve as an Ad Agency and place ads for show promoters using our family and friends rate while the show is billed back at market rate, providing a positive bottom line impact for that event
- Lastly, all or a portion during a year could be provided to the New Santa Clara CVB to promote Santa Clara in other Comcast Regions such as Nashville, Denver, Miami, Washington DC, Austin, and more.

We believe the most effective option would be a combination of all three methods throughout the year, but we would work closely with the City and the new CVB to determine the best, most effective use year-to-year.

**3. Would Spectra be willing to increase its capital expenditure commitment? If so, by how much and under what conditions?**

Spectra is pleased to increase its capital investment by \$250,000 to a total of \$2 million, which may be dedicated to funding the costs of transition to Spectra, as well as other mutually agreed upon short-term capital improvements and initiatives at the SCCC as mentioned in our Response. The capital investments will be delivered to the City on the following schedule:

- \$1,150,000 in year one (Amortized over 15 years)
- \$550,000 in year six (Amortized over 10 years)
- \$300,000 in year 11 (Amortized over five years)

Each cash contribution will be amortized on a straight-line basis over the then remaining term of the agreement (15, 10, 5 years respectively). During the term of Spectra's engagement, the City shall not have to repay Spectra for the cash contributions. In the event Spectra's agreement expires or is terminated prior to the end of the various amortization periods, the City shall repay to Spectra the remaining unamortized balance of the cash contribution.



**4. What contractual commitments are you willing to make, such as the assessment of liquated damages, or reduced incentives, in the event that your expense and/ or revenue, and/or net income projections are not met?**

Spectra is confident in our projections for the City of Santa Clara and has a history of meeting and/or exceeding our annual operating budgets for our clients. When developing our budget for Santa Clara, we closely examined the building’s history, compared your event mix with our similar facilities, and identified opportunities for growth. The City can be confident Spectra will continue to closely examine the budget by setting monthly benchmarks and forecasting to those benchmarks to adapt as needed to achieve budget.

We understand the City’s desire to have contractual commitments to ensure the aforementioned process is met and upheld. As such, in the event Spectra does not achieve its annual budgeted Net Operating Income (beginning in year two of management), Spectra will rebate up to 50% of our incentive fees on a dollar-for-dollar basis to minimize the impact to the City.

**5. Please make any final adjustments to any aspect of your financial proposal with the objective of enhancing overall value to the City.**

As a result of our presentation and continued dialogue with key stakeholders, Spectra is pleased to make the following adjustments to our financial proposal, all of which are designed to enhance the overall value to the City, deliver our robust resources and support to the City, and ensure your bottom line continues to improve.

**BASE MANAGEMENT FEE**

Spectra will lower our Base Management Fee by \$10,000 per year to \$165,000.

**INCENTIVE FEES**

**Quantitative Incentive Fee**

Spectra has revised our Quantitative Incentive Fee to be based upon improvement of the bottom-line, as opposed to solely on operating revenue as previously submitted. This change will benefit the City of Santa Clara as Spectra will be focused on both growing revenues and controlling operating expenses, thus ensuring Spectra will only earn Quantitative Incentive Fees if we improve upon the already strong operating results of the SCCC.

We propose to earn a Quantitative Incentive Fee based upon the improvement over an agreed upon Net Operating Income Benchmark, which we suggest be based upon the average of Fiscal Years 2018 and 2019 (when completed), as follows:

AMOUNT OF IMPROVEMENT OVER BENCHMARK*	PERCENTAGE TO CITY	PERCENTAGE TO SPECTRA
Up to \$165,000	100.0%	0.0%
From \$165,000 to \$500,000	92.0%	8.0%
From \$500,000 to \$1,000,000	90.0%	10.0%
Over \$1,000,000	88.0%	12.0%

- \*Percentages are paid to Spectra at their respective step and are not retroactive
- The agreed upon Benchmark will also be subject to annual increases based upon the same CPI factor used to increase our Base Fee

**The City will retain the first \$165,000 of improvement as a means to first recoup Spectra’s Base Management Fee prior to Spectra sharing in additional bottom-line improvement.**

## **ANNUAL FEE CAP**

Spectra is willing to cap our total fees (inclusive of base and incentive fees) at \$400,000 annually.

## **FEE REBATE**

As previously mentioned in question four, in the event Spectra does not achieve its annual budgeted Net Operating Income (beginning in year two of management), Spectra will rebate up to 50% of our incentive fees on a dollar-for-dollar basis to minimize the impact to the City.

## **CORPORATE RESOURCES & SUPPORT**

- To address the City's desire for a Corporate presence, we are pleased to cover the reasonable costs of our commitment to 12 corporate, senior level visits annually
- Spectra will commit to bring our Annual Leadership Meeting to the Santa Clara Convention Center within the first five-years of our agreement
  - This conference is a three to four day conference, which will bring approximately 150 attendees to Santa Clara, which will generate 400+ room nights
- Spectra will not pursue another Convention Center within 100 miles of Santa Clara without the City's consent, to ensure Santa Clara remains Spectra's sole focus in the region

**At the end of the document, please find Spectra's full, complete Best and Final Financial Proposal.**

### *Additional Clarifications*

#### **FOOD AND BEVERAGE PER CAPS**

In our presentation, a member of the Selection Committee asked us to address our food and beverage per caps in the pro forma. We have worked with our food and beverage and financial teams to provide an analysis.

When developing our pro forma, we used per caps from our own facilities to develop our sales projections. When looking forward, we wanted to maintain a conservative outlook in keeping per caps steady, as we don't currently control pricing, Aramark does. We did include a small increase each year, which is driven mostly by event mix at this time. This is thanks in part to our efforts to generate more events and increased attendance, which would drive additional top line sales.

# BEST AND FINAL OFFER (BAFO) FINANCIAL PROPOSAL

Spectra is pleased to present the City of Santa Clara (“City”) with our Best and Final Fee Proposal for Management and Operation of the Santa Clara Convention Center (“SCCC”). We believe our compensation should be focused on the City’s goals for the SCCC, and take both financial and non-financial goals into consideration. We have addressed the key goals of growing revenues, controlling expenses, achieving superior service, and providing excellence in asset protection for the City.

## TERM OF THE MANAGEMENT AGREEMENT

Per the RFP, the term of the agreement will be for five (5) years with the City having the option to extend the agreement for two (2) additional five (5) year options.

## BASE FEE

- One Hundred and Sixty-Five Thousand Dollars (\$165,000) per year, which is a \$10,000 reduction from our previous submittal
  - 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 3% in any fiscal year

## INCENTIVE FEES

### QUANTITATIVE INCENTIVE FEE

Spectra will earn a Quantitative Incentive Fee based upon the improvement over an agreed upon Net Operating Income Benchmark, which we suggest be based upon the average of Fiscal Years 2018 and 2019 (when completed), as follows:

AMOUNT OF IMPROVEMENT OVER BENCHMARK*	PERCENTAGE TO CITY	PERCENTAGE TO SPECTRA
Up to \$165,000	100.0%	0.0%
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Over \$1,000,000	88.0%	12.0%

- \*Percentages are paid to Spectra at their respective step and are not retroactive
- The agreed upon Benchmark will also be subject to annual increases based upon the same CPI factor used to increase our Base Fee

**The City will retain the first \$165,000 of improvement as a means to first recoup Spectra’s Base Management Fee prior to Spectra sharing in additional bottom-line improvement.**

### QUALITATIVE INCENTIVE FEE

Spectra may earn up to Twenty Thousand Dollars (\$20,000) annually based upon the City’s evaluation in the following suggested areas:

- Results of Customer Service Surveys
- Achievement of Economic Impact Goals
- Achievement of Annual Event Goals
- Community/Stakeholder Involvement (City, CVB, hotels, labor unions, etc.)
- Repairs & Maintenance/Capital Planning/Asset Protection

We will work with the City to assign a weight (totaling 100 points) to each of the above criteria. Spectra will be evaluated, with a score being given for each. Spectra’s total score as a percentage of the total available points will be applied to the maximum fee for which we are eligible, resulting in a Qualitative Incentive Fee payable to Spectra.

## **ANNUAL FEE CAP**

Spectra is willing to cap our total fees (inclusive of base and incentive fees) at \$400,000 annually.

## **FEE REBATE**

In the event Spectra does not achieve its annual budgeted Net Operating Income (beginning in year two of management), Spectra will rebate up to 50% of our incentive fees on a dollar-for-dollar basis to minimize the impact to the City.

## **CAPITAL INVESTMENT**

Spectra is pleased to increase its capital investment by \$250,000 to a total of \$2 million, which may be dedicated to funding the costs of transition to Spectra, as well as other mutually agreed upon short-term capital improvements and initiatives at the SCCC as mentioned in our Response. The capital investments will be delivered to the City on the following schedule:

- \$1,150,000 in year one (Amortized over 15 years)
- \$550,000 in year six (Amortized over 10 years)
- \$300,000 in year 11 (Amortized over five years)

Each cash contribution will be amortized on a straight-line basis over the then remaining term of the agreement (15, 10, 5 years respectively). During the term of Spectra's engagement, the City shall not have to repay Spectra for the cash contributions. In the event Spectra's agreement expires or is terminated prior to the end of the various amortization periods, the City shall repay to Spectra the remaining unamortized balance of the cash contribution.

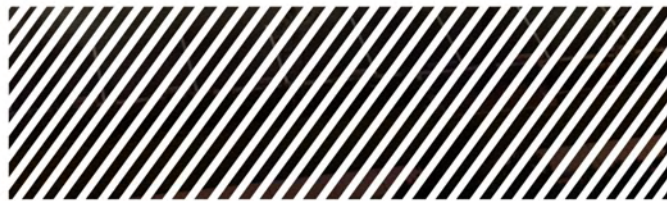
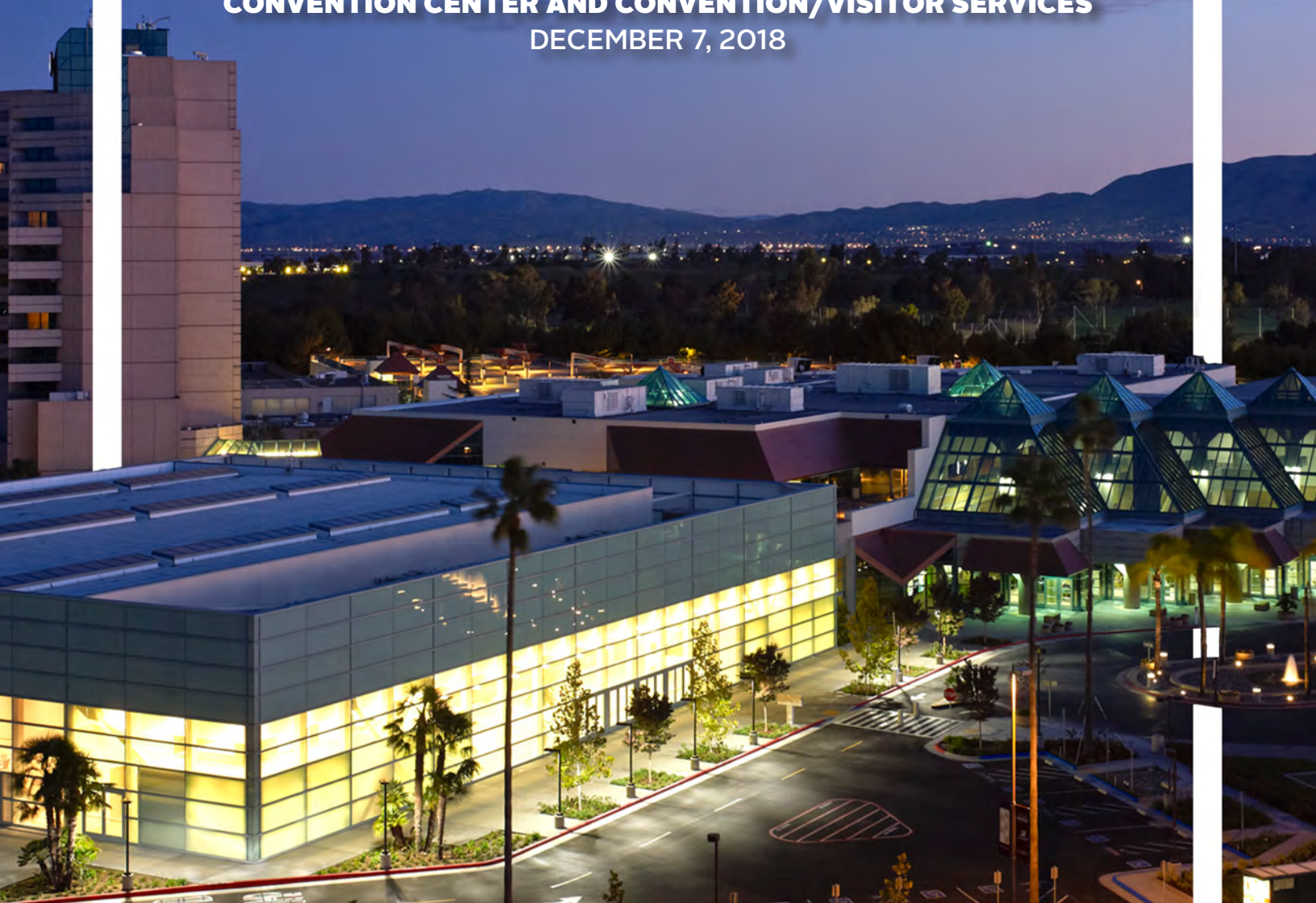
## **POTENTIAL STUB YEAR**

Due to the fact that our agreement would begin during the current fiscal year, Spectra would suggest that our agreement begin with a "stub" year through the end of the City's current fiscal year and then run for a full five (5) year term. During the stub year, Spectra would typically earn only a prorated Base Fee and Qualitative Incentive Fee but will not be eligible for Quantitative Incentive. This is a common practice and has worked very well with other Spectra clients as it allows for Spectra to assume management. Any impact we make would be built into the agreed upon benchmark for the purposes of our Quantitative Incentive Fee for subsequent years.





**REQUEST FOR PROPOSAL**  
**CMO-001**  
**MANAGEMENT AND OPERATION OF THE SANTA CLARA**  
**CONVENTION CENTER AND CONVENTION/VISITOR SERVICES**  
**DECEMBER 7, 2018**



**SPECTRA**





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**COVER LETTER**

DEVELOPMENT  
ADVOCACY



**TOM MCDONNELL**

Vice President, Business Development & Client Relations

3601 South Broad Street Philadelphia, PA 19148

O: 215.952.5242 M: 215.847.8520 | E: Tom\_McDonnell@comcastspectacor.com

December 7, 2018

Mark Giovannetti  
Purchasing Manager  
City of Santa Clara  
1500 Warburton Avenue  
Santa Clara, CA 95050

Dear Mark,

On behalf of Spectra, I am pleased to submit our Response to RFSCP CM0-001 for Management and Operation of the Santa Clara Convention Center and Convention/Visitor Services. We have spent a considerable amount of time researching the market and current operations to develop a customized proposal for what we feel is the right structure for the City of Santa Clara. To accomplish this, we have met with many key stakeholders, including the Santa Clara Tourism Improvement District (SCTID), hoteliers such as the Hyatt Regency and Hilton Santa Clara, current and former SCCC building staff, Aramark, Smart City Networks, the San Francisco 49ers, and the Silicon Valley Organization. Additionally, we were able to attend the Santa Clara Convention Center Governance and Business Engagement, as well as the Silicon Valley Leadership Group Annual Lunch in order to fully understand the current structure and the City's goals, so that we could present the most viable solution for the SCCC and CVB to the City.

For the City of Santa Clara, we have developed a customized plan that includes Spectra managing the operations of the Santa Clara Convention Center, and assisting the SCTID and other local stakeholders in the development of a community-focused CVB. We believe a change from the current model of a sole operator will allow for greater individual focus on both the SCCC and the overall promotion of the City of Santa Clara. Our proposed approach for this structure has been formed based on conversations with local stakeholders and our extensive experience collaborating with CVBs operating under various reporting structures in the respective cities where we operate convention centers. We envision the new Santa Clara CVB to be developed with representation from Spectra corporate support, SCCC management, the City, SCTID, community groups, local businesses, JLL, and others. Our proposed General Manager candidate, Justin Markle, brings more than 13 years' experience in successful convention center operations and CVB relations, and is the ideal candidate to oversee this critical process. Spectra prides ourselves on being flexible for our clients, and we are willing to modify this plan to ensure that the final outcome is one that brings together the SCCC, CVB, hotels, and City of Santa Clara as one team with common goals.

We believe this approach is the best strategy to most effectively manage the SCCC, while also enhancing the economic impact to the City through an integrated sales and marketing approach with the CVB, ultimately resulting in improved room night generation and a greater number of visitors to the City of Santa Clara. As a result of this custom approach, **we have estimated that we can generate 17% more event days and 33% more attendance over the SCCC's previous three-year average in our first year of operations. Additionally, we anticipate our operations will result in a 30% increase to the bottom line versus FY18.**

Spectra is the expert in hosting and entertaining, as we provide our clients with solutions and services that amplify the customer experience. Our expertise is embodied within three divisions: Venue Management, Food Services & Hospitality, and Partnerships. This holistic approach sets Spectra apart in the industry and provides us with a complete understanding of the guest experience, while also allowing us to tailor our operations to be efficient, creative, and engaging. Spectra is a leader in venue management with 173 venues in our client portfolio, including 45 convention centers ranging from midsize facilities such as the Utah Valley Convention Center in Provo, UT, to predominant convention centers such as the Miami Beach Convention Center in Miami Beach, FL and our newest partner, Kay Bailey Hutchinson Convention Center Dallas in Dallas, TX. We have a proven track record managing convention centers across the country, and we have successfully overseen facilities of similar size and in comparable markets to the SCCC and Santa Clara, like the Palm Beach County Convention Center in West Palm Beach, FL and the St. Charles Convention Center in St. Charles, MO, located 20 miles outside of St. Louis.

Spectra also has a significant, non-competitive local presence in northern California through our operations at Avaya Stadium in San Jose, CA; Cal Expo and Papa Murphy's Park in Sacramento, CA; Alameda County Fairgrounds in Pleasanton, CA; and Sonoma County Fairgrounds in Santa Rosa, CA. We understand the region and how to best serve your customers, and the Santa Clara Convention Center will be Spectra Venue Management's priority in the region and our marquee convention center in northern California.

Spectra is owned by Atairos, an independent private company focused on supporting growth-oriented businesses across a diverse set of industries, and backed by Comcast Spectacor, an industry leader in sports and entertainment with a broad portfolio of professional sports teams, live entertainment assets, and strategic partners. This support gives us access to resources no other company can provide. Through our ownership structure, we are also affiliated with Comcast NBCUniversal, one of the nation's leading providers of entertainment, information, and communications products and services, with two primary businesses, Comcast Cable and NBCUniversal. Comcast operates NBC Sports Bay Area and NBC Sports California, the primary regional sports networks for Santa Clara and the surrounding region, as well as Santa Clara's local affiliate news station, KNTV/NBC Bay Area.

Through our Comcast relationship and our unique ownership structure, Spectra looks to identify opportunities to enhance the operations of the venues we manage through resources brought forth by the Comcast family of companies. As your venue manager, we are pleased to offer a package of complimentary Comcast television advertising (30- and 60-second spots) to be broadcast on a selection of networks including but not limited to NBC, MSNBC, CNN, Bravo, and ESPN in key Comcast markets that are home to major meeting planners, including Washington D.C.; Indianapolis, IN; Atlanta, GA; Chicago, IL; Miami, FL; Philadelphia, PA; and Nashville, TN.

In addition to the unique advantage and broad reach the SCCC will enjoy through this Comcast television advertising, our team will ensure the SCCC is being prominently featured at trade shows and in trade publications industry-wide. Spectra's exclusive national and regional marketing and promotion programs will position the SCCC as the "go to" place for everything from major conventions and tradeshow to community events of all kinds



## **CUSTOM APPROACH FOR SANTA CLARA**

Throughout our many conversations during this process, we have heard the desire for the SCCC to become a first-class facility in the convention industry. We understand your need for an operator that is flexible, creative, customer-centric, and transparent. Spectra is the best-suited company to accomplish your goals and exceed your expectations. Our vision for the Santa Clara Convention Center is focused on accomplishing this mission, and is further detailed throughout the enclosed Background and Project Summary and Response, and our plans include the following:

- Highly-qualified General Manager Candidate in Justin Markle, who is an expert in convention center sales and marketing, results-driven, proactive and strategic in his approach, and passionate in the development of his team. Justin's experience and proven success in driving sales and events will ensure success for the SCCC, as well as the CVB and City of Santa Clara.
- Increasing sales representation for the Santa Clara Convention Center across the country through Spectra's Global Prospecting System (GPS); recent leads booked at multiple Spectra-managed convention centers through GPS include national events like Jurassic Quest and Mary Kay Meetings.
- Inclusion in Spectra's National Marketing Plan to increase exposure of the SCCC to event planners and organizers across our industry, which includes representation at annual meetings like IAEE's Expo! Expo!, PCMA's Convening Leaders, The Special Event (TSE), and MPI's World Education Conference, to name just a few.
- Incorporating the SCCC into our network of over 150 marketers, creating a customized sales and marketing plan, while using best practices established within other Spectra venues.
- Drive additional content, with an emphasis on weekend groups, such as youth sports and esports tournaments, by utilizing our extensive network of event planners.
- Corporate Support and oversight from Spectra's leaders – including Senior Vice President, Convention Centers, Dave Anderson – who brings decades of experience and proven success in event booking, sales and marketing, and venue operations to the City of Santa Clara.
- Implementing Spectra's turnkey management and operating policies and procedures to ensure efficient operation of the SCCC.
- Re-evaluating the booking policy and space availability in a relatively full calendar in collaboration with the CVB and area hotels to enhance the economic impact to the City of Santa Clara.
- Maintaining financial transparency utilizing our best-in-class processes, procedures, and standards to provide custom reports to the City of Santa Clara on a regular basis.
- Reinventing the customer experience through an emphasis on training and the implementation of Spectra's GREAT Experience Customer Service Program.
- Ability to support the SCCC with any future capital improvement or expansion plans through our expert Facility Design team, which is currently overseeing the completion of a \$620 million renovation to the Miami Beach Convention Center in Miami Beach, FL.
- Strong working relationship with developers of Santa Clara's future CityPlace, the Related Companies, with whom Spectra worked on a similar project for CityPlace in West Palm Beach, FL adjacent to the Spectra-operated Palm Beach County Convention Center.

**Conclusion**

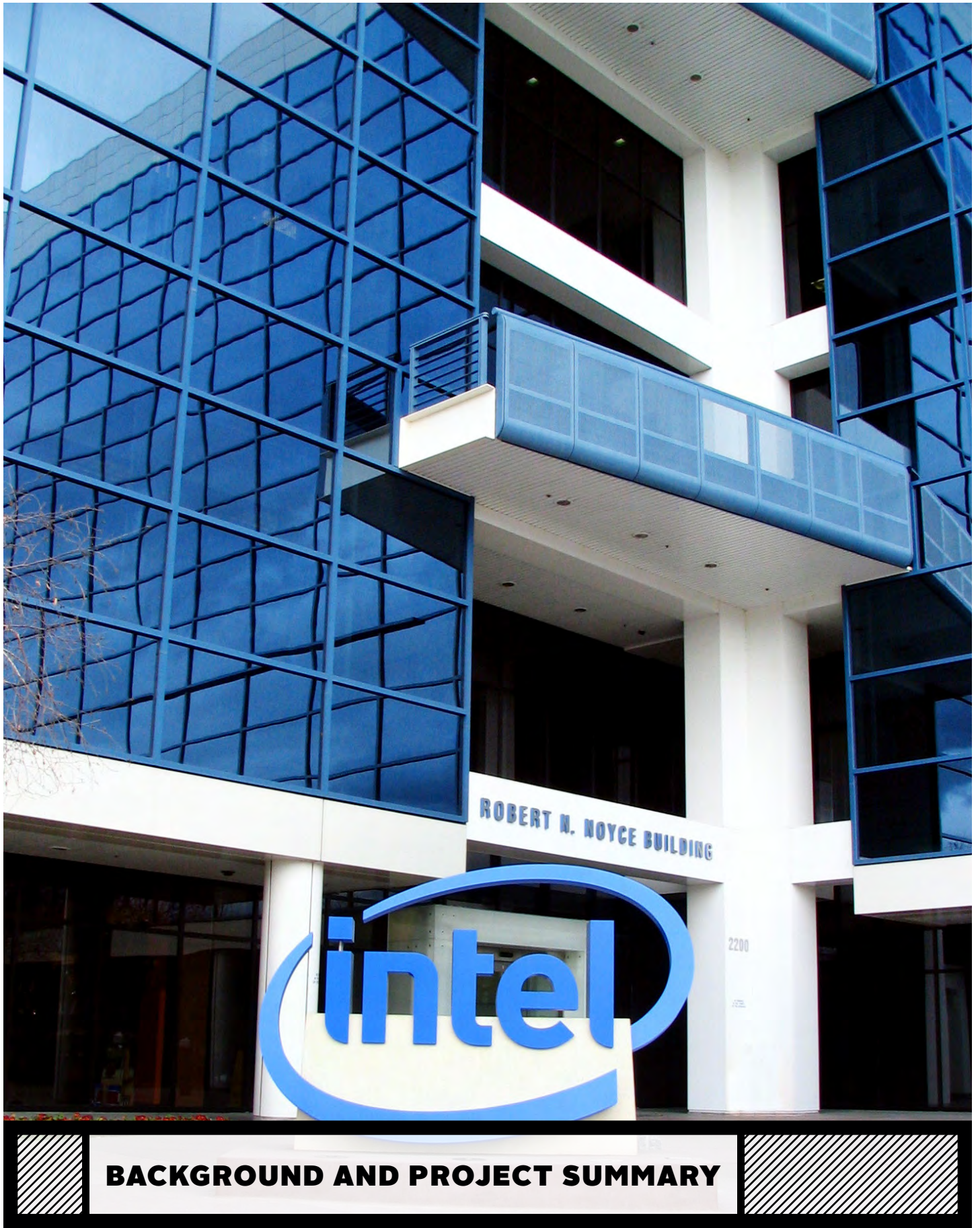
Spectra is an enthusiastic, dependable, and experienced partner known for going above and beyond the expectations of our clients. We are extremely excited about your vision for the Santa Clara Convention Center and CVB, and we look forward to the opportunity to work together in this new chapter for the City of Santa Clara.

Should you have any questions or comments regarding our RFP Response, please do not hesitate to contact me at 215-847-8520 or via email at [Tom\\_McDonnell@comcastspectacor.com](mailto:Tom_McDonnell@comcastspectacor.com).

Sincerely,

A handwritten signature in blue ink that reads "Tom McDonnell". The signature is fluid and cursive, with the first name "Tom" and last name "McDonnell" clearly legible.

Tom McDonnell  
Vice President, Business Development & Client Relations



**BACKGROUND AND PROJECT SUMMARY**



# BACKGROUND AND PROJECT SUMMARY

## SPECTRA & THE CITY OF SANTA CLARA

### **PARTNERSHIP WITH SANTA CLARA**

Spectra is committed to supporting the SCTID and City in the development of the optimal structure for the new Santa Clara CVB. Our sales team at the SCCC will work in collaboration with the CVB to establish an integrated approach to the sales and marketing initiatives promoting the SCCC and Santa Clara in order to maximize the economic impact to the City.

### **EVENT BOOKING CAPABILITIES & SUPPORT**

We will leverage our ability to employ strategic, creative, and impactful booking tactics to maximize the event schedule for the Santa Clara Convention Center with an emphasis on multi-day weekend events. To increase bookings on these days, we have targeted youth sports and esports content, which we are aware the City is extremely interested in bringing to the SCCC. Spectra has extensive relationships in both of these industries, which we will leverage for the City.

### **TRANSPARENT OPERATIONS**

Spectra's comprehensive management policies and procedures implemented at the SCCC will ensure transparent reporting to the City, stakeholders, and the Santa Clara community.

### **CONVENTION CENTER MANAGEMENT**

The Santa Clara Convention Center will join a strong network of 44 convention centers throughout North America, benefiting from increased exposure as well as our network of best-practice sharing, lead generation, Global Prospecting System, and National Marketing Plan. This includes representation at industry events like IAEE's Expo! Expo!, MPI's World Education Conference, ASAE's Springtime Expo/ Xperience Design Project, TSAE Annual Meeting, and IMEX America, among others.



# SPECTRA'S EXPERIENCE

**15,000**  
EVENTS HOSTED ANNUALLY

**18**  
YEARS IN  
BUSINESS

**2,885**  
FULL-TIME  
EMPLOYEES

**23M**  
GUESTS HOSTED  
ANNUALLY

**173**  
MANAGED  
VENUES

**45**  
CONVENTION  
CENTERS

**66**  
ARENAS &  
STADIUMS

**18**  
THEATERS/  
PACS

**44**  
SPECIALIZED  
VENUES

## NEWEST SPECTRA VENUE



**KAY BAILEY HUTCHISON**  
CONVENTION CENTER DALLAS

Spectra was recently chosen as the new manager of the Kay Bailey Hutchison Convention Center Dallas in Dallas, TX through a highly-competitive bid process.



## COMPANY BACKGROUND

### THE RIGHT COMPANY FOR SANTA CLARA

With your desire to set the Santa Clara Convention Center apart from its competition, you need a partner who is focused on your mission, is not conflicted with other competitive convention centers, provides an efficient and transparent operational approach, and is committed to working closely with the local community, including the new Santa Clara CVB, SCTID, the City, and local businesses and attractions – Spectra is that partner.

## SUCCESS AT COMPARABLE VENUES



MIAMI BEACH CONVENTION CENTER  
MIAMI BEACH, FL

# \$600K+

IN SHORT-TERM BUSINESS BOOKED IN  
FIRST YEAR OF MANAGEMENT

PALM BEACH COUNTY CONVENTION CENTER  
WEST PALM BEACH, FL

# \$1M+

MORE REVENUE GENERATED  
THAN BUDGETED FOR IN FY17



OVERLAND PARK CONVENTION CENTER  
OVERLAND PARK, KS

# 4.8

OVERALL SCORE IN CUSTOMER  
EXPERIENCE SURVEYS



## OUR APPROACH FOR THE SCCC STRUCTURE FOR THE SCCC AND CVB

Throughout this process, Spectra has met with key stakeholders and members of the Santa Clara community, including the Santa Clara Tourism Improvement District (SCTID), the San Francisco 49ers, local hoteliers like the Hyatt Regency and Hilton Santa Clara, SCCC building staff, Aramark, and the Silicon Valley Organization, in order to be fully informed to develop the most effective operational structure for the Santa Clara Convention Center and CVB. Every market is different, so we believe that in order to be successful in Santa Clara, it is important to engage key stakeholders throughout the process, and to take into consideration their opinions and needs so that we are all working as one.

As a result of these conversations, as well as our extensive experience successfully operating convention centers in tandem with local CVBs, hotels, and key stakeholders in markets around the country, Spectra has developed a model for the City of Santa Clara to separately operate the SCCC and CVB in order to elevate operations, revenue generation, and economic impact, as well as solidify the SCCC as the first-class facility the City desires and the meeting industry admires. Our model will also ensure that all key decision makers' priorities are taken into account so that all of our collective goals are achieved.

With our operating plan, Spectra will manage venue operations and control the booking calendar at the SCCC, and our sales team will have the sole responsibility to book short-term

business, and act in partnership with the CVB sales team to book long-term business.

Our sales teams (Spectra/CVB) will also work as one to represent the SCCC regionally, nationally, and internationally, through joint sales missions, a single sales and marketing plan, and a common room night booking goal that will guarantee collaboration every step of the way. Additionally, we will actively work with local entities (such as the SCTID, the City, JLL, and other relevant community groups) to develop the most efficient structure of the new CVB that will lead to the greatest economic impact for the City of Santa Clara and maximize collaboration between the SCCC, the CVB, and community partners. Our operating plan will also allow us to manage the current booking calendar in the most efficient way from day one, which will guarantee a smooth transition, no lost business, and sufficient time for Spectra, JLL, and local stakeholders to create the most effective setup for the new CVB.

We take pride in the excellent working relationships we have established with CVBs across the country. Our team will leverage this experience to work with the aforementioned local entities in developing the ideal structure to ensure an efficient and prosperous Santa Clara CVB and SCCC. Spectra understands that in order to maximize the economic impact to Santa Clara, it is imperative that the SCCC, CVB, and the hotel community are operating in constant collaboration and that there is a clear understanding and agreement of the overriding goals.

## YEAR 1 RESULTS WITH NEW SCCC/CVB MODEL

**17%** INCREASE IN EVENT DAYS  
OVER SCCC THREE-YEAR  
AVERAGE

**33%** INCREASE IN ATTENDANCE  
OVER SCCC THREE-YEAR  
AVERAGE

**30%**

BOTTOM-LINE  
INCREASE OVER FY18

Immediately upon arrival, Spectra will set up a stakeholder meeting to review the current booking calendar, determine need times, and set initial goals relating to long-term bookings while the CVB is under redevelopment. Once the CVB is established, we will set a joint booking goal that both the Spectra SCCC and CVB sales teams will work towards. These goals will be approved by the City, and will align with the needs of the hotels in the surrounding area. Along with the joint goals, we will create a uniformed business valuation process, which will allow the SCCC and CVB to evaluate all current and new long-term group room night leads based on a set of agreed upon criteria. This evaluation process will assure all parties that the right piece of business is being booked at the right time for the SCCC.

We firmly believe that the operating plan described above will produce exactly what the City of Santa Clara, the hotel community, and local stakeholders desire. At the same time, we are very open to talking through each step of the process and our daily operating plan to ensure that the goals of all parties involved are met. While the success of the SCCC will be a top priority to Spectra, the success of the CVB, hotels, and surrounding businesses is also very important to us.

### **STRONG LEADERSHIP**

This process will be led by the head of Spectra's Convention Center division, Senior Vice President of Convention Centers, Dave Anderson. Dave brings to the City of Santa Clara over 20 years of industry experience, including serving as General Manager of the Palm Beach County Convention Center, which operates as one of the most successful convention centers of its size in the U.S. Dave's local relationships with the CVB, hotels, and County officials are a model for what Santa Clara can expect in the very near future. To support Dave, we are proud to present Justin Markle as our General Manager candidate for the SCCC. Justin has spent his entire career in the convention center industry, and has proven his ability to position venues across local, regional, and national market segments, as well as work in partnership with CVBs, hotels, and community stakeholders to achieve common goals. This experience will prove invaluable during the development of the new CVB to ensure that the structure encourages ongoing collaboration and drives revenue. Through the combination

of Dave, Justin, and Spectra's convention center network, we will provide the highest level of experience in facility oversight and CVB, hotel, and stakeholder collaboration.

### **ENHANCING THE ECONOMIC IMPACT TO SANTA CLARA**

Throughout our in-market meetings, a reoccurring topic of conversation was the need to revamp the SCCC's booking policies to be more collaborative and strategic. For an event calendar that is relatively full, it is important to efficiently book groups and event dates in order to drive more room nights and maximize the economic impact for the City of Santa Clara.

### **NATIONAL MARKETING PLAN**

Through our National Marketing Plan, the Santa Clara Convention Center will be promoted through tradeshow participation, trade publication advertising, and our lead-sharing program. For example, Spectra will be attending IAEE's Expo! Expo! in New Orleans, LA this month to promote Spectra-managed convention centers. In addition, we will aggressively pursue events that are a fit for the SCCC and that will produce maximum economic impact, including national tradeshows and conventions, consumer shows, large meetings, sporting events, and events that align with the culture of Santa Clara and the Silicon Valley. For example, we think there is potential to increase the amount of sports activity on the weekends that would bring families participating in the tournaments to local hotels for the weekends.

## **INDUSTRY LEADERSHIP**





## GLOBAL PROSPECTING SYSTEM

In addition to tradeshow participation, Spectra's Global Prospecting System (GPS) database provides access to contacts of show managers, association executives, trade show organizers, and special event producers. This also allows lead-sharing between all venues, effectively having sales teams for Santa Clara in all of the markets where Spectra operates.

## YIELD MANAGEMENT

For the SCCC, Spectra will examine your current booking policy and will work closely with local hotel operators to create a process of identifying need times to help ensure that we are targeting the business that will provide the greatest impact. Additionally, we will identify creative use of space to allow for more flexibility when scheduling events.

We understand the need to be in constant communication with local hotels and the SCTID so that events are booked with the maximum economic impact in mind. For this reason, we have proposed the aforementioned structure for the CVB; no longer will small group events be booked for one day at the SCCC when there is potential to book larger groups that will put heads in beds for multiple nights. Our sales team will collaborate with the CVB on bookings, and value business based on total economic impact to the City, and not just to the SCCC alone.

## GPS SUCCESS

Spectra's Global Prospecting System (GPS) supported successful lead sharing for the Jurassic Quest Consumer Show, which has been booked at seven (7) Spectra-managed convention centers 15 times since 2015.

## RESULTS

**\$1M+**  
IN GROSS REVENUE  
FOR SPECTRA VENUES

## WEEKEND CONTENT

Through our due diligence conducted during this process, we see ample opportunity to improve weekend bookings at the SCCC, especially focusing on generating activity that not only utilizes the venue for multiple days, but also brings groups to the City and increases room nights at local hotels and spending at local restaurants and attractions. We have identified a number of solutions to drive content on the now under-booked weekend dates, which we have expanded upon in our Response, and are highlighted below.

### Esports

We are aware of the City's interest in bringing esports content to the SCCC, since esports is becoming one of the hottest and growing trends in the entertainment industry. Through our corporate relationship with Comcast Spectacor, which owns multiple esports teams and has an ownership stake in esports network N3RD Street, Spectra can leverage these unparalleled resources to bring esports events to the Santa Clara Convention Center.

### Self-Created/Community Events

Throughout our network of venues, Spectra onsite teams creatively fill what would otherwise be dark days at their respective facilities. These self-created and/or self-promoted events are relatively inexpensive to produce, generate an additional source of revenue on a vacant day, and engage the local community.

**At the Iowa Events Center in Des Moines, IA, Spectra recently hosted the 10th annual Iowa's Premier Beer, Wine, and Food Festival, which was originally created to help fill dark days at the complex. This past year, the event sold over 6,500 tickets for over \$128,000 in gross revenue.**



### **WORLD-CLASS MARKETING**

Spectra not only books more shows, but we market and promote them like nobody else in the industry. Our highest priority is to create an exciting, holistic experience that brings guests back again and again. Show planners prefer to book Spectra-managed venues as they know their events will receive best-in-class sales and marketing attention.

### **DEDICATED RESOURCES**

Our experience has taught us that dedicating the proper resources and developing a customized and comprehensive plan are vital aspects of a venue's sales and marketing efforts. For this reason, we propose hiring a dedicated sales and marketing team. These individuals will receive hands-on support from some of the industry's most recognized and respected marketers, including our SVP and Chief Marketing Officer, Bob Schwartz, and Senior Vice President of Convention Centers, Dave Anderson. Together, Bob and Dave provide invaluable resources to effectively marketing the SCCC.

A 25-year industry veteran, Bob has played an instrumental role in establishing Spectra's reputation throughout the country. He, along with our network of more than 150 regional and onsite marketers, will support the SCCC through regular marketing calls, annual marketing meetings, and our company-wide intranet (Intraspect), which provides useful and turn-key templates and case studies for our marketers.

Dave Anderson heads our Convention Center division and has countless contacts throughout the industry. With the support of Carrie Jackson, Assistant General Manager at the Iowa Events Center in Des Moines, IA; and Michelle Hopewell, Regional Director of Marketing based at the Duke Energy Convention Center in Cincinnati, OH; the SCCC will be prominently promoted through our National Marketing Plan and benefit from lead sharing through our proprietary Global Prospecting System.

Spectra does not rely on traditional media alone to promote our managed venues. We go the extra mile and drive results through incorporating elements of digital marketing, grassroots campaigns, and public relations efforts into our marketing plans.



## THE COMCAST ADVANTAGE

Spectra, through our relationship with Comcast, looks to identify opportunities to enhance the operations of the venues we manage through resources brought forth by the Comcast family of companies. **Through our unique ownership structure, we are pleased to offer the City a complimentary package of Comcast television advertisement spots that will be prominently featured across the country in key Comcast markets that are home to major meeting and event planners, including Washington D.C., Chicago, Miami, Indianapolis, Atlanta, Philadelphia, and Nashville. These 30- and 60-second spots will be broadcast across networks including but not limited to NBC, MSNBC, CNN, ESPN, and Bravo. The broad reach of these promotions will help solidify Santa Clara and the SCCC as a first-class destination nationwide to hold major conventions, tradeshows, and the like.**

In addition to this national exposure, as your partner we will work to find additional opportunities with Comcast NBCUniversal that best benefit the SCCC, the City, and the community, which could include creative cross-promotions with local affiliate networks such as NBC and Telemundo; in-venue technology and connectivity; and/or sponsorships. Examples of how Comcast has benefited our client partnerships in other markets include:

- **Wells Fargo Complex, Philadelphia, PA** – Comcast, through their technology enhancements in the Wells Fargo Center and relationship with the Democratic National Convention, played a significant role in the City of Philadelphia and the Wells Fargo Complex’s ability to secure the 2016 Democratic National Convention. Their presence also directly supported our ability to host the Republican National Convention in 2000. Additionally, for all events, we work closely with Comcast Spotlight and the local NBC affiliate to develop cross-promotions and advertise upcoming events at the Wells Fargo Center.
- **Atlantic City Convention Center and Boardwalk Hall in Atlantic City, NJ** – Our client in Atlantic City came to Spectra with a need to access our resources to attract major events to Atlantic City beyond the services we provide for the Atlantic City Convention

Center and Boardwalk Hall. The Golf Channel’s World Long Drive (a Comcast property) fit the CRDA’s budget and objectives. Spectra was able to connect the Golf Channel with our client, supporting all aspects of the process including the initial presentations, finalizing the agreement, and promoting a successful World Long Drive event with the Golf Channel. Our client commented that it was an incredible event and they received nothing but compliments from the attendees and those who watched on the Golf Channel, all who pointed out how well the event showcased Atlantic City.

- **Sandler Center, Virginia Beach, VA** – Spectra worked with Comcast’s Richmond, VA, office to develop a partnership to use their reach to promote Virginia Beach, VA, tourism along with the Sandler Center. This supported our client’s goal of drawing visitors from outside the region to Virginia Beach.
- **Toyota Park, Bridgeview, IL (home to MLS Chicago Fire)** – As part of our recently completed Food Services & Hospitality and Venue Management agreements, Spectra was able to secure a venue sponsorship deal and advertising spots from Comcast for our client (the Village of Bridgeview, IL) to promote the team, the stadium, and its events.
- **Top Chef Branded Concept** – Spectra, through our Comcast relationships, worked directly with the Bravo Network to develop a proprietary and first-of-its-kind Top Chef high-end concession concept to offer to our clients. This was recently implemented at Toyota Park (home to MLS Chicago Fire).
- **Chafietz Arena at St. Louis University, St. Louis, MO** – Comcast helped secure the Men’s Gymnastic Olympic Trials at Chafietz Arena; the event was televised nationally on NBC.



## **POLICIES AND PROCEDURES**

Spectra's corporate team will implement our turnkey management policies and procedures that will ensure the SCCC operates efficiently, transparently, and effectively. For the Santa Clara Convention Center, we will develop custom operations manuals, preventative maintenance programs, standard operating procedures, and reporting practices in collaboration with the City.

Our onsite management team will report directly to the City of Santa Clara. We will conduct regular meetings and provide custom financial and operational reports as the City desires. Detailed reports typically produced on a weekly, monthly, and annual basis, detailing costs and operations functions in any format the City requests.

Additionally, Spectra uses a variety of reports that will also be submitted to our senior management team for review. Our comprehensive system will ensure complete transparency and regular communication between the SCCC team and the City.

## **TRANSITION**

We understand that transitioning to a new management company can be a stressful or worrisome time for current employees. Recognizing this, Spectra has developed a dedicated onboarding department, whose sole focus is ensuring a seamless transition to the Spectra family.

Our Client Experiences Department, led by Jacque Holowaty, Vice President of Client Experiences, will work directly with our onsite General Manager and SVP Dave Anderson to smoothly welcome the SCCC team to Spectra.

This department is unique to Spectra, and no other company commits this level of personal dedication and attention to facilitating client partnerships. The Client Experience Department plays an integral role in overseeing the process of educating your employees on Spectra, providing information about benefits, and ensuring that every aspect of our operation is ready for success. Additionally, for the Santa Clara Convention Center, we have taken the first step in developing a 90-day action plan for our GM. As General Manager, it is important they work hand-in-hand with this department to also communicate with clients and other City officials. And we don't stop there. Ninety days after the first Spectra event, our managers meet with the City of Santa Clara to make sure there is complete satisfaction with the new relationship. Spectra also administers an annual Client Satisfaction Survey, to ensure that we are delivering on our promises and accomplishing your goals and objectives. Additionally, Spectra executives will maintain close contact with you, regularly following up on our progress to ensure that we are meeting and exceeding all of your expectations.







## **DEDICATED SUPPORT FOR FUTURE RENOVATIONS AND EXPANSION**

It's critical to have experts on board when investing substantial time and financial resources into the Santa Clara Convention Center. Spectra is the only company that provides a dedicated Facility Design & Operations department that has the required expertise to give you peace of mind that the project will be done properly and efficiently.

Led by Michael Ahearn, Spectra's Operations Department has overseen various renovation and capital improvement phases for over hundreds of venues throughout North America. Spectra's facility design services are best-in-class, and our extensive client portfolio provides us with the skill, expertise, and experience needed to ensure that no matter what the future plans for the SCCC are, it will have the flexibility required to satisfy your needs as well as those of your clients and patrons for many years to come.

Our team has recently overseen a \$620 million renovation to the 60-year-old Miami Beach Convention Center in Miami Beach, FL that has made the venue look and feel brand new again. Additionally, we have worked with your CityPlace developer, Related Companies, in a similar mixed-use and hotel project adjacent to our managed Palm Beach County Convention Center in West Palm Beach, FL. These improvements not only improve sales and event bookings at the respective convention centers, but also drive the tourism industries and generate room nights to local hotels.

## **CONCLUSION**

We see an unparalleled opportunity to take the Santa Clara Convention Center to new levels of regional, national, and global importance and economic influence. No other bidder has the breadth of experience, the depth of talent, and the enthusiastic commitment to and focus on Santa Clara as we do. We are uniquely positioned to deliver the kind of creative thinking and innovative strategies that will make the SCCC a first-class venue the community looks to with pride.





**PROPOSER QUALIFICATIONS**

# 15.7 PROPOSER QUALIFICATIONS

## EXPERIENCE

Spectra Venue Management is one of the world's largest and most respected professional venue management companies. We provide comprehensive management, sales, marketing, operations, and event booking services for cities, counties, state universities, and other clients that have decided to improve the operations of the venue(s) they own through hiring a professional management company. We also provide pre-opening and operational consulting during the design, renovation, expansion, and construction phases of new venue development projects.

We've become a world leader in our industry by consistently proposing innovative solutions — and, more importantly, by delivering top-notch results for our client-owned venues, which include convention centers, arenas, stadiums, and theaters, as well as multipurpose civic centers, conference centers, ice rinks, fairground/equestrian centers, and a variety of other venues.

Spectra Venue Management's success — and thereby our clients' success — is built on a foundation of vast corporate resources, regionally-based leadership, rock-solid industry relationships, an unmatched team of professional, readily accessible senior management and corporate support, comprehensive employee training and development, and superior customer service.

## OUR APPROACH

We believe that the true ingenuity behind all great events comes from the ability to look at the experience as a whole, then adjust the thousands of working details behind the scenes. We are passionate about creating great experiences and driven to make them memorable.

With a meticulous craft and a customer-first philosophy, we work hard to deliver the most creative solutions to all of our clients, so that together we can host the most memorable events.

Spectra is built from the experts that specialize in it all. We are designers, builders, innovators, and proactive leaders, passionate about the little moving parts behind every big event. We bring an integrated approach and customized solutions to our diverse portfolio of clients around the world.

## OUR HISTORY

In 1967, Ed Snider saw an opportunity that most entrepreneurs would never consider. He approached the National Hockey League to start a franchise in Philadelphia to be housed in a new facility, The Spectrum. Snider's courage, vision, management, expertise, and perseverance enabled both the Flyers and the Spectrum to shine as a spotlight for this industry, the NHL, the city of Philadelphia, and ultimately cities around the world that would benefit from his model of professional venue management.

His vision for new business opportunities and economic prosperity drove him to build the foundation for Spectra; aggregating the industry's foremost leaders in venue management, food services and hospitality, and partnerships sales to offer clients a turnkey solution for professional venue services, tailored to meet their unique needs. Snider's vision continues to guide Spectra's operations today. Based out of the Wells Fargo Center in Philadelphia, PA, Spectra consistently grows as a global force of entertainment and innovation, with unprecedented success across all of our businesses.

Spectra is the ultimate hospitality firm, leading the industry through proven expertise and success across a wide range of disciplines, including professional sports, entertainment, event management, and more. We were founded on a pioneering vision to revolutionize our industry, and that entrepreneurial spirit continues to breed unprecedented success to this day.



**SPECTRA**





**SPECTRA**

## POWERFUL OWNERSHIP GROUP

Spectra is owned by Atairos, an independent private company focused on supporting growth-oriented businesses across a diverse set of industries, and backed by Comcast Spectacor, an industry leader in sports and entertainment with a broad portfolio of professional sports teams, live entertainment assets, and strategic partners. This support sets Spectra apart in the industry and gives us access to resources no other company can provide.

### MAJORITY OWNER



Atairos provides a unique combination of active strategic partnership and patient long-term capital to high-potential companies and their management teams. Atairos' most valuable asset and differentiating factor is the way they work with partner companies- taking a strategic and hands-on approach to helping them grow by supporting their efforts to develop and implement strategic plans designed to create long-term value.

#### ATAIROS GROUP PARTNER COMPANIES



### SIGNIFICANT MINORITY OWNER



Comcast Spectacor, owned by Comcast, is the parent company of the Philadelphia Flyers (NHL), Philadelphia Wings (NLL), Maine Mariners (ECHL), Philadelphia Fusion (Overwatch League), the Wells Fargo Complex, XFINITY Live! Philadelphia, and Flyers Skate Zone facilities. Comcast Spectacor is a significant minority owner of Spectra. The collaboration and synergies between our organizations contributes to increased opportunity for long-term growth.

#### COMCAST SPECTACOR ENTITIES



### THE COMCAST CONNECTION



Comcast NBCUniversal, the nation's leading provider of entertainment, information, and communications products and services is at the forefront of media, technology, and content. As the parent company of Comcast Spectacor and the majority investor in the Atairos Group, Comcast has a significant stake in Spectra's operations, supporting our clients through unprecedented access to resources and technology.



## SPECTRA'S DIVISIONS

We build, shape, adapt, and sync every element of every experience, offering services that span the areas of venue management, food services and hospitality, and partnerships. We think there's an art to the efficiency of your facility and a science to the energy of your clients. We're fueled by successfully hosting events everyday on a global scale, and we bring this passion to every single partnership, every single event, and every single day, around the world.



### VENUE MANAGEMENT

Our attention to detail is integral to creating amazing experiences in every venue we manage. We have a consistent track record of driving top-line revenue and improving partners' bottom lines. We host more than 15,000 events per year, attracting more than 23 million guests and creating countless unforgettable memories worldwide.

Whether it's the newest way to connect with fans or the simplest way to bring in more, we are proficient in all of the things that can place your venue at the intersection of technology and entertainment. From the Super Bowl to concerts, national conventions and trade shows, to managing community events and venues like our like our own Flyers Skate Zone, our precise technique combines with an expansive wealth of resources and relationships, turning any event into a single extraordinary occasion.



### SPECTRA FOOD SERVICES & HOSPITALITY

We believe that your guests deserve being provided with the best accommodations, highest-quality amenities, and premium food and beverages. We know that an exciting, memorable experience is what makes customers return time and time again. Because we serve over 250,000 events and 40 million guests per year, we know a lot about making their experience great. And given our history of success, we also know how to make it a profitable experience for you. The growth of your business starts with our senior management team, who brings a wealth of diverse knowledge and experience to the business. Our senior leaders have been responsible for managing events like the Olympics, the Super Bowl, and the World Series, and even catering for the President of the United States. Our team has the background and experience to successfully manage events of any size or complexity for venues ranging from arenas to stadiums, fairs to festivals, and casinos to convention centers.



### SPECTRA PARTNERSHIPS

Spectra is a leader in the sports and entertainment marketing and corporate partnership sales industry. Specializing in sales representation, consulting, and analytics services for properties around the world, we drive success for our clients through employing a unique and customized approach to the evaluation and sales process on a case-by-case basis.

What separates Spectra from our competition in the commercial rights industry is our level of commitment to each and every property we represent. Each member of our national team of sales executives becomes an extension of the property they represent, making Spectra a truly integrated partner.







Spectra Venue Management has achieved unprecedented growth, with our partner facilities surpassing 170 venues worldwide. Our clients choose us because of our manageable size; the depth and talent of our corporate support team; the ready access they have to our senior management team on both the corporate and regional level; and our stellar track record of financial success for our venues.

Our clients have enjoyed exemplary results from working with Spectra Venue Management, which is why they've become our best salespeople — and why our client list has grown from seven to 173 in just 18 years. We encourage you to contact any of our clients for feedback about how we've exceeded their expectations.

**173**  
**VENUES**

**56**  
ARENAS

**45**  
CONVENTION  
CENTERS

**10**  
STADIUMS

**18**  
PACS/  
THEATERS

**44**  
SPECIALIZED  
VENUES



## SCOPE OF SERVICES

Spectra Venue Management provides a comprehensive and complete scope of management, marketing, and operational services, either for existing venues or for projects in the design and development phase.

### ADMINISTRATION AND FINANCE

- Accounting
- Accounts payable/receivable
- Budgeting
- Capital improvement programming
- Cash management, rolling forecasts, and flash (event) reports
- Event settlements
- Fixed asset inventory and control
- Financial controls and reporting
- General administration
- Human resources
- Information technology (IT)
- Internal audits
- Investments and banking relations
- Labor negotiations/relations
- Payroll
- Purchasing
- Risk management/insurance

### EVENT BOOKING AND SCHEDULING

- Aggressive event booking — corporately and at each facility
- Aggressive event marketing and promotion
- Attendance at national industry meetings to represent each facility
- Biweekly booking calls
- Comprehensive national booking services
- Cooperative industry advertising and collateral pieces
- Co-promotion and in-house promotion of events

- Creative event development
- Display booth and cooperative participation by venues at industry shows
- Monthly director of sales calls
- Monthly marketing calls
- Personal meetings with event producers and meeting organizers
- Securing corporate and media event sponsors

### SALES AND MARKETING

- Advertising signage sales
- Barter/trade agreements
- Community and media relations/outreach
- Creation of brochures and collateral
- Database marketing
- Development of key media relationships
- Electronic media production
- Event marketing and promotions
- Event sponsorships
- Facility advertising and marketing Graphic services
- Grassroots marketing
- Marketing surveys and research
- Media buying
- Photo opportunities
- Planning of major client functions
- PR campaign development
- Print, radio, and television production
- Revenue creation
- Sale of naming and beverage pouring rights
- Venue awareness and exposure
- Website development and management



## **CUSTOMER SERVICE**

- Concierge service for premium customers
- Customer satisfaction surveys
- Employee recognition program/rewards
- Focus group meetings
- Implementation of Spectra Venue Management's company-wide customer service program (GREAT Experience), customized as necessary and as desirable
- Ongoing training

## **OPERATIONS AND ENGINEERING (BACK-OF-THE-HOUSE)**

- ADA compliance
- Building signage
- Capital improvement programs
- Changeovers
- Electromechanical maintenance (preventive and repairs)
- Events management
- Exterior landscaping
- FF&E purchasing
- Housekeeping and janitorial maintenance
- HVAC/utility management
- Labor management
- OSHA compliance
- Green building (environmentally friendly, energy efficient)
- Parking
- Recycling and conservation
- Repairs and maintenance
- Security/emergency planning and evacuation procedures
- Snow and trash removal
- Lighting, sound, technology
- Warranty management of FF&E

## **MANAGEMENT OF ANCILLARY SERVICES**

- Business services/rentals
- Food and beverage (catering and concessions)
- Guest services
- Management of material third-party contracts
- Merchandising/novelties

## **TICKETING SERVICES AND BOX OFFICE MANAGEMENT**

- Daily sales reports and controls
- Event information distribution to the ticket buying public

- Event settlements
- Supervision of ticketing service contractor
- Services to disabled customers
- VIP services

## **OPERATIONAL DESIGN AND CONSTRUCTION CONSULTING SERVICES**

- Meet with project team to review all aspects and details
- Review and analyze the drawings
- Review design assumptions and performance parameters
- Analyze the design in terms of operating requirements
- Attend regular progress meetings
- Visit construction site to monitor progress
- Monitor change order requests
- Receive and inventory FF&E
- Monitor correspondence between architects and contractors

## **LIST OF CLIENTS & REFERENCES**

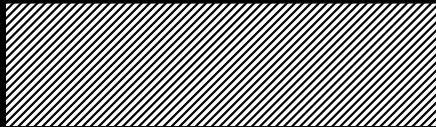
Spectra Venue Management has achieved unprecedented growth, with our partner facilities surpassing 170 venues worldwide. Our clients choose us because of our manageable size; the depth and talent of our corporate support team; the ready access they have to our senior management team on both the corporate and regional level; and our stellar track record of financial success for our venues.

Our clients have enjoyed exemplary results from working with Spectra Venue Management, which is why they've become our best salespeople — and why our client list has grown from seven to 173, including 45 convention centers, in just 18 years. We encourage you to contact any of our clients for feedback about how we've exceeded their expectations. Our complete client list is provided on the following pages.

In particular, we suggest that you contact the venues for which we have provided profiles on, given their similarities to the Santa Clara Convention Center. Along with information on each facility, we have included contact information for our client administrators and/or our CVB contacts.



# CLIENT LIST



## VENUE MANAGEMENT

### CONVENTION AND EXHIBITION CENTERS

CITY	VENUE	SQ. FT. EXHIBIT SPACE
Atlantic City, NJ	Atlantic City Convention Center	627,000
Bangor, ME	Cross Insurance Center	36,365
Beaumont, TX	Ford Exhibit Hall at Ford Park Entertainment Complex	48,000
Cincinnati, OH	Duke Energy Convention Center	500,000
Clovis, NM	Clovis Civic Center	30,000
Dallas, TX	Automobile Building at Dallas Fair Park	84,000
Dallas, TX	Centennial Hall at Dallas Fair Park	90,000
Dallas, TX	Creative Arts Building at Dallas Fair Park	17,000
Dallas, TX	Embarcadero at Dallas Fair Park	27,000
Dallas, TX	Food & Fiber Building at Dallas Fair Park	25,000
Dallas, TX	Grand Place at Dallas Fair Park	50,000
Dallas, TX	Kay Bailey Hutchinson Convention Center Dallas*	1,000,000
Dallas, TX	Tower Building & Rotunda at Dallas Fair Park	40,000
Dallas, TX	Women's Building at Dallas Fair Park	70,000
Des Moines, IA	Hy-Vee Hall at Iowa Events Center	223,098
Des Moines, IA	Community Choice Credit Union Convention Center at Iowa Events Center	223,875
Durham, NC	Durham Convention Center	33,250
Enid, OK	Central National Bank Center (formerly Enid Convention Hall)	10,000
Everett, WA	Edward D. Hansen Conference Center at Angel of the Winds Arena	13,700
Fayetteville, NC	Crown Expo Center & Ballroom at the Crown Complex	69,200
Grand Forks, ND	Alerus Center	160,000
Hamilton, ON, Canada	FirstOntario Centre Exhibition Centre	117,000
Hartford, CT	XL Center Exhibition Hall	68,800
Kerrville, TX	Hill Country Youth Event Center and Outdoor Arena	78,000
Las Cruces, NM	Las Cruces Convention Center	30,000
Loveland, CO	First National Bank Exhibition Building at The Ranch Entertainment Complex	36,000
Miami Beach, FL	Miami Beach Convention Center	750,000
Nampa, ID	Nampa Civic Center	28,000
Nanaimo, BC, Canada	Vancouver Island Conference Centre	38,000
Niagara Falls, NY	Conference and Event Center Niagara Falls	42,700
Overland Park, KS	Overland Park Convention Center	100,000
Owensboro, KY	Owensboro Convention Center	60,000
Penticton, BC, Canada	Penticton Trade & Convention Centre at SOEC Complex	60,000
Provo, UT	Utah Valley Convention Center	47,000
Pueblo, CO	Pueblo Convention Center	22,000
Richmond, VA	Greater Richmond Convention Center	288,550
Robstown, TX	Exhibition Complex at Richard M. Borchard Regional Fairgrounds	178,077
Roswell, NM	Roswell Convention & Civic Center	33,708
Salina, KS	Heritage Hall at Tony's Pizza Events Center	18,360
St. Charles, MO	Saint Charles Convention Center	66,000
Topeka, KS	Exhibition Hall at Kansas ExpoCentre	44,500
Toronto, ON, Canada	Downsview Park Studio 3	32,000
Tallahassee, FL	Donald L. Tucker Civic Center	51,000
West Palm Beach, FL	Palm Beach County Convention Center	148,000
Wichita Falls, TX	Ray Clymer Exhibit Hall at Wichita Falls Multi-Purpose Events Center	38,100
Total Convention Centers Managed: 45		Total Exhibit Space Managed: 5,753,283

\*Selected and negotiating agreement

**ARENAS (CONTINUED)**

<b>CITY</b>	<b>VENUE</b>	<b>CAPACITY</b>
Abbotsford, BC, Canada	Abbotsford Centre	8,500
Albany, GA	Albany James H. Gray, Sr. Civic Center	10,240
Allentown, PA	PPL Center	9,700
Amherst, MA	Mullins Center, University of Massachusetts Amherst	10,000
Anchorage, AK	University of Alaska Anchorage Alaska Airlines Center	5,000
Atlantic City, NJ	Jim Whelan Boardwalk Hall	14,500
Augusta, GA	James Brown Arena at Augusta Entertainment Complex	8,700
Bangor, ME	Cross Insurance Center	8,078
Beaumont, TX	Ford Arena at Ford Park Entertainment Complex	8,500
Casper, WY	Casper Events Center	8,395
Clovis, NM	Curry County Events Center	6,500
Coralville, IA	Iowa River Landing Arena*	5,000
Dallas, TX	Coliseum at Dallas Fair Park	9,686
Dawson Creek, BC, Canada	Encana Events Centre	6,500
Des Moines, IA	Wells Fargo Arena at Iowa Events Center	16,980
Enid, OK	Central National Bank Center	4,000
Everett, WA	Angel of the Winds Arena (formerly XFINITY Arena at Everett)	10,000
Fayetteville, NC	Crown Center Coliseum at the Crown Complex	10,000
Fayetteville, NC	Crown Arena at the Crown Complex	4,500
Grand Forks, ND	Alerus Center	22,000
Glassboro, NJ	Rowan University Arena at West Campus Fields*	4,500
Hamilton, ON, Canada	FirstOntario Centre	19,000
Hartford, CT	XL Center	16,500
Hoffman Estates, IL	Sears Centre Arena	11,800
Independence, MO	Silverstein Eye Centers Arena	5,800
Johnson City, TN	Freedom Hall Civic Center*	6,868
Kallang, Singapore	Singapore Indoor Stadium at Singapore Sports Hub	13,000
Kallang, Singapore	OCBC Arena at Singapore Sports Hub	3,000
Kingston, RI	Ryan Center, University of Rhode Island	7,700
London, ON, Canada	Budweiser Gardens	10,000
Loveland, CO	Budweiser Events Center at The Ranch Events Complex	7,200
Lowell, MA	Tsongas Center at UMass Lowell, Univ. of Massachusetts Lowell	7,800
Macon, GA	Macon Coliseum at Macon Centreplex	9,252
Nampa, ID	Ford Idaho Center Arena	12,657
Norfolk, VA	Ted Constant Convocation Center, Old Dominion University	9,500
Orlando, FL	CFE Arena, University of Central Florida	10,000
Oshawa, ON, Canada	Tribute Communities Centre (formerly General Motors Centre)	6,400
Owensboro, KY	Owensboro Sportscenter	5,000
Penticton, BC, Canada	Memorial Arena at SOEC Complex	2,500
Penticton, BC, Canada	South Okanagan Events Centre at SOEC Complex	6,500
Petersburg, VA	Virginia State University Multipurpose Center	6,200
Philadelphia, PA	Liacouras Center, Temple University	10,000
Philadelphia, PA	Wells Fargo Center	21,000
Portland, ME	Cross Insurance Arena	9,500
Prescott Valley, AZ	Prescott Valley Event Center	5,100
Rio Rancho, NM	Santa Ana Star Center	8,000
Robstown, TX	Central Pavilion Arena at Richard M. Borchard Regional Fairgrounds	4,000
Salina, KS	Tony's Pizza Events Center (formerly Salina Bicentennial Center)	7,583
Sioux City, IA	Tyson Events Center	10,000
St. Louis, MO	Chaifetz Arena, Saint Louis University	10,600
Tallahassee, FL	Donald L. Tucker Civic Center, Florida State University	12,500
Topeka, KS	Landon Arena at Kansas Expocentre	7,777
Toronto, ON, Canada	Mattamy Athletic Centre, Ryerson University	3,600
Trenton, NJ	CURE Insurance Arena (formerly Sun National Bank Center)	10,500
Wichita Falls, TX	Kay Yeager Coliseum at Wichita Falls Multi-Purpose Events Center	6,500
Windsor, ON, Canada	WFCU Centre	7,000
<b>Total Arenas Managed: 56</b>		<b>Total Seats: 501,616</b>

\*Selected and negotiating agreement



**STADIUMS**

CITY	VENUE	CAPACITY
Bridgeview, IL	Toyota Park	28,000
Chester, PA	Talen Energy Stadium	25,000
Dallas, TX	Cotton Bowl at Dallas Fair Park	92,500
East Hartford, CT	Pratt & Whitney Stadium at Rentschler Field	40,642
Hamilton, ON	Tim Hortons Field*	24,000
Kallang, Singapore	National Stadium at Singapore Sports Hub	55,000
Memphis, TN	Liberty Bowl Memorial Stadium	62,380
Norfolk, VA	Foreman Field at S.B. Ballard Stadium, Old Dominion University	20,000
Philadelphia, PA	Citizens Bank Park (MLB Phillies)	45,000
Sacramento, CA	Papa Murphy's Park	11,442
<b>Total Stadiums Managed: 10</b>		<b>Total Seats: 403,964</b>

**PERFORMING ARTS CENTERS/THEATERS**

CITY	VENUE	CAPACITY
Albany, GA	Albany Municipal Auditorium	965
Atlantic City, NJ	Adrian Phillips Theater at Jim Whelan Boardwalk Hall	3,200
Augusta, GA	William B. Bell Auditorium at Augusta Entertainment Complex	2,700
Carteret, NJ	Carteret Performing Arts Center	1,600
Dallas, TX	Band Shell at Dallas Fair Park	4,042
Fayetteville, NC	Crown Theatre at the Crown Complex	2,400
Federal Way, WA	Federal Way Performing Arts and Event Center	700
Hamilton, ON, Canada	FirstOntario Concert Hall (formerly Hamilton Place)	2,193
Hamilton, ON, Canada	Molson Canadian Studio	550
Jim Thorpe, PA	Penn's Peak	1,800
Macon, GA	Macon Auditorium at Macon Centreplex	2,688
Nampa, ID	John Brandt Performing Arts Theater at the Nampa Civic Center	630
Orlando, FL	The Venue at UCF, University of Central Florida	1,800
Pueblo, CO	Memorial Hall	1,600
Sandy Springs, GA	Sandy Springs Performing Arts Center	1,080
Sioux City, IA	Orpheum Theatre	2,650
Virginia Beach, VA	Sandler Center for the Performing Arts	1,300
Wichita Falls, TX	Memorial Auditorium at Wichita Falls Multi-Purpose Events Center	2,700
<b>Total Performing Arts Centers/Theatres Managed: 18</b>		<b>Total Seats: 34,598</b>

**SPECIALIZED VENUES**

CITY	VENUE	CAPACITY
Abu Dhabi, UAE	Du Arena	10,000
Abu Dhabi, UAE	Du Forum	50,000
Albany, GA	Veterans Park Amphitheater	2,500
Amherst, MA	John Francis Kennedy Champions Center, UMass Amherst	Multipurpose Sports Facility
Amherst, MA	Mullins Ice Rink, UMass Amherst	350
Bangor, ME	Bangor State Fairgrounds	55 Acres
Beaumont, TX	Ford Park Entertainment Complex:	
	Ford Fields	12 Youth Baseball/Softball Fields
	Ford Midway	9 Acres of Paved Midway
	Ford Pavilion	14,000-Seat Amphitheater
Clovis, NM	Curry County Fairgrounds	3,500-Seat/71,656 sq. ft. Fairgrounds
Dallas, TX	Dallas Fair Park:	
	Barns & Briscoe Carpenter Livestock Center	55,000 Sq. Ft./350-Seat Facility
	Court of Honor	Outdoor Event Space
	Crafts Village	13,000 Sq. Ft. Outdoor Emporium
	Esplande	Outdoor Event Space
	Pan America Arena	2,500-Seat Livestock Facility
Everett, WA	Angel of the Winds Community Ice Rink	Community Ice Rink

\*Selected and negotiating agreement



## SPECIALIZED VENUES (CONTINUED)

CITY	VENUE	CAPACITY
Independence, MO	Centerpoint Community Ice Rink	Community Ice Rink
Kallang, Singapore	Singapore Sports Hub: Aquatics Centre Leisure Water Park Sports Information and Resource Centre (SIRC) Water Sports Centre and 500 Meter Regatta Race Track Public Community Use Facilities	6,000 seats, 2 Olympic Pools, Dive Tank 86 Acres of Mixed Use Outdoor Space
Kerrville, TX	River Star Arts & Event Park	Outdoor Multipurpose Facility
Kingston, RI	Bradford R. Boss Ice Arena, University of Rhode Island	2,500
Lincoln, NE	The Railyard on Canopy Street	Dining and Entertainment District
Memphis, TN	Memphis Fairgrounds Complex	168 Acres/135,747 sq. ft. Fairgrounds
Nampa, ID	Ford Idaho Center: Ford Idaho Amphitheater Ford Idaho Horse Park Ford Idaho Sports Center	11,000-Seat Amphitheater Indoor/outdoor equestrian facility 100,000 sq. ft. multipurpose sports center
Niagara Falls, NY	Old Falls Street at the Conf. Ctr. Niagara Falls	Retail and Entertainment District
Oshawa, ON, Canada	Tribute Communities Centre (Formerly General Motors Centre)	Community Ice Rink 250
Penticton, BC, Canada	OHS Training Centre at SOEC Complex	400
Philadelphia, PA	XFINITY Live! Philadelphia	Retail and Entertainment District
Robstown, TX	Richard M. Borchard Fairgrounds	1,000-Seat/60,000 sq. ft. Fairgrounds
Sandy Springs, GA	Sandy Springs City Green	Outdoor Urban Entertainment Destination
Topeka, KS	Kansas Expocentre: Domer Arena Agriculture Hall Heritage Hall	135,000 sq. ft. and 250- Stall Equestrian Space 20,000 sq. ft. Multipurpose Community Event Space 7,000 sq. ft. Multipurpose Community Event Space
Toronto, ON, Canada	Downsview Park: The Hangar Festival Terrace The Meadow	Indoor and Outdoor Mixed Use Athletic Fields 40,000-Person Capacity Outdoor Space 10,000-Person Capacity Outdoor Space
Welland, ON, Canada	Youngs Sportsplex	128,000 sq. ft. Indoor and Outdoor Mixed Use Athletic Fields
Wichita Falls, TX	Wichita Falls Multi-Purpose Events Center: J.S. Bridwell Agricultural Center Festival Park	1,200-Seat Indoor Arena and 50,000 sq. ft. Stall Barn 5.5-Acre Green Space

**Total Specialized Venues Managed: 44**

\*Selected and negotiating agreement

## SUCCESS IN SIMILAR VENUES

Provided on the following pages are detailed profiles on six Spectra properties, listed below, that are most relevant to the Santa Clara Convention Center based on size and market. Many of these facilities are located in markets where it is necessary to compete against larger convention centers, as the SCCC does in this region. These profiles include detailed information regarding operational strategies, facility specifications, market size, hosted events, and key successes for each, as well as references and contact information for key individuals who may be contacted. We would be happy to provide further information should you desire.

These venues include:

- Duke Energy Convention Center, Cincinnati, OH
- Durham Convention Center, Durham, NC
- Miami Beach Convention Center, Miami Beach, FL
- Overland Park Convention Center, Overland Park, KS
- Palm Beach Country Convention Center, Palm Beach, FL
- St. Charles Convention Center, St. Charles, MO





# SAINT CHARLES CONVENTION CENTER



## JOSEPH WARD

*Executive Director  
Greater St. Charles Convention &  
Visitors Bureau*  
230 South Main St.  
St. Charles, MO 63301  
P: (630) 255-6103  
E: jward@historicstcharles.com

## LOCATION

St. Charles, MO

## SPECS

- 154,000 sq. ft. convention center
- Flexible meeting and pre-function space in two exhibit halls, a grand ballroom, a junior ballroom, and 9 additional meeting rooms
- Up to 21 breakout rooms
- Attached Embassy Suites Hotel with 296 two-room suites; additional 8,000 sq. ft. of meeting space

## MARKET SIZE

- DMA Rank: #21 - St. Louis
- DMA population: 1,226,860
- Population of St. Charles: 67,500

## CLIENT SINCE

- 2003

The St. Charles Convention Center opened in April of 2005 and has exceeded the expectations of show organizers and event attendees alike. It is one of the finest full service convention venues in the St. Louis Metro Area. Situated only a few short minutes from the Missouri River and the famed beginnings of the Lewis & Clark Expedition, the central location of the St. Charles Convention Center makes it one of the most desirable meeting destinations in the Midwest region.

## NOTABLE EVENTS

- Anime St. Louis
- METC
- Taste of St. Charles
- Jurassic Quest
- Midwest Grape & Wine
- Helena Chemical Company
- Missouri Municipal League
- WorldWide Technology Holiday Party
- St. Charles County Mayors Ball
- Talent on Parade
- St. Charles Spring and Fall Home Shows
- St. Louis Working Women's Survival Show

## ACHIEVEMENTS

- Operated in net profit seven years in a row
- Prime Site Facilities & Destinations Award
- FY17 ended with \$7,090,176 in gross revenue, outperforming the previous record set in FY15 by \$43,000
- IAVM Venue Excellence Award
- *St. Louis' Best Bridal Best of the Best Awards* Finalist
- Hosted 32 conventions that generated \$2.4M in revenue in FY17



**SPECTRA**



VENUE  
MANAGEMENT



FOOD SERVICES  
& HOSPITALITY



PARTNERSHIPS

■ **VENUE MANAGEMENT**



# CITY OF ST. CHARLES TESTIMONIALS

"I RECOGNIZE AND VALUE THE DEDICATION FROM EVERYONE INVOLVED THAT MAKES THIS SUCCESS A REALITY YEAR AFTER YEAR. THANK YOU TO SPECTRA VENUE MANAGEMENT FOR YOUR CONTINUED DEDICATION TO OUR GREAT CITY. IT IS EVIDENT WHEN YOU LOOK AT THE FULL CALENDAR OF EVENTS, MANY THAT RETURN YEAR AFTER YEAR AND SOME THAT ARE NEW TO OUR AREA, THAT YOU ARE PROVIDING A WONDERFUL EXPERIENCE FOR ALL WHO VISIT THE SAINT CHARLES CONVENTION CENTER."

***-SALLY A. FAITH, MAYOR, CITY OF ST. CHARLES, MO***

"2017 WAS ONCE AGAIN A YEAR FOR RECORD-BREAKING REVENUES AND BUSINESS LEVELS THAT WERE WELL BEYOND EXPECTATIONS. SPECTRA HAS PERFECTED THE ABILITY TO SECURE SPACE FOR CLIENTS EVEN THOUGH WE ARE OPERATING AT A 63% OCCUPANCY LEVEL. FURTHERMORE, SPECTRA MANAGEMENT CONTINUES TO SCRUTINIZE AND CONVERT POTENTIAL BUSINESS LEADS THAT CAPTURE MORE REVENUE PER EACH CLIENT. THIS EFFORT HAS CREATED THE PLATFORM FOR EXCEEDING BUDGETED REVENUES, EVEN THOUGH WE HAVE LIMITED AVAILABILITY."

***-TOM WAPELHORST, CHAIRMAN  
ST. CHARLES COUNTY CONVENTION & SPORTS FACILITY  
AUTHORITY***



# Duke Energy Convention Center Cincinnati



## SHEILA HILL-CHRISTIAN

Assistant City Manager  
City of Cincinnati

801 Plum Street, Suite 104  
Cincinnati, OH

P: (513) 352-5357

E: Sheila.Hill-Christian@cincinnati-oh.gov

## LOCATION

Cincinnati, OH

## SPECS

- 750,000 total sq. ft.
- 196,000 sq. ft. exhibition space
- Three exhibit halls
- 39,985 sq. ft. grand ballroom
- 17,326 sq. ft. junior ballroom
- 100,000 sq. ft. of meeting space (can be subdivided into 37 meeting rooms)
- Indoor dock with 17 dock spaces and immediate Interstate access

## MARKET SIZE

- Cincinnati DMA ranks #27 with a population of 2.2 million
- City population: 297,500
- Hamilton County population: 805,000

## CLIENT SINCE

- 2006

Located in the heart of downtown Cincinnati, the Duke Energy Convention Center has grown from a convention and exposition space, to one of the largest conference, entertainment, and exhibit spaces in the Midwest.

## NOTABLE EVENTS

- The American Legion's 98th National Convention
- NAACP's 107th Annual Convention & Diversity Career Fair
- Matson Money
- GE Asian Pacific American Forum National Meeting
- Ohio Craft Brewers Conference & Expo
- Youth Specialties' National Youth Workers Convention
- Tip-Off to March Madness
- Women's Junior Olympic National Championships
- Jr. Volleyball Association Buckeye Battle
- Dayton Junior Volleyball President's Day Cup

## ACHIEVEMENTS

- Since beginning management at the DECC, we have hosted 1,962 events, over 7.4 million total attendance
- Recipient of the 2017 of Facilities & Destinations Prime Site Award
- Nominated for the MPI Ohio Chapter Facility of the Year award
- Increased overall client satisfaction to 94% averaging 4.71 out of 5 on post-event surveys
- Marketing revenue quadrupled over the last year with the addition of client branding opportunities
- Along with Smart City Networks, recently completed a \$900,000 upgrade to Wi-Fi infrastructure allowing for 20,000 devices to be connected to the network simultaneously



**SPECTRA**



VENUE  
MANAGEMENT



FOOD SERVICES  
& HOSPITALITY



PARTNERSHIPS

■ **VENUE MANAGEMENT**

# CITY OF CINCINNATI TESTIMONIALS

"OUR RELATIONSHIP WITH SPECTRA VENUE MANAGEMENT AND THE DUKE ENERGY CONVENTION CENTER IS A GREAT EXAMPLE OF PUBLIC AND PRIVATE ENTERPRISES COMING TOGETHER FOR THE BENEFIT OF THE COMMUNITY. WE KNOW THEIR FOCUS ON DIVERSITY AND INCLUSION, SUSTAINABILITY OF RESOURCES AND FINANCIAL INTEGRITY ARE THE CORNERSTONES OF THE SUCCESSFUL OPERATION OF THE CENTER, WHICH HAS BEEN AND WILL CONTINUE TO BE A MAGNET FOR DOWNTOWN ACTIVITY."

***-JOHN CRANLEY, MAYOR, CITY OF CINCINNATI***

"ONCE AGAIN, I AM PLEASED TO BE PART OF RECORD SETTING FINANCIAL RESULTS AND OUTSTANDING CUSTOMER EXPERIENCE SCORES. THE MANAGEMENT TEAM ANNUALLY CHALLENGES THE BENCHMARK GOALS AND HAPPILY, THEY ALWAYS MANAGE TO EXCEED THE PRIOR YEAR!"

***-SHEILA HILL-CHRISTIAN, ASSISTANT CITY MANAGER***

"IN OUR CINCINNATI BUSINESS, CIVIC AND GOVERNMENT CIRCLES, WE TALK OFTEN ABOUT THE IMPORTANCE OF COLLABORATION. WE TALK ABOUT THINKING BEYOND OUR OWN ORGANIZATIONS AND OUR OWN INTERESTS TO THE BIGGER PICTURE OF WHAT'S BEST FOR OUR CITY, OUR COUNTY, AND OUR REGION. THAT'S BEEN MY EXPERIENCE WITH SPECTRA AND ITS TEAM - POSITIVE INTERACTIONS THAT WORK TO BUILD US UP AND BRING US TOGETHER."

***-JULIE CALVERT, FORMER EXECUTIVE DIRECTOR SOURCE CINCINNATI, CURRENT CVB PRESIDENT AND CEO***



# OVERLAND PARK

K A N S A S

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## CONVENTION CENTER



### KATE GUNJA

Assistant City Manager,  
City of Overland Park  
8500 Santa Fe Drive  
Overland Park, KS 66212  
P: (913) 895-6110  
E: kate.gunja@opkansas.org

### LOCATION

Overland Park, KS

### SPECS

- 254,000 sq. ft. complex
- 60,000 sq. ft. exhibit hall
- 25,000 sq. ft. Edwin C. Eilert Ballroom
- 15,000 sq. ft. of meeting room space.
- 44,000 sq. ft. pre-function and registration areas
- Connected to 412-room Sheraton Hotel with 20,000-sq. ft. of additional meeting space
- 1,000 hotel rooms within walking distance
- 25,000 sq. ft. outdoor courtyard

### MARKET SIZE

- Overland Park: 179,000
- Kansas City: 2.1 million

### CLIENT SINCE

- 2002

The mission of the Overland Park Convention Center is to “Serve, Satisfy, and Smile.” Spectra’s goal at the Overland Park Convention Center is to send guests and clients home with a pleasant and satisfying experience, while generating a significant economic impact for the City of Overland Park and the surrounding community.

### NOTABLE EVENTS

- 2017 National Marine Corps League Convention
- 2017 Mustang Grand National
- Burns & McDonnell
- Annual Blish Mize Trade Show
- Naka-Kon
- International Lineman’s Rodeo & Expo
- Automotive Services Association

### ACHIEVEMENTS

- *Ingram’s Magazine*, Best Meeting and Facility (14th consecutive year)
- *TripAdvisor* Certificate of Excellence
- On a scale from 1 to 5, staff achieved an overall average of 4.73 in customer satisfaction
- Became one of the industry leaders in Wi-Fi performance and connectivity in 2016 by partnering with Velociti, technology deployment experts together with Neil Reid & Associates
- The “2014 Best of Business Kansas City” edition of *Ingram’s Magazine* showcased OPCC as the GOLD Award winner for “Best Meeting/ Conference Venue”



**SPECTRA**



VENUE  
MANAGEMENT



FOOD SERVICES  
& HOSPITALITY



PARTNERSHIPS

■ VENUE MANAGEMENT

# CITY OF OVERLAND PARK AND CLIENT TESTIMONIALS

"OVERLAND PARK IS ALWAYS MOVING FOWARD, AND OUR CONVENTION CENTER CONTINUES TO BE THE CENTER OF WHERE COMMUNITY AND BUSINESS COME ALIVE."

**-CARL GERLACH, MAYOR, CITY OF OVERLAND PARK**

"EVENT PLANNERS HAVE MANY DIFFERENT DUTIES WHEN IT COMES TO MAKING SURE THAT EVERYTHING GOES OFF WITHOUT A HITCH. THE TEAM AT THE OVERLAND PARK CONVENTION CENTER SEEMS TO ALWAYS BE ONE STEP AHEAD OF ME. FROM PRE-PLANNING TO EVENT PRODUCTION, I KNOW I HAVE A RELIABLE PARTNER WHO IS AS INTERESTED AS I AM IN MAKING THE EVENT A SUCCESS FOR EVERYONE INVOLVED."

**- BLISH CONNOR, BLISH MIZE**





### JIMMY MORALES

City Manager  
1700 Convention Center Dr.  
Miami Beach, FL 33139  
P: (305) 673-7000  
E: jimmymorales@miamibeachfl.gov

### LOCATION

Miami Beach, FL

### SPECS

- 502,848 sq. ft. of exhibition space
- Four exhibit halls
- 70 meeting rooms totaling 127,00 gross sq. ft.
- Grand Ballroom: 60,979 sq. ft.
- Sunset Vista Ballroom: 19,714 sq. ft.
- Lincoln Road Ballroom: 16,020 sq. ft.
- Ocean Drive Ballroom: 15,858 sq. ft.
- 84 Breakout rooms

### MARKET SIZE

- DMA population: 1,226,860
- West Palm Beach Population: 99,000
- Palm Beach County Population: 1.3 million
- Palm Beach County is Largest County in Florida
- West Palm Beach DMA Rank 38th

### CLIENT SINCE

- 2008

Spectra's mission at the Miami Beach Convention Center is to provide our clients and guests with an experience that exceeds their expectations while generating a significant impact for the City of Miami Beach and Greater Miami. Currently, Spectra is completing a \$620 million renovation to the MBCC that will not only upgrade the facility aesthetically and operationally, but will also boost Miami-Dade's tourism industry.

### NOTABLE EVENTS

- eMerge Americas
- Swimwear Show
- Americas Food & Beverage Show
- Asia/America Consumer Electronics
- Florida Supercon
- South Florida Boat Show
- Winter Music Conference
- Miami International Auto Show
- Cloverleaf Palm Beach Juniors Volleyball

### ACHIEVEMENTS

- Hosted over 174,000 people in Fiscal Year 2017
- Reduced operating expenses by \$27,078 over the previous fiscal year by implementing various capital improvements
- Third largest economic generator in South Florida
- Recognized by Trade Show Executive as one of the World's Top Convention Centers, by Association Conventions & Facilities for the Distinctive Achievement Award, and by *Facilities and Destinations* as a Prime Site Award Winner



**SPECTRA**



VENUE  
MANAGEMENT



FOOD SERVICES  
& HOSPITALITY



PARTNERSHIPS

■ VENUE MANAGEMENT



# CITY OF MIAMI BEACH TESTIMONIALS

"I FEEL CONFIDENT THAT THIS PARTNERSHIP WITH SPECTRA, ALONG WITH THE INVESTMENT WE HAVE MADE IN REIMAGING THE MBCC, WILL BRING MIAMI BEACH INTO THE INTERNATIONAL SPOTLIGHT AS AN ELITE DESTINATION FOR LARGE-SCALE EVENTS OF ALL KINDS—I'M EXCITED FOR WHAT'S TO COME."

**- JIMMY MORALES, CITY MANAGER, CITY OF MIAMI BEACH**





**GLENN JERGENSEN**

*Executive Director  
Palm Beach County Tourist  
Development Council*  
2195 Southern Blvd. Suite 500 West  
Palm Beach FL 33406  
P: (561) 233-3133  
E: gjergensen@palmbeachfl.com

**LOCATION**

West Palm Beach, FL

**SPECS**

- 100,000 sq. ft. Exhibit Space
- 22,000 sq. ft. Ballroom
- 21,000 sq. ft. of Meeting Space
- 19 Meeting Rooms
- Located three miles from Palm Beach International Airport
- Located two miles from the Atlantic Ocean
- Across the street from CityPlace Entertainment Complex (Related Companies)
- New connected 400 room Hilton Hotel
- New 2,700 spot parking garage

**MARKET SIZE**

- DMA population: 1.2 million
- West Palm Beach Population: 99,000
- Palm Beach County Population: 1.3 million
- Palm Beach County is Largest County in Florida
- West Palm Beach DMA Rank 38th

**CLIENT SINCE**

- 2001

The mission of Spectra at the Palm Beach County Convention Center is to work harmoniously with the Palm Beach County Convention and Visitors Bureau, Tourism Development Council and its affiliated agencies to attract local, regional, national, and international trade shows, conventions, conferences, and meetings to the facility that will create a profound economic impact on the surrounding community. Our staff is dedicated to exceeding the expectations of our clients by offering deluxe accommodations, detail-oriented sales and events teams, and an expertly trained culinary department and service staff.

**NOTABLE EVENTS**

- Art Palm Beach
- Palm Beach Jewelry, Art and Antique Show
- Tony Robbins - Business Mastery
- World Leaders Conference
- Gymnastics Revolution
- Palm Beach Craft Show
- Palm Beach Economic Forum
- Governor's Hurricane Conference

**ACHIEVEMENTS**

- Recorded Strongest Actualized Room Night Year in Facility's History
- Venue Average for Customer Survey Scores 4.65 out of 5.0
- Annual operating Expenses only increased 2.8% over previous year
- Exceeded budget goals by more than \$1,000,000 during last fiscal year



**SPECTRA**



VENUE  
MANAGEMENT



FOOD SERVICES  
& HOSPITALITY



PARTNERSHIPS

■ **VENUE MANAGEMENT**



# CLIENT SURVEY TESTIMONIALS

"EVERYONE THAT I HAD THE PLEASURE OF WORKING WITH WAS EXTREMELY PROFESSIONAL, KNOWLEDGEABLE, AND HELPFUL THROUGHOUT THE ENTIRE PROCESS. [THE SPECTRA TEAM] ALL MADE MY JOB MUCH EASIER AND PROVIDED AN EXCELLENT EVENT FOR THE BUSINESS LEADERS OF PBC.

**- TIM TRACY, BDB ENTREPRENEURS**

"[THE SPECTRA TEAM] IS FANTASTIC TO WORK WITH. THEY ARE EXTREMELY DETAILED AND EXTREMELY RESPONSIVE. I CAN'T SAY ENOUGH ABOUT THEM. THEIR CUSTOMER SERVICE SKILLS FAR EXCEED ANYTHING I HAVE EVER ENCOUNTERED. ALL THE STAFF REALLY DID AN EXCELLENT JOB TO ENSURE THAT OUR PROGRAM WAS A SUCCESS."

**- TRACI SHEEAN, NCCI DATA EDUCATIONAL PROGRAM**





### JINA PROPST

Assistant Director, Project Manager,  
and Real Estate, City of Durham  
2011 Fay St.  
Durham, NC 27704  
P: (919)417-5000 ext. 21284  
E: jina.propst@durhamnc.gov

### LOCATION

Durham, NC

### SPECS

- 44,000 sq. ft. venue
- 33,250 sq. ft. exhibit space
- Grand Ballroom: 15,923 sq. ft.
- Junior Ballroom: 12,596 sq. ft.
- Meeting Rooms: 3,854 sq. ft.
- Board Rooms: 2 rooms totaling 877 sq. ft.
- Part of the Durham Civic Center Complex which also includes:
  - Durham Armory
  - Durham Arts Council Building
  - Carolina Theatre
  - Durham Marriott at the Convention Center (189 rooms)

### MARKET SIZE

- Durham Population: 225,000
- County: 270,000
- DMA Rank: 26 (Raleigh/Durham)

### CLIENT SINCE

- 2011

Located in downtown Durham, the mission of the Durham Convention Center is to generate economic impact for the residents of Durham by providing high-quality facilities and services, recruiting and retaining the best staff, and creating a well balanced mix of events that enhances the downtown Durham Business District that motivate residents and visitors to experience downtown Durham.

### NOTABLE EVENTS

- Full Frame Documentary Film Festival
- Urban Ministries Empty Bowls
- Irish Dance Festival & Boxing
- Duke Friends of Nursing Ball
- Debutante Ball
- Project Graduation
- NC Comic-Con

### ACHIEVEMENTS

- Hosted over 400 events in FY17
- 113,000+ in attendance
- Hosted 58 conventions in FY17, bringing in \$562,000 in revenue
- Named by Conventions South magazine as top rated venue for trade and consumer shows in the South
- Exceeded budgeted gross revenue by 15%
- Reduced subsidy to the lowest in the history of the venue
- Increased food and beverage profitability year over year by 3%



**SPECTRA**



VENUE  
MANAGEMENT



FOOD SERVICES  
& HOSPITALITY



PARTNERSHIPS

■ VENUE MANAGEMENT



# DURHAM COUNTY & CITY TESTIMONIALS

"DURHAM'S ECONOMY AND DOWNTOWN ENVIRONMENT ARE SIGNIFICANTLY IMPROVED BECAUSE OF SPECTRA'S PRESENCE AND PERFORMANCE IN OUR FACILITY. WE APPRECIATE YOU EXPANDING AND DEEPENING THE DCC'S RELATIONSHIPS WITH MULTIPLE NEW DOWNTOWN HOTELS. THESE RELATIONSHIPS CONTINUE TO BRING US A LARGER AND MORE PROFITABLE EVENT MIX TO DURHAM AND FACILITATE OUR CONVENTION CENTER BECOMING EVER MORE IMPORTANT TO OUR THRIVING DOWNTOWN."

**- DREW CUMMINGS, ASSISTANT COUNTY MANAGER**

"[THE SPECTRA STAFF] ARE TO BE COMMENDED FOR ANOTHER SUCCESSFUL YEAR OF MANAGEMENT OF THE DCC. THE EVENTS PRODUCED AT THE VENUE CONTINUE TO BRING THOUSANDS OF GUESTS TO DURHAM, CREATING A SUBSTANTIAL IMPACT ON THE CITY."

**- JINA PROPST ,J.D., ASSISTANT DIRECTOR, GENERAL SERVICES DEPARTMENT, CITY OF DURHAM**



# CLIENT TESTIMONIALS

## Art | Basel Miami Beach

Our experience with Spectra is exceptionally positive and they have proven themselves as a first-class organization from the top down. Their corporate leadership, including President John Wentzell and Senior Vice President of Convention Centers, Dave Anderson fully support the mission of the local, onsite team and empower their staff to make our events truly exceptional. As such, the entire process, from sales and marketing to operations, is seamless. Spectra is responsive, providing guidance and assistance when needed, and is a partner when a challenge arises.

Robert Goodman  
Art | Basel in Miami Beach

## MARKETPLACE EVENTS

Our experience with Spectra in Des Moines has been exceptionally positive. We have hosted the Des Moines Home and Garden Show for a number of years, and have worked with the Spectra team since they began operating the Iowa Events Center on behalf of Polk County in 2004. Since that time, we have added two additional shows for a total of three events in the Des Moines market. We choose to continue hosting our events at the Iowa Events Center because the Spectra team consistently goes above and beyond as our partner, never treating us like a client. They work to understand our goals and objectives while delivering a first-class venue experience through their communication, marketing assistance and event and facility management.

Shannon Nathe, Des Moines Show Manager  
Marketplace Events



Thank you for considering Spectra Venue Management. Based on our experience, I am confident that their team would operate your convention center to the highest of standards, and that they are on top of their game with professionalism and customer care. The success of our annual event could not have been achieved without the tremendous efforts of the many members of the Spectra team.

Vanessa Willis, CMP, Senior Corporate Meeting Planner  
Educational Testing Service

## SPECTRA'S FORMER CLIENTS

Since we began doing business in the year 2000, we have never had a management contract terminated for cause. We have had some contracts that were discontinued for reasons unrelated to our performance. Below and on the following page are examples from the past ten (10) years outlining occasions where a contract has not been renewed when renewing was an option:

### 2009

No Accounts Lost in 2009.

### 2010

- **Harborview Center, Clearwater, FL**

**Reason for Contract Loss:** The venue was closed/demolished for development purposes.

**Contact:** Kevin E. Dunbar, Director, Parks & Recreation, PO Box 4748, Clearwater, FL 33758, P: 727-562-4000 | F: 727-562-4825

### 2011

No accounts lost in 2011.

### 2012

- **Sioux Falls Convention Center, Sioux Falls, SD**

**Reason for Contract Loss:** Lost competitive bid. Spectra continues to provide food services.

**Contact:** Mike Cooper, Director of Planning & Zoning Services, 224 West Ninth Street, Sioux Falls, SD 57117, P: 605-367-8232, mcooper@siouxfalls.org

- **LIVESTRONG Sporting Park, Kansas City, MO**

**Reason for Contract Loss:** Provided pre-opening/operational startup services. Came to a mutual agreement for the client to self-operate.

**Contact:** Gregg Cotton, General Counsel/Chief of Staff, Sporting Kansas City, 210 West 19th Terrace, Kansas City, MO 64108, P: 913-951-3408, gcotton@sportingkc.com

- **Taco John Arena, Cheyenne, WY**

**Reason for Contract Loss:** Management was taken in-house at the conclusion of our agreement.

**Contact:** Dan Rogers, Board Chairman, NWGTCC, P: 706-483-8666, Dan.Rogers@omnova.com

### 2013

- **Century Center, South Bend, IN**

**Reason for Contract Loss:** Lost competitive bid.

**Contact:** Gregory S. Downes, President, Board of Managers, 120 S. St. Joseph St., South Bend, IN 46601 P: 574.245.3502, gdownes@gibsonins.com

### 2014

- **SpiritBank Event Center, Tulsa, OK**

**Reason for Contract Loss:** The venue was closed.

**Contact:** Danny Williams, SVP Lending, SpiritBank, 1800 S. Baltimore, Tulsa, OK 74119, P: 918-295-7239

- **AutoZone Park, Memphis, TN**

**Reason for Contract Loss:** The St. Louis Cardinals took management in-house upon their purchase of the Stadium

**Contact:** John Pontius, Treasurer, 200 Union Ave., Memphis, TN 38103, P: 901-658-3412, jpontiuspittcomanagement.com

### 2015

- **Glens Falls Civic Center, Glens Falls, NY**

**Reason for Contract Loss:** Comcast Spectacor sold its AHL franchise to owners that temporarily moved the team to Glens Falls. Upon the team's relocation, we negotiated a mutual termination and supported the transition.

**Contact:** Ben Driscoll, City Council, 42 Ridge St., Glens Falls, NY 12801, P: 518-798-3361, driscollb@verizon.net



■ **FARGODOME, Fargo, ND**

**Reason for Contract Loss:** The Authority took management in-house at the end of our contract. We continue to provide Food Services & Hospitality.

**Contact:** Deb Mathern, FargoDome Authority President, 2739 Wheatland Dr., Fargo, ND 58103, P: 701-261-2414 | [dmathern@fpsfcu.com](mailto:dmathern@fpsfcu.com)

■ **Colonial Life Arena and William-Brice Stadium at the University of South Carolina, Columbia, SC**

**Reason for Contract Loss:** The University took management in-house at the end of our contact term.

**Contact:** Charles Waddell, Deputy Athletics Director, 1300 Rosewood Dr., Columbia, SC 29208, P: 803.777.7822 | [Charlesw@sc.edu](mailto:Charlesw@sc.edu)

■ **Wolstein Center at Cleveland State University**

**Reason for Contract Loss:** The University took management in-house at the end of our contact term.

**Contact:** Clare Rahm, Assistant VP for Campus Support Services, 2121 Euclid Ave., Cleveland, OH 44115, P: 216.687.3643 | [c.rahm@csuohio.edu](mailto:c.rahm@csuohio.edu)

**2016**

■ **Kovalchick Convention and Athletic Complex at Indiana University of Pennsylvania, Indiana, PA**

**Reason for Contract Loss:** Lost competitive bid.

**Contact:** Samuel Phillips, Assistant VP for Administration, 1011 South Dr., Sutton Hall, Indiana, PA 15701, P: 724-357-4597 | [phillips@iup.edu](mailto:phillips@iup.edu)

■ **Gila River Arena, Glendale, AZ**

**Reason for Contract Loss:** Spectra was hired by the NHL tenant team to manage the venue. They renegotiated their lease with the City, which included the City retaining management rights for the venue. Spectra then lost a competitive bid.

**Contact:** Anthony LeBlanc, Co-owner, President, CEO, & Alt Governor, Ice Arizona LLC, NHL Arizona Coyotes, 9400 W. Maryland Ave., Glendale, AZ 85305, P: 623-772-3304 | [anthony.leblanc@arizonacoyotes.com](mailto:anthony.leblanc@arizonacoyotes.com)

■ **University of Phoenix Stadium, Glendale, AZ**

**Reason for Contract Loss:** Lost competitive bid.

**Contact:** Tom Sadler, President/CEO, Arizona Sports and Tourism Authority (AZSTA), 1 Cardinals Drive, Glendale, AZ 85305, P: 623.433.7500



- **University of Miami BankUnited Center, Coral Gables, FL**

**Reason for Contract Loss:** Lost competitive bid.

**Contact:** Sandra Redway, Executive Director, Auxiliary Services, 1350 Miller Dr., Coral Gables, FL 33124, P: 305-284-3584 | sredway@miami.edu

- **The Mountain Winery, Saratoga, CA**

**Reason for Contract Loss:** Lost competitive bid.

**Contact:** Dave House, Co-Owner, Chateau Masson, 14831 Pierce Road, Saratoga, CA 95070, P: 408-741-2822

## 2017

- **Lea County Event Center & Fairgrounds, Hobbs, NM**

**Reason for Contract Loss:** Mutual agreement to terminate contact.

**Contact:** Ron Black, County Commissioner, 100 N. Main Ave., Lovington, NM 88260, P: 575-396-8602, ronblack@leacounty.net

- **Studio Event Center, Macau, China**

**Reason for Contract Loss:** The Casino ownership group took management in-house.

**Contact:** Sunny Yu, Senior Vice President, City of Dreams Executive Office, Estrada do Istmo, Cotai, Macau, SAR

- **Canalside, Buffalo, NY**

**Reason for Contract Loss:** Lost competitive bid.

**Contact:** Thomas P. Dee, President, Erie Canal Harbor Development Corporation 95 Perry Street, Buffalo, NY 14203, P: 716-846-8200, thomas.dee@esd.ny.gov

- **MassMutual Center, Springfield, MA**

**Reason for Contract Loss:** Mutually agreed upon transition of management to local casino company MGM.

**Contact:** David Gibbons, Executive Director, MCCA, 415 Summer St, Boston, MA, 02210, United States, dgibbons@massconvention.com | 617-954-1127

- **University of South Florida Sun Dome, Tampa, FL**

**Reason for Contract Loss:** Lost competitive bid.

**Contact:** Scott Glaser, Associate Executive Director USF Alumni Association, P: 813-426-6747 | sglaser@usf.edu

- **University of South Carolina Aiken Convocation Center, Aiken, SC**

**Reason for Contract Loss:** The University took management in-house at the end of our contract term.

**Contact:** Karen Edgington, Director for the Office of External Programs, 471 University Parkway, Aiken, SC 29801, P: 803-641-3587 | karene@usca.edu

## 2018

- **Muskogee Civic Center, Muskogee, OK**

**Reason for Contract Loss:** Mutually agreed upon transition to in-house management

**Contact:** Mike Miller, City Manager, P.O. Box 1927, Muskogee, OK 74402, P: 918-684-6201 | citymanager@muskogeeonline.com

- **Lowell Memorial Auditorium, Lowell, MA**

**Reason for Contract Loss:** Lost competitive bid.

**Contact:** Eileen Donoghue, City Manager, Lowell, MA, P: 978-674-4400 | edonoghue@lowellma.gov









**CORPORATE MANAGEMENT QUALIFICATIONS**



# 15.8 CORPORATE MANAGEMENT QUALIFICATIONS

## CORPORATE SUPPORT

Our onsite team at the SCCC will receive support from our corporate and regional leaders. These leaders have the vision to turn a company’s values from words into action. They listen critically and respond quickly to the varied, ever-changing needs of clients and employees, and possess the nimble imagination and the extensive experience it takes to develop and implement innovative ideas.

Spectra’s senior leadership team includes many of the industry’s most recognized and respected names. They are innovative thinkers from all areas of venue management and operations. They are knowledgeable veterans with a proven record of successfully integrating management, food and beverage services, marketing, operations, and event bookings. And they all share the same goal: to provide the hands-on corporate support it takes to make the Santa Clara Convention Center successful.

Below and on the following pages, we have provided biographies of our company’s leaders, as well as those who will have direct supervisory responsibility over the SCCC and onsite staff.

### JOHN WENTZELL PRESIDENT

A well-established industry leader, John serves as President of Spectra Venue Management, Food Services & Hospitality, and Partnerships. John focuses on identifying the best ways to operate our business, serve our clients, and grow our business. He oversees the employee experience and grows our opportunities to improve cash flow by optimizing revenue, managing expenses, and minimizing waste, all while exceeding client expectations.



John joined Spectra from Delaware North Companies, where he spent almost 20 years in various senior-level positions within the venue management and food services provider. During his time there, John learned the nuances of operating within a casino, a convention center, and an arena. He also worked closely with Delaware North’s professional hockey team, the Boston Bruins, and the company’s flagship arena, TD Garden in Boston, MA. In his most recent position, John was President of Delaware North Sportservice and Delaware North – United Kingdom, where he led the operational and strategic direction of both companies. He was responsible for growth strategies, financial and capital planning, acquisitions, talent development, product and service innovation, large client relationship management, and business development.

John’s extensive sports and entertainment industry experience also includes time as a General Manager and Regional Lead for Spectacor Management Group, when it was part of Comcast Spectacor’s predecessor, Spectacor.

**TODD M. GLICKMAN**  
**EXECUTIVE VICE PRESIDENT, BUSINESS DEVELOPMENT AND CLIENT RELATIONS**

Todd Glickman brings over 25 years of experience in sustainable business growth to his position. In his role, he oversees the development of new business and ongoing relationships with premier organizations throughout North America for Spectra Venue Management, Food Services & Hospitality, and Partnerships.



Throughout his extensive career, Todd has served in several roles for the company including Marketing and Sales Manager and Assistant Group Sales Manager. After being promoted to Director of Event Services, Todd became the Vice President of Group Sales for Spectra and the Wells Fargo Center, prior to his appointment in his current role.

Todd earned a bachelor's degree in marketing and communications from the College of Saint Rose in Albany, NY.

**TOM MCDONNELL**  
**VICE PRESIDENT, BUSINESS DEVELOPMENT AND CLIENT RELATIONS**

Tom McDonnell began his career with Comcast Spectacor, amassing a wealth of experience in virtually every area of the company – from event management to mentoring employee growth as Chair of Spectra's "How You Growin'?" program. Tom currently develops new business opportunities and supports client relationships for arenas, convention centers, fairgrounds, stadiums, and other public assembly venues.



With more than 10 years in the industry, Tom shares an outstanding knowledge of group events and group sales, having served as Director of Group Events and Event Services at the Wells Fargo Center, Spectra's Corporate Headquarters. He also oversaw the group sales and group event efforts for the Philadelphia Flyers, Philadelphia 76ers, family shows, Villanova University Basketball, and more. In addition to his oversight at the Wells Fargo Center, Tom served as a Regional Director of Group Sales for Spectra's Northeast Region.

Tom received his bachelor's degree in business from the Pennsylvania State University in State College, PA. He is also a member of the International Association of Venue Managers.

**JOHN PAGE**  
**PRESIDENT, CONTENT, ARENAS AND STADIUMS**

John Page focuses on facilitating and coordinating strategic booking efforts for all Spectra-managed facilities, and he also oversees the management of all Spectra-managed Arena and Stadium accounts. With his decades of experience, John's reputation in the industry is unparalleled, and he leverages his relationships to deliver unforgettable live experiences for guests and fans at Spectra-managed venues.



Prior to being named to his current position, John oversaw all aspects of the Wells Fargo Center and the surrounding Wells Fargo Complex, including Comcast Spectacor's partnership interest at XFINITY Live!, and four Flyers Skate Zone locations. He also was the President of Spectra Venue Management and served as Chief Operating Officer of the company.

John received his Bachelor of Science in Public Administration and a Master of Science from the University of Southern California in Los Angeles, CA.

**ROBERT SCHWARTZ**  
**SENIOR VICE PRESIDENT & CHIEF MARKETING OFFICER**

Bob Schwartz is responsible for making Spectra a marketing powerhouse in the venue management industry. He oversees all advertising placement, promotions, marketing, publicity, and group sales for Spectra — creating a “one marketing department” mentality that results in a unique network that generates innovation and highly successful marketing plans.



Throughout his 24-plus year career, Bob has served as the Marketing Director for the Richmond Coliseum in Virginia, the Los Angeles Coliseum and Sports Arena in California, and the London Arena in the United Kingdom. He was also the Vice President of Marketing for the Wells Fargo Center before entering his current role with Spectra Venue Management.

Bob holds a bachelor’s degree in sports management from the University of Massachusetts in Amherst, MA. He recently received the 2018 Harold VanderZwaag Distinguished Alumni Award from UMASS Amherst, which is an award that celebrates professional excellence, outstanding achievement in the sports industry and dedication to the McCormack Department of Sport Management.

**BLAIR KAHORA CARDINAL**  
**DIRECTOR, COMMUNICATIONS**

Blair Kahora Cardinal leads the company’s communications strategies on traditional and digital media platforms. She drives Spectra’s business objectives through media relations, digital storytelling, social media engagement, and brand management for external and internal audiences.



Blair works closely with field marketing and leadership teams to identify opportunities and to develop inclusive campaigns that showcase each venue’s breadth of expertise and exciting content. She also provides communications counsel and support to manage crisis situations.

Prior to working at Spectra, Blair was Assistant Vice President and Director of Media Relations at Buchanan Public Relations, a boutique agency where she specialized in business-to-business communications for blue-chip professional services clients.

Blair holds a Bachelor of Arts from the University of Delaware and an MBA in Strategic Management and Marketing from Villanova University in Villanova, PA.

**JACQUELYN HOLOWATY**  
**VICE PRESIDENT, CLIENT EXPERIENCES AND TICKETING**

Jacquelyn Holowaty’s career includes extensive box office and ticketing experience as well involvement with establishing new venue procedures. She originally joined Spectra at the Budweiser Events Center in Loveland, CO, where she was an integral part of the venue’s opening. She then moved on to positions at South Okanagan Events Centre and the Abbotsford Centre, which are two Spectra-managed facilities in British Columbia. She was promoted to Assistant General Manager of the Abbotsford Centre before opening the Allentown, PA PPL Center as Assistant General Manager.



In her current role, Jacquelyn leads the onboarding and transition processes for new clients. She also works closely with Spectra’s ticketing partners to integrate ticketing technology and to create new revenue-generating concepts for Spectra’s clients. Jacquelyn received her Bachelor of Science in Natural Resources Recreation and Tourism from Colorado State University in Fort Collins, CO.



**KENNETH WAJDA, CPA, CGMA  
SENIOR VICE PRESIDENT, FINANCE**

Kenneth Wajda brings to Spectra more than 24 years of experience in accounting and finance. He is a certified public accountant, and previously, he held the position of Director of Taxation for Comcast Spectacor. Prior to joining the company, he was a senior staff member at Klatzkin and Company, LLP in New Jersey.



Kenneth is responsible for all financial aspects of Spectra Venue Management, as well as financial management for Spectra-managed venues and consulting clients.

Kenneth received his bachelor's degree in accounting from The College of New Jersey. He is also a member of the American Institute of Certified Public Accountants, the New Jersey Society of Certified Public Accountants, and the International Association of Venue Managers.

**DAVID LEIBOWITZ  
VICE PRESIDENT, BUSINESS DEVELOPMENT FINANCE AND STRATEGY**

David Leibowitz provides in-depth financial planning operations for Spectra Venue Management and Spectra Food Services & Hospitality. In his role, David provides projections and comparative analyses for Spectra Venue Management and Spectra Food Services & Hospitality. He also supports contract negotiations and renewals.



Prior to joining Spectra, David served as the Executive Director of Financial Analysis and Planning for SMG. David acquired his Bachelor of Science in Business Administration and Finance from George Washington University in Washington, DC.

**BRIAN ROTHENBERG  
EXECUTIVE VICE PRESIDENT AND GENERAL COUNSEL**

Brian Rothenberg provides comprehensive legal support and oversight for Spectra Venue Management, Food Services & Hospitality, and Partnerships.

With more than 20 years of experience, Brian served as an associate at Stradley, Ronon, Stevens & Young LLP, a full-service law firm based in Philadelphia, before joining Comcast Spectacor.



Brian holds a bachelor's degree from Rutgers University in New Brunswick, NJ and a Juris Doctorate from Emory University School of Law in Atlanta, GA.

**MARCEL WHITE**  
**VICE PRESIDENT OF HUMAN RESOURCES**

Marcel White is based out of Spectra’s corporate office in Philadelphia, and he oversees all human resources for Spectra-operated venues in North America. His responsibilities include talent acquisition, employee engagement and development, compensation, compliance, and employee communications. Marcel’s direct reports include HR directors and managers. With Marcel’s guidance this team supports both corporate and field HR operations.



Marcel joined Spectra from Compass Group North America, where he most recently served as the VP of HR for Eurest Food and Eurest Facility Services. Marcel possess over 25 years of experience in HR and business operations, with a specialization in strategic planning, P&L management, talent acquisition and development, change management, labor relations, and compensation design.

Marcel earned his bachelor’s degree in hospitality management from Widener University in Chester, PA and his MBA from St. Joseph’s University in Philadelphia, PA.

**BRYAN FUREY**  
**SENIOR VICE PRESIDENT, PARTNERSHIPS**

Bryan Furey leads Spectra’s Partnerships division. In this position, he generates profitable growth for Spectra-managed venues and properties across North America through the sale of naming rights, sponsorship, advertising, pouring rights, premium seating, and other commercial rights. Bryan oversees Spectra Partnerships’ day-to-day operations. His team represents over 110 clients, and has sold 34 naming rights deals in the last eight years — generating over \$75 million in gross sponsorship sales each year.



Bryan has been with Spectra for over a decade, growing through various roles with the company, including Project Manager and Regional Vice President. Prior to joining Spectra, Bryan spent time working with IMG in Philadelphia, managing events and selling sponsorships and premium seating for a roster of entertainment properties and high-profile athletes. Following his tenure at IMG, Bryan ran Philadelphia’s only annual professional golf event, which was hosted by PGA Tour star Jim Furyk and featured the world’s top golfers, including Phil Mickelson, Adam Scott, Pádraig Harrington, John Daly, and more.

Bryan holds his bachelor’s degree from Franklin & Marshall College in Lancaster, PA.

**MICHAEL AHEARN**  
**SENIOR VICE PRESIDENT, OPERATIONS**

Michael Ahearn uses his vast domestic and international venue management experience to elevate Spectra’s facility operations throughout North America. In his position, he oversees Facility Operations Departments at all Spectra-managed facilities, and he is directly responsible for the Wells Fargo Center Operations Department, including venue repairs and maintenance, cleaning, event operations, telecommunications, and capital improvement projects. He also heads up Spectra’s Facility Consulting Division, which offers stand-alone venue planning, operations, and procurement services.



Michael has held key positions at venues around the world, including Event Manager for the Sheffield Arena in England; Box Office Manager at the Spectrum in Philadelphia, PA; and Sport Complex Director at the Jacksonville Sport & Entertainment Complex in Jacksonville, FL.

Michael holds a bachelor’s degree from Widener University in Chester, PA.

**CHARLIE NEARY**  
**SENIOR VICE PRESIDENT, SPECTRA FOOD SERVICES & HOSPITALITY**

With three decades of experience and a long list of professional accomplishments, the secret of Charlie Neary’s success in food services is a unique combination of entrepreneurship and tireless dedication to developing lasting relationships with his colleagues, clients, and company.



Charlie’s career quickly saw him climbing the ranks, from working concessions at the Greek Theatre in Berkeley, CA for Filmore Fingers before ultimately serving as their Director of Concessions. Ultimately, Charlie’s strong business sense led him to start FanFare Enterprises, the successful food service company he co-founded with fellow Spectra Food Services & Hospitality VP Nick Nicora. In 2001, FanFare merged with Spectra Food Services & Hospitality (then Ovations Food Services). Charlie explains that what he enjoys most about working at Spectra Food Services & Hospitality is the “entrepreneurial spirit that is passed along throughout the company.”

A native of the San Francisco Bay Area, Charlie has attended the University of California, Berkeley, and San Francisco State University, and he is an Executive Board Member of the National Association of Concessionaires.



## CONVENTION CENTER DIVISION

To ensure that our clients receive world class management and corporate support, Spectra utilizes an oversight system that places a personalized focus on our clients and aligns them with industry leading executives that are experts in their respective industry and venue-type. For the Santa Clara Convention Center, Spectra's Senior Vice President Dave Anderson will oversee the account with the support of Regional mentors and Subject Matter Experts.

### **DAVE ANDERSON** **SENIOR VICE PRESIDENT, CONVENTION CENTERS**

As Senior Vice President, Dave Anderson is responsible for overseeing the Spectra's Convention Center operations. He is also responsible for the development and implementation of Spectra's national sales initiatives for all convention centers. He handles all day-to-day operational matters at the Palm Beach County Convention Center. Dave was on the selection committee for the new 400-room West Palm Beach convention center hotel, and he was involved in common area construction plan review between the two venues and assisted in negotiating the hotel room block agreement with the new Hilton Hotel.



With over 20 years of industry experience in convention centers, arenas and theaters, Dave has held numerous positions within the facility management industry, which include Sales Manager, Director of Events, and General Manager. He is currently a board member of the Palm Beach County Hotel Association and the Florida Facilities Managers Association. He also sits on the Convention Center Committee and Board of Governors for the International Association of Venue Managers.

Dave earned his bachelors degree in marketing from the University of Wisconsin in Whitewater, WI.

### **MICHELLE HOPEWELL** **REGIONAL DIRECTOR OF MARKETING**

Michelle Hopewell is the Marketing Manager at the Duke Energy Convention Center in Cincinnati, OH. She also oversees the regional marketing efforts and provides marketing support for 20 Spectra-managed convention centers, including the Las Cruces Convention Center in Las Cruces, NM; the Utah Valley Convention Center in Provo, UT; and the St. Charles Convention Center in St. Charles, MO. Additionally, she leads the communication efforts on the Spectra National Marketing Plan.



Michelle has nearly two decades experience working for non-profit, city government, and corporate entities. Her experience includes programs/events, marketing, sponsorships/advertising and development.

Michelle received her Bachelor of Science in Recreation and Park Administration from Eastern Kentucky University. She also earned a Master of Science in Recreation and Park Administration.

## **RIC BOOTH**

### **GENERAL MANAGER, DUKE ENERGY CONVENTION CENTER**

One of Spectra Venue Management's most experienced managers, Ric currently manages the Duke Energy Convention Center in Cincinnati, Ohio. From convention centers to arenas, stadiums, and amphitheaters, Ric has successfully directed his teams to greater accomplishments and improved results in every critical area of operation. In cities across the country, he has worked for private management companies, an NBA team, and City and State Governments. Whether he is building a new management team from the ground up or working with an established group, Ric's leadership style accommodates individual growth, accelerates a high-functioning team, and supports delivering on key metrics of success.



In his role with Spectra, Ric also provides transitional and ongoing support to new venues transitioning to Spectra Venue Management.

Ric received his bachelor's in Business Administration/Accounting from Northeastern State University in Boston, MA.

## **CARRIE JACKSON**

### **ASSISTANT GENERAL MANAGER AND DIRECTOR OF CONVENTION SERVICES, IOWA EVENTS CENTER**

With over 15 years of experience, Carrie is responsible for the sales, booking, and marketing of Hy-Vee Hall and Community Choice Credit Union Convention Center, the two convention spaces onsite at the Iowa Events Center in Des Moines, IA. Additionally, as Assistant General Manager, Carrie works closely with the Spectra General Manager to make staffing and operations decisions.



Additionally, Carrie is responsible for maintaining the Spectra national sales database, which includes important information on all aspects of convention center data, including Spectra's GPS (Global Prospecting System), attendance, tradeshow lists, show producers, etc., providing training for Sales Directors on solicitation and database coordination, tradeshow leads to buildings, tracking of booked business for possible multi-venue routing, along with maintaining contacts with Spectra's National Marketing Committee; ensuring that Spectra convention spaces maintain a high profile presence at industry tradeshows and meetings.

Carrie has been with Spectra for 13 years, previously serving as Director of Convention Services at the Iowa Events Center. Prior to her time with Spectra, Carrie was the Director of Event Management & Operations for Marriott International.

Carrie received her bachelor's degree from Columbia College in Marketing & Business Management.

**DEAN DENNIS**

**GENERAL MANAGER, ATLANTIC CITY CONVENTION CENTER**

With over 20 years at Spectra, Dean is an industry-leading professional – having served in various positions for Spectra, representing a wide range of venue management disciplines. He currently serves as the General Manager of the Atlantic City Convention Center, where he is responsible for the overall management, operation, and promotion of one of the largest convention centers in the Northeast with 600,000+ square feet of prime meeting and exhibit space.



His role involves the management of 100+ team members, including those who work in finance, purchasing, human resources, sales and marketing, advertising, event management/production, ticket sales, security, and food and beverage services.







**MANAGEMENT AND OPERATIONS PLAN FOR SCCC**





## 15.9 MANAGEMENT AND OPERATIONS PLAN FOR SCCC

### SPECTRA'S MISSION

Spectra Venue Management is committed to maintaining our internationally recognized position as the world's most effective and client-friendly private venue management firm.

We've earned this reputation by consistently proposing innovative solutions — and, more importantly, by delivering top-notch results for our client-owned venues. These venues include convention centers, arenas, and stadiums, as well as multipurpose civic centers, conference centers, theaters, ice rinks, fairgrounds/equestrian entertainment venues, and variety of other venues.

Spectra's success — and thereby our clients' success — is built on a foundation of vast corporate resources, rock-solid industry relationships, an unmatched team of professional, readily accessible senior management and corporate support, and superior customer service.

Spectra was founded to meet the growing desire of government, universities, and private owners to have their venues operate more effectively and efficiently. This commitment to providing customized service and complete attention begins with our mission statement.

### MISSION STATEMENT

Spectra is committed to worldwide leadership and growth in public assembly venues and event management. We continually strive to exceed the expectations of our clients, customers, and employees by implementing the highest degree of personal integrity, accountability, and fiscal responsibility. In the local communities we serve, we will at all times act as good corporate citizens.



## MANAGEMENT PHILOSOPHY


- Generate more events and book the right event mix.
- Increase attendance and customer spending.
- Offer superior customer service and client satisfaction.
- Manage and control expenses to revenue.

These are the core values that we aggressively pursue — the fundamental principles that make up Spectra’s management philosophy. They govern everything we do and every decision we make, at every venue we manage.

This approach requires an innovative leadership team; the relentless pursuit of new opportunities for the venues we manage; and complete dedication from employees companywide. And it’s an approach that pays off for our clients, driving their ancillary revenue and achieving bottom-line success.

Our guidelines for how we manage venues are listed below. Ultimately, though, they all come down to one simple mission: Protect and serve the interests of our clients as if they were our own.

## KEYS TO SPECTRA’S MANAGEMENT PHILOSOPHY

- 
- Make a significant difference by offering our clients more value for their money than they expect and pay for.
  - Consistently strive to develop and maintain policy consensus with our clients.
  - Keep our clients informed with well-researched, thoroughly analyzed reports and recommendations.
  - Create a results-oriented organization that focuses on what we can accomplish.
  - Nurture an informed, flexible, and proactive staff committed to helping us exceed client objectives.
  - Maintain high ethical standards.
  - Emphasize maximum event bookings within the context of meeting our client goals and objectives.
  - Focus on customer service as the most effective means to generate repeat business from users and attendees.
  - Create an “experience environment” — one that’s business-conducive, unique, fun, clean, safe, well maintained, socially satisfying, and relaxing. Such an environment will prompt customers to return more often and tell others about their experience.
  - Take customer service seriously — but approach it in a relaxed and effective manner through our companywide GREAT Experiences program.
  - Provide a strong headquarters team and corporate support from appropriate, nearby regional — or mentoring — venues and staff.
  - Use the combined leverage of the overall Spectra family of venues for the betterment of each individual client.
  - Remain sensitive to, support, and enhance the client’s image and responsibility in the community, and to the public at large.
  - Make the venues we manage as environmentally friendly (“green”) as possible by taking steps outlined in our company-wide “STEP Up” program, including conserving energy and recycling materials whenever possible.
  - Cooperate with the Convention and Visitors Bureau, Chambers of Commerce, the hotel industry, and all other business sectors of the community to maximize the direct and indirect economic, physical, and social impact the venue has on the community.



# SPECTRA'S VISION FOR SCCC



## **PARTNERSHIP WITH SANTA CLARA**

Collaboration with SCTID, the City, area hotels, and other key stakeholders in the development of the structure for the new CVB that maximizes economic impact to the City and takes into account the goals of all parties involved



## **OPERATIONAL TRANSPARENCY**

Implementation of Spectra's turnkey management policies and procedures to ensure transparent and consistent reporting to the City and other key stakeholders



## **COMMITMENT TO THE COMMUNITY**

Enhanced engagement with the local community through an increased commitment to community events



## **EXPANDED MARKETING NETWORK**

Increased national exposure and marketing support through Spectra's network of over 150 marketers, access to our Global Prospecting System, and inclusion in the National Marketing Plan



## **STRATEGIC BOOKING PLAN**

Improved booking guidelines that value the overall impact of an event to Santa Clara, and utilization of Spectra's corporate resources to bring new content to the SCCC to increase weekend events, including esports and other sporting groups



## **RENOVATION & FACILITY SUPPORT**

Extensive facility design and renovation experience to support the City and SCCC in any future capital improvement projects to bring the facility to a level that matches market needs





**Spectra**

**Santa Clara Convention Center**

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**Initial Operating Budget**

**December 7, 2018**

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*This Initial Operating Budget is a good faith estimate of the projected performance of the Santa Clara Convention Center and is based upon the information available to Spectra as of the date of issuance. Actual results may vary from this projection due to, among other factors, changes in the marketplace and assumptions that do not materialize.*  
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**Spectra**  
**Santa Clara Convention Center**  
**Initial Operating Budget**  
**Major Operating Assumptions**

**General:**

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1. The basis for this Initial Operating Budget is the information provided to Spectra as part of the RFP process including the report issued by TAP International, Inc.
2. This Initial Operating Budget is based upon a full operating year starting September 1, 2019 and has considered the 2018 final financial results, 2019 budget, and event information pertaining to confirmed and tentative events.
3. Spectra has developed this Initial Operating Budget based upon our knowledge of the Santa Clara market and comparisons to similar centers operated by Spectra such as:
  - St. Charles Convention Center – St. Charles, MO
  - Overland Park Convention Center – Overland Park, KS
  - Palm Beach County Convention Center – West Palm Beach, FL
  - Durham Convention Center – Durham, NC
4. This Initial Operating Budget does not include any one-time transition expenses related to the changeover to Spectra's management.

**Revenue:**

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1. "Rental Revenue" from events is based upon the historical information provided as part of the RFP. In addition, we have used our vast industry experience, results from similar venues, and historical data on the Santa Clara Convention Center, to project the Rental Revenue anticipated for the Initial Operating Budget.
  2. "Food & Beverage Revenue" is based upon the current agreement with Aramark and is subject to change if Spectra is able to negotiate a stronger deal once the SCCC is under our management.
  3. "Electrical" revenue is also based upon the in-house services provided by the SCCC as well as the third-party vendor agreements provided as part of the RFP.
  4. "Audio Visual" revenue is also based upon the third-party vendor agreements provided as part of the RFP.
  5. "Equipment Rental" revenue is based upon the historical revenues provided as part of the RFP and was adjusted to reflect the effect of Spectra's management based upon our experience at our managed facilities.
  6. "Other Revenue" includes items such as Freight, Cell Site Revenue, Insurance Revenue, and Other Income. These line items are consistent with the historical financials provided as part of the RFP. In addition, Advertisement Revenue, Sponsorship Revenue, and Business Center/UPS are based upon the respective agreements with Spot Focus and the franchisee for The UPS Store, Inc.
- 

*This Initial Operating Budget is a good faith estimate of the projected performance of the Santa Clara Convention Center and is based upon the information available to Spectra as of the date of issuance. Actual results may vary from this projection due to, among other factors, changes in the marketplace and assumptions that do not materialize.*



**Spectra**  
**Santa Clara Convention Center**  
**Initial Operating Budget**  
**Major Operating Assumptions**

**Operating Expenses:**

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1. All Indirect Operating Expenses are based on the information provided to Spectra as part of the RFP, as well as our experience at other Spectra-managed facilities. In large part, these expenses are consistent with the current experience at the SCCC, however Spectra has anticipated significant savings in insurance through our national purchasing power. We have also added expenses related to travel, meals, lodging, and facility advertising that would traditionally be part of our managed facilities' budgets, as we have assumed these expenses are currently part of the CVB budget. We expect these expenses would be incurred in conjunction with the CVB in joint sales and marketing efforts to grow the business at the SCCC.
2. "Personnel Expenses", as outlined in the Personnel Expenses schedule, assumes full staffing based largely upon the organizational chart provided to Spectra as part of the RFP, which was then adjusted based upon our experience managing similar facilities. We have estimated the salaries for each position as the salaries of the current staff were not provided. These figures are subject to change. In addition, payroll taxes are based upon prevailing federal, state, and local rates. Benefits are based upon Spectra's anticipated costs for benefits in 2019. These figures are subject to change based upon a variety of factors such as the plans chosen by the employees and their coverage status (employee, employee + spouse, employee + children, family, etc.).
3. This Initial Operating Budget does not include the following items:
  - a. Base Management Fees
  - b. Incentive Fees
  - c. Property Taxes
  - d. Non-operating expenses such as debt service, interest expense, depreciation, amortization, and capital repairs and maintenance in excess of \$5,000





**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**INITIAL OPERATING BUDGET**

	<b>1st Full Operating Year (7/1/19-6/30/20)</b>
# of Events	495
# of Event Days	902
Annual Attendance	457,590
<b><u>RENTAL REVENUE</u></b>	
Rental Revenue	\$4,163,120
<b>TOTAL RENTAL REVENUE</b>	<b>\$4,163,120</b>
<b><u>ANCILLARY REVENUE</u></b>	
Food & Beverage	\$2,838,456
Electrical	\$414,000
Audio/Visual	\$863,600
Telecommunications	\$407,550
Equipment Rental	\$124,894
Other	
<b>TOTAL ANCILLARY REVENUE</b>	<b>\$4,648,500</b>
<b>TOTAL EVENT REVENUE</b>	<b>\$8,811,620</b>
<b><u>OTHER REVENUE</u></b>	
Freight	\$6,000
Cell Site Revenue	\$30,000
Insurance Revenue	\$3,000
Advertisement Revenue	\$40,000
Sponsorship Revenue	\$3,000
Business Center/UPS	\$14,000
Other Income	\$35,000
Interest	\$25,000
Restricted Cash - Aramark	\$393,647
<b>TOTAL OTHER REVENUE</b>	<b>\$549,647</b>
<b>TOTAL INCOME WITH OTHER REVENUE</b>	<b>\$9,361,267</b>
<b><u>INDIRECT OPERATING EXPENSES</u></b>	
Personnel Expense	\$4,749,050
Miscellaneous	\$55,000
Professional Associations	\$35,000
Office Expenses	\$176,250
Insurance	\$168,639
Employee Expenses	\$75,381
Maintenance Expenses	\$269,798
Janitorial & Cleaning	\$164,996
Utilities	\$778,786
<b>TOTAL INDIRECT OPERATING EXPENSES</b>	<b>\$6,472,899</b>
<b>NET OPERATING INCOME/LOSS</b>	<b>\$2,888,368</b>

(before management fees, incentive fees, capital reserve, capital repairs & replacement, depreciation, amortization, and property taxes)

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**INITIAL OPERATING BUDGET**  
**EVENT REVENUES**

	Banquet	Convention	Meetings	Public Shows	Trade Shows	Misc.	TOTALS
NUMBER OF EVENTS	42	56	300	64	28	5	495
EVENT DAYS PER EVENT	1.3	3.7	1.6	1.5	2.1	2.0	1.8
TOTAL EVENT DAYS	55	209	471	97	60	10	902
ATTENDANCE PER EVENT	795	1,500	550	2,000	1,650	200	924
GENERAL ATTENDANCE	33,390	84,000	165,000	128,000	46,200	1,000	457,590
<b>RENTAL INCOME</b>							
RENTAL REVENUE	\$65,520	\$1,237,600	\$702,000	\$1,664,000	\$364,000	\$130,000	\$4,163,120
Rental Income	\$65,520	\$1,237,600	\$702,000	\$1,664,000	\$364,000	\$130,000	\$4,163,120
<b>FOOD &amp; BEVERAGE</b>							
GROSS F&B SALES	\$2,003,400	\$1,596,000	\$3,630,000	\$192,000	\$924,000	\$3,000	\$8,348,400
F&B COSTS	\$1,322,244	\$1,053,360	\$2,395,800	\$126,720	\$609,840	\$1,980	\$5,509,944
FOOD & BEVERAGE COMMISSIONS	\$681,156	\$542,640	\$1,234,200	\$65,280	\$314,160	\$1,020	\$2,838,456
<b>ELECTRICAL</b>							
GROSS REVENUE	\$21,000	\$840,000	\$90,000	\$480,000	\$210,000	\$15,000	\$1,656,000
EXPENSES	\$15,750	\$630,000	\$67,500	\$360,000	\$157,500	\$11,250	\$1,242,000
NET INCOME	\$5,250	\$210,000	\$22,500	\$120,000	\$52,500	\$3,750	\$414,000
<b>AUDIO/VISUAL</b>							
GROSS REVENUE	\$147,000	\$1,568,000	\$78,000	\$96,000	\$210,000	\$60,000	\$2,159,000
EXPENSES	\$88,200	\$940,800	\$46,800	\$57,600	\$126,000	\$36,000	\$1,295,400
NET INCOME	\$58,800	\$627,200	\$31,200	\$38,400	\$84,000	\$24,000	\$863,600
<b>TELECOMMUNICATIONS</b>							
GROSS REVENUE	\$0	\$420,000	\$60,000	\$768,000	\$98,000	\$12,500	\$1,358,500
EXPENSES	\$0	\$294,000	\$42,000	\$537,600	\$68,600	\$8,750	\$950,950
NET INCOME	\$0	\$126,000	\$18,000	\$230,400	\$29,400	\$3,750	\$407,550
<b>EQUIPMENT RENTAL</b>							
REVENUE	\$1,966	\$37,128	\$21,060	\$49,920	\$10,920	\$3,900	\$124,894
NET INCOME	\$1,966	\$37,128	\$21,060	\$49,920	\$10,920	\$3,900	\$124,894
TOTAL ANCILLARY INCOME	\$747,172	\$1,542,968	\$1,326,960	\$504,000	\$490,980	\$36,420	\$4,648,500
<b>EVENT OPERATING INCOME</b>	<b>\$812,692</b>	<b>\$2,780,568</b>	<b>\$2,028,960</b>	<b>\$2,168,000</b>	<b>\$854,980</b>	<b>\$166,420</b>	<b>\$8,811,620</b>

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**SPECTRA  
SANTA CLARA CONVENTION CENTER  
INITIAL OPERATING BUDGET  
PERSONNEL EXPENSES**

Department/Title	# FTE	Base Salary	Bonus (Potential)	Total Comp	Total Taxes & Benefits	Total
<b>Administration</b>						
General Manager	1	\$225,000	\$45,000	\$270,000	\$43,425	\$313,425
Administration Manager	1	\$65,000	\$0	\$65,000	\$23,943	\$88,943
Executive Assistant	1	\$75,000	\$0	\$75,000	\$25,308	\$100,308
Receptionist	1	\$50,000	\$0	\$50,000	\$21,895	\$71,895
<b>Administration Total</b>	<b>4</b>	<b>\$415,000</b>	<b>\$45,000</b>	<b>\$460,000</b>	<b>\$114,570</b>	<b>\$574,570</b>
<b>Human Resources</b>						
Director of Human Resources	1	\$85,000	\$8,500	\$93,500	\$27,833	\$121,333
Human Resources Assistant	1	\$50,000	\$0	\$50,000	\$21,895	\$71,895
<b>Human Resources Total</b>	<b>2</b>	<b>\$135,000</b>	<b>\$8,500</b>	<b>\$143,500</b>	<b>\$49,728</b>	<b>\$193,228</b>
<b>Sales and Marketing</b>						
Director of Sales & Marketing	1	\$100,000	\$10,000	\$110,000	\$30,085	\$140,085
Sales Manager	2	\$130,000	\$0	\$130,000	\$32,815	\$162,815
Marketing Manager	1	\$60,000	\$0	\$60,000	\$23,260	\$83,260
<b>Sales &amp; Marketing Total</b>	<b>4</b>	<b>\$290,000</b>	<b>\$10,000</b>	<b>\$300,000</b>	<b>\$86,160</b>	<b>\$386,160</b>
<b>Finance</b>						
Director of Finance	1	\$100,000	\$10,000	\$110,000	\$30,085	\$140,085
Accounting Clerk	1	\$65,000	\$0	\$65,000	\$23,943	\$88,943
<b>Finance Total</b>	<b>2</b>	<b>\$165,000</b>	<b>\$10,000</b>	<b>\$175,000</b>	<b>\$54,028</b>	<b>\$229,028</b>
<b>Event Services</b>						
Director of Event Services	1	\$100,000	\$10,000	\$110,000	\$30,085	\$140,085
Building Services Manager	1	\$48,000	\$0	\$48,000	\$21,622	\$69,622
Building Services Attendant	18	\$1,123,200	\$0	\$1,123,200	\$106,988	\$1,230,188
Event Manager	4	\$340,000	\$0	\$340,000	\$48,640	\$388,640
<b>Events Total</b>	<b>24</b>	<b>\$1,611,200</b>	<b>\$10,000</b>	<b>\$1,621,200</b>	<b>\$207,335</b>	<b>\$1,828,535</b>
<b>Operations</b>						
Assistant General Manager/Director of Operations	1	\$140,000	\$21,000	\$161,000	\$35,304	\$196,304
Facilities Manager	1	\$90,000	\$0	\$90,000	\$27,355	\$117,355
Chief Engineer	1	\$90,000	\$0	\$90,000	\$27,355	\$117,355
Maintenance Engineer	4	\$83,200	\$0	\$83,200	\$26,427	\$109,627
<b>Operations Total</b>	<b>7</b>	<b>\$403,200</b>	<b>\$21,000</b>	<b>\$424,200</b>	<b>\$116,441</b>	<b>\$540,641</b>
<b>Security</b>						
Lead, Security	1	\$75,000	\$7,500	\$82,500	\$26,331	\$108,831
Security Officer	6	\$375,000	\$0	\$375,000	\$51,247	\$426,247
<b>Security Total</b>	<b>7</b>	<b>\$450,000</b>	<b>\$7,500</b>	<b>\$457,500</b>	<b>\$77,579</b>	<b>\$535,079</b>
Worker's Compensation						\$250,000
Part Time; Non-Event Labor		\$200,000	\$0	\$200,000	\$11,810	\$211,810
<b>GRAND TOTAL PERSONNEL EXPENSES</b>	<b>50</b>	<b>\$3,669,400</b>	<b>\$112,000</b>	<b>\$3,781,400</b>	<b>\$717,650</b>	<b>\$4,749,050</b>

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**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**INITIAL OPERATING BUDGET**  
**INDIRECT OPERATING EXPENSES**

**1st Full Operating Year**  
**(7/1/19-6/30/20)**

**Miscellaneous**

Other Outside Rentals	\$5,000
Parking Fees	\$20,000
Advertising & Marketing	\$30,000
<b>Subtotal</b>	<b>\$55,000</b>

**Professional Associations**

Memberships	\$2,500
Meeting & Travel	\$25,000
Dues & Subscriptions	\$7,500
<b>Subtotal</b>	<b>\$35,000</b>

**Office Expenses**

Printing	\$2,500
Telephone	\$9,000
Office Supplies	\$15,000
Postage	\$1,000
Copier Lease Expense	\$6,500
Office Equipment Maintenance	\$1,500
Forms Printing	\$750
Computer Software/Hardware	\$50,000
Computer System Support	\$45,000
Legal & Audit	\$45,000
<b>Subtotal</b>	<b>\$176,250</b>

**Insurance**

Property & Business Interrupt	\$85,000
General Liability/Fidelity/Other	\$83,639
<b>Subtotal</b>	<b>\$168,639</b>

**Employee Expenses**

Uniform Rental	\$25,211
Training & Education	\$8,160
Employment Advertising	\$510
Payroll Processing	\$40,000
Pre-Employment Expenses	\$1,500
<b>Subtotal</b>	<b>\$75,381</b>





**SPECTRA**  
**SANTA CLARA CONVENTION CENTER**  
**INITIAL OPERATING BUDGET**  
**INDIRECT OPERATING EXPENSES**

**1st Full Operating Year**  
**(7/1/19-6/30/20)**

**Maintenance Expenses**

Elevator & Escalator Maint.	\$56,695
Service Contracts	\$44,776
Maintenance Supplies	\$82,616
Interior Landscaping	\$7,210
Pest Control	\$4,001
Paint & Supplies	\$3,770
Lighting System	\$25,307
Non-Routine Maintenance	\$45,423
<b>Subtotal</b>	<b>\$269,798</b>

**Janitorial & Cleaning**

Dumping Fees	\$61,259
Paper Supplies	\$41,200
Cleaning Chemicals	\$18,169
Janitorial Supplies	\$25,750
Window Washing	\$18,617
<b>Subtotal</b>	<b>\$164,996</b>

**Utilities**

Electricity	\$760,288
Aramark Utilities	(\$151,700)
Gas	\$101,029
Water & Sewer	\$69,169
<b>Subtotal</b>	<b>\$778,786</b>

**Total Indirect Expenses** **\$1,723,850**

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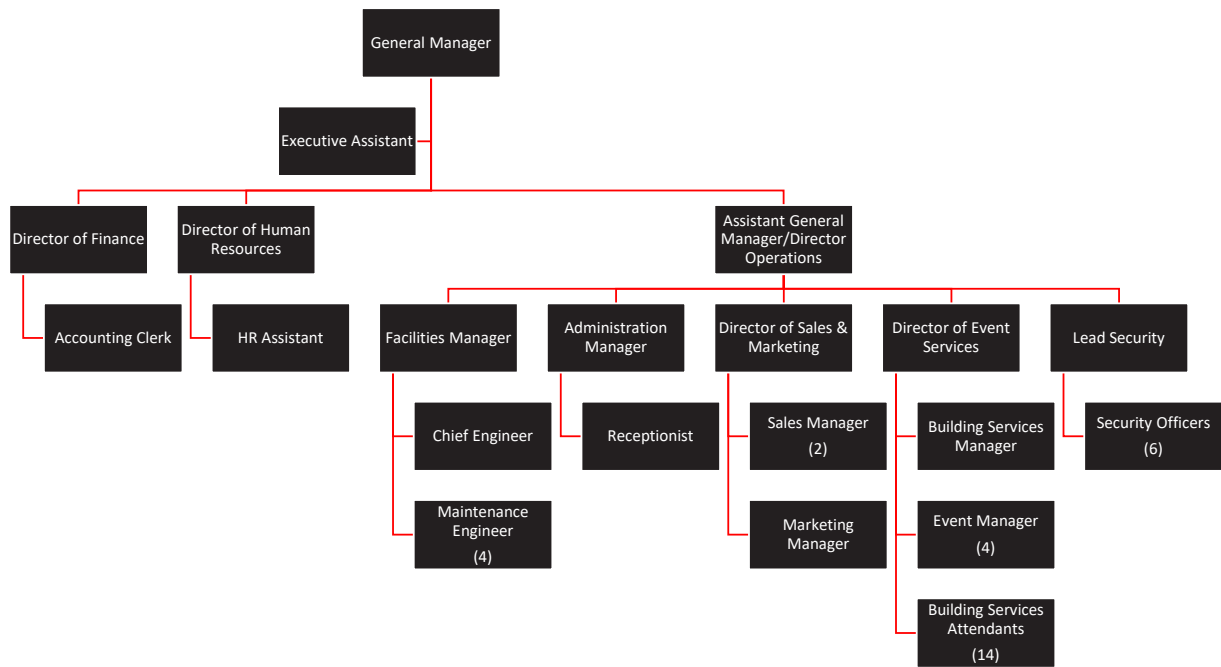
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## STAFFING PLAN

For the Santa Clara Convention Center, we propose 50 full-time employees, based on our experience in similar venues and markets. We developed our staffing plan by examining your current organizational chart, analyzing your currently filled and vacant positions, and determining the most efficient and effective plan. We believe our model will be able to effectively operate, sell, and market the Center. However, we will work with the City of Santa Clara and the CVB to determine any final staffing requirements. Spectra is committed to incorporating the City Worker Retention Ordinance into our staffing plan at the SCCC. This is standard practice for Spectra; when taking over management at new facilities, Spectra typically retains an average of 85% of employees from the previous operation.



# ORGANIZATIONAL CHART



## INITIATIVES TO EFFECTIVELY MANAGE COSTS

In our visits to the Santa Clara Convention Center, although dated in some areas, our team was extremely impressed with the impeccable conditions with which the facility is maintained. Without conducting a formal operational audit, it is apparent through our visits, as well as our analysis of the SCCC's financial reports, that the venue is operated efficiently, with no major areas of excess or unnecessary expenses.

With that said, Spectra firmly believes that applying our corporate expertise and resources, along with the implementation of our management policies and procedures will further streamline efficiencies and minimize costs to drive the bottom line.

## CONTROLLING OPERATING EXPENSES

Spectra follows a strict policy of complete transparency with respect to the care and custody of each client's funds. We provide comprehensive financial reports on a weekly, monthly, and annual basis. These reports are outlined in this Response later in this Section under the header "Financial Management." Our financial reports are prepared by our onsite Director of Finance, approved by our General Manager, and then reviewed monthly by the appropriate Spectra Senior Vice President, our corporate Finance Department, and our President.

Our day-to-day focus on expense controls, combined with our weekly and monthly monitoring of significant expense variances, allows us to react to anomalies and make sure we still hit the targeted bottom line.

## MINIMIZING ENERGY COSTS

Spectra has a proven track record of aggressively controlling energy costs, and our responsible approach to cost containment elevates us above the competition. For instance:

- We establish detailed energy consumption baselines for each utility and track at least monthly.
- We work with energy management consultants to negotiate favorable utility rates for the venues we manage and to develop conservation programs.
- We budget for necessary maintenance, repair and capital improvements.

- We test our electrical systems and components annually to ensure they're operating at peak efficiency.
- We work with building management software providers, such as Johnson Controls, Honeywell, and Siemens, to improve efficiencies and lower operating costs.

We also explore alternative energy sources and cost-reduction programs, such as thermal ice storage, open market purchasing of energy, co-generation options, LED Lighting, and conservation and recycling programs.

For the SCCC, our team has identified a number of alternative energy enhancements that would reduce energy costs, as well as solidify the Santa Clara Convention Center as an industry-leader in cutting-edge technology and sustainable solutions.

- **Wind Turbines.** The SCCC could leverage its location in a fairly windy region to utilize energy generated from wind turbines. These turbines can be installed onsite at the SCCC, or located off-site as an additional option.





- **Solar Panels.** Similarly, the SCCC benefits from the mostly sunny California climate as well as a relatively flat roof, which makes it an ideal candidate for solar energy. The cost of installing solar panels has decreased significantly over the past few years, and panels can often be purchased with discounts or tax breaks and even pay for themselves in a relatively short period of time. In 2009, the Atlantic City Convention Center installed the largest single roof-mounted solar array in the United States. The solar roof consists of 13,000 individual panels and covers over 290,000 square feet. To date, the roof has produced 29% of the building's total electrical consumption, most recently accounting for 31% in 2017. The Atlantic City Convention Center anticipates a savings of nearly \$4.4 million in electricity costs from its debut through 2029.
- **LED Lights.** While we noticed that LED lights have been installed throughout much of the SCCC, they were not in the Exhibit Hall. Spectra has extensive experience installing LED lights throughout our venues, which saves in energy costs and consumption. More on the benefits of LED conversion can be found later in this section under "Sustainability."
- **Low-flow Toilets.** Installing low-flow toilets and urinals in the bathrooms throughout the convention center would significantly reduce water usage and related costs at the SCCC. Because we recognized a need to upgrade the bathrooms in the venue, this could be an easy upgrade to include within the overall capital improvements made to the bathrooms.

## MIAMI BEACH CONVENTION CENTER

Spectra has enjoyed a long history of success and growth with our partner, the City of Miami Beach, through our management of the Miami Beach Convention Center, and we have been providing oversight during the venue's \$620 million renovation that is currently being completed. In 2008, when Spectra assumed management of this facility from SMG, we were able to achieve the following improvements over the performance of the previous manager:

- Reduced the prior year operating loss by over \$600,000
- Improved the budgeted loss by \$450,000
- Reduced overall expenses by \$1.0 million
- Reduced electrical consumption, resulting in savings of nearly \$200,000
- Booked over \$600,000 in short-term new business

## **INITIATIVES TO INCREASE REVENUES AND ECONOMIC IMPACT**

### **REVIEW OF BOOKING GUIDELINES**

Through numerous conversations with local hoteliers, we have been made aware that collaboration on booking events at the SCCC could be improved to maximize economic impact to the City. Through our proposed structure, we will book long-term events in collaboration with the new CVB, as well as evaluate business based on total economic impact, rather than just for the Santa Clara Convention Center. This approach will increase the number of larger groups and ensure longer events are booked versus one-day users, putting heads in beds at the local hotels, and driving revenue to the City of Santa Clara's restaurants and attractions.

### **WEEKEND CONTENT**

#### **YOUTH SPORTS**

We are aware that throughout the week, the Santa Clara Convention Center is regularly booked with multiple events each day. However, we see ample opportunity to drive events on the weekend, which can often be vacant. In our experience, ideal groups to target for these periods are sports groups including cheer, dance, volleyball, basketball, and others.

## **ATLANTIC CITY CONVENTION CENTER**

Spectra, in collaboration with the Atlantic City Sports Commission, has prepared to purchase several multi-purpose sport floors and associated equipment (i.e. basketball hoops/volleyball nets). This Sport Court is a plastic flooring material that most indoor sports groups require to host their event, being unable to play on the concrete floors that can be found in most centers. The Sport Court also is flexible, and may be supplemented with wood courts for Basketball events.

The purchase provides the Spectra team with a unique advantage over competing cities. There is a very large cost to ship the courts from the manufacturers to the venue. Our ability to rent the courts directly to the event planner saves them the shipping costs making us a more attractive location to host their events.

These groups typically host multi-day tournaments, which would not only benefit the SCCC on otherwise dark days, but will also bring weekend room night bookings to local Santa Clara hotels as well. Through Spectra's extensive connections with national sports commissions, including hosting the TEAMS Conference at our Atlantic City Convention Center, we would be able to leverage these relationships to drive this content to the SCCC, which would be our sole focus in the region.

### **ESPORTS**

Esports is the newest trend in the entertainment industry. These events combine the fast-paced, action-packed world of gamers with the atmosphere of a live sports event. Currently experiencing an unprecedented growth in popularity, there is no plateau in sight with their audience of enthusiasts projected to rise to 286 million by 2020. We are aware that the City is extremely interested in hosting these types of events at the Santa Clara Convention Center, and Spectra believes it would be a natural fit and an excellent opportunity for the SCCC, especially given its location in the Silicon Valley.

Comcast Spectacor, Spectra's partner organization, recently purchased the Philadelphia Fusion, a team in the popular Overwatch League, which just completed its highly successful inaugural season. Currently, all Overwatch League matches are held at Blizzard Arena in Burbank, CA while each team establishes its permanent facility in its own home market.

In addition to owning the Philadelphia Fusion, Comcast Spectacor also own a Fortnite Team (Trouble Bois), maintains working relationships with leading esports event producer Epic Games, and holds an ownership stake in N3RD Street Gamers, an esports network based in Philadelphia that focuses on serving semi-professional, amateur, and developing gamers.

As is evident, Spectra's relationships in the esports industry are unmatched. We will work to leverage our experience and connections to bring esports content to the Santa Clara Convention Center, which will attract a diverse demographic to the Santa Clara region for the duration of the event.



## SPONSORSHIP OPPORTUNITIES

In our many tours of the Santa Clara Convention Center, we noticed incredible potential to increase sponsorship throughout the building. Not only will extra sponsorships drive additional revenue, it can make the building feel more exciting and inviting to guests when they are visiting.

## SPECTRA PARTNERSHIPS

For nearly two decades, Spectra has played a key role in the growth of the multi-billion dollar advertising and sponsorship industry. Our company's innovative approach has resulted in increased and improved advertising inventories, and over the years, we have delivered these quality services to numerous clients worldwide.

Through our extensive corporate contacts at the local, regional, and national levels, Spectra has developed incremental revenues for its clients using creative onsite activations, innovative themed areas, digital and social sponsor integration, and more. Corporate partners receive a well-rounded and effective sponsorship package at a fair price.

If the City is interested, some examples of partnership opportunities we would look to employ at SCCC are outlined to the right. Please note that we would work closely with the City throughout the analytics and sales process to ensure that these opportunities and any resulting branding or sponsorships are approved.

## Sponsorship Opportunities

- Naming Rights
  - Entrances
  - Exhibit Halls
  - Major events and programs
- High Traffic Signage and Branding Locations
  - Marquees
  - Fences
  - Stairs
  - Directional/informational signage
  - Parking lots
  - Window graphics
  - Restrooms
  - Print and external media
- Branding Inclusions on Venue Advertising and Collateral
  - Brochures
  - Fliers
  - Radio spots
  - Television ads
- Activation
  - Event day sampling/handouts and onsite presence
  - Co-promoted sweepstakes and giveaways
- Digital
  - Website banner ads and sponsorships
  - Social media
  - Email blasts

## SPECTRA PARTNERSHIPS



**INDUSTRY-LEADING EXPERT IN VENUE SPONSORSHIP SALES**

**\$70 MILLION+**  
**SPONSORSHIP REVENUE ANNUALLY**

## SELF-PROMOTED AND COMMUNITY EVENTS

Spectra that knows the key to a full and diverse calendar of events at a convention center does not end with contracting groups and the like, but relies on out-of-the-box thinking and creating new events that are customized for the specific market and region. Some of our most successful events began as a Spectra marketer's idea—put to life through onsite teams.

Self-created and self-promoted events is an additional way to generate revenue on otherwise vacant days and nights at the SCCC. The benefits are twofold: the venue can generate additional revenue hosting a relatively inexpensive and uncomplicated event when it would otherwise be sitting unused, and the SCCC can engage the local and regional community in its operations.

We understand the importance of booking a blended mix of events at the SCCC, including those that are community-focused. Spectra will look to re-engage the SCCC as a part of the community with a strategic approach to hosting these types of events at the SCCC.

## COMPREHENSIVE APPROACH TO FOOD AND BEVERAGE

Spectra is aware of the City's desire to maintain continuity with third-parties contracted to provide services at the SCCC, and Spectra enjoys an excellent working relationship with Aramark at many of the venues we operate in throughout the country. However, if the City were to be interested in releasing an RFP for food services at the SCCC, Spectra would be interested in offering our services to present to the City one cohesive approach to operating the SCCC. In many of our operations, Spectra manages both venue operations as well as food services through our Spectra Food Services & Hospitality division, which operates food and beverage programs at over 240 venues across the country, including 42 convention centers. By engaging this holistic approach, the City of Santa Clara would benefit from one operation that is designed for efficiency, therefore resulting in an improved bottom line. Additionally, through this model, Spectra is able to offer significant discounts in commissions, which will increase revenues back to the City on all food and beverage served at the SCCC.

## FRIDAY AFTER FIVE OWENSBORO CONVENTION CENTER



In Owensboro, KY, Spectra has managed the Owensboro Convention Center since its opening in 2014. Taking advantage of the Convention Center's scenic location on the Ohio River, Spectra partnered with a local event, "Friday After 5," to relocate their summer concert series to the venue's plaza. We were responsible for providing sound, lighting, a stage, and all staffing. This event continues to grow in popularity. Activities have grown to include entertainment at nearby venues including the Convention Center, an outdoor concert, and kid-friendly, festival-style activities, including food trucks.

### RESULTS

The success of Friday After 5 has resulted in additional event activity on the plaza, including a highly successful Spectra-created "Cheers on the Pier" craft beer event. We also work with City officials who sponsor two events annually, the Airshow and a July 4th fireworks show. For both events, we offer outdoor seating and upsell VIP packages that include food and beverages. We created an indoor kids fest that features a carnival-like atmosphere with rides and food. The programming we added for both events have were an overwhelming success in the community.

For the Santa Clara Convention Center, we see a similar opportunity to use the outdoor space in the parking deck or front plaza for such events.







### **PARKING REVENUE**

Parking can often be a large source of revenue generation for venues. Should the City be interested in charging patrons for parking at the facility, as is common practice in most convention centers, Spectra is able to work with Ace Parking to implement policies and procedures, or manage the operations in-house at no additional cost outside of labor.

If the City is interested, Spectra would look to work with the City and surrounding businesses (Levi's Stadium/San Francisco 49ers, Great America, hotels, Techmart, etc.) to develop a new plan for the surrounding parking complexes that could generate revenue for all parties.

### **SANTA CLARA CONVENTION CENTER THEATER**

Spectra manages 18 theaters/performing arts centers across the country, ranging in size from 550 seats to over 4,000. We also operate a number of venues that feature theater configurations within the venue itself.

Using this experience, Spectra will look to increase event activity at the theater in the SCCC, to include local concerts, community graduations, plays, comedy shows, speaker series, and add-on space for local events held at the convention center and hotels.

# GREAT

## EXPERIENCE

greet • relate • explore • address • thank

### OPERATING POLICIES

#### CUSTOMER SERVICE PROGRAM: GREAT EXPERIENCE

As industry experts, committed to building exceptional experiences for guests, we have a customer service program, “**GREAT Experience**,” which was developed and tested at our the Wells Fargo Center in Philadelphia, and subsequently rolled out to all our venues. By having a central customer service program, venues have access to resources that are normally unavailable if not for the Corporate Support Spectra offers. Additionally, best-practices are shared between venues, further adding to the support available to the Santa Clara Convention Center.

Spectra is committed to establishing a “GREAT” guest experience service platform for all services provided in Santa Clara. We are committed to our concept of service transparency, which is a process that will begin upon execution of our agreement and build throughout the term of our relationship with the City of Santa Clara.

#### Program Overview

Customer service is at the foundation of who we are as an organization. We are responsible for transforming events into experiences, every day, with every action. GREAT Experience is a repeatable service model that we use in every interaction with our clients, customers, and employees, and supports our company Credo.

All employees are trained on the GREAT Experience customer service model. Managers are provided with talking points, powerpoint presentations, and marketing collateral to assist with training. While many companies may say they have a customer service program, ours truly goes the next step to guarantee exceptional experiences.

We understand that as you get mid-way through your busy season or caught up in the daily routine, sometimes employees tend to focus on the operational tasks and go into “auto-pilot” mode; they may lose sight of what really matters... the client and customer experience. This can be especially apparent when employees have been in positions at their respective venue for a on long period of time, which is commonplace in convention center operations. We provide resources for managers to kick off their pre-event or department meetings with a reminder about GREAT Experiences. For example, feature each “letter” of the GREAT Experience per week, meeting, or event. It’s easy and only takes five minutes! Talking about the GREAT Experience with employees will help to keep it at the forefront of everyone’s mind.

#### Objectives

- Anticipate the guests’ needs
- Make the guests’ interaction personal
- Achieve basic understanding of a great guest experience
- Ensure staff understands the importance of their role in creating a total experience
- Ongoing participation in customer service training

#### Expected Outcome

By having a well-defined quality service plan incorporated into our fundamental operations plan, the Santa Clara Convention Center will earn more business as a result of satisfied customers and users. Spectra will customize and implement the “GREAT” program beginning immediately upon selection, and continuing through new-hire training, on-going staff-training and operations at the Santa Clara Convention Center.



## GREAT EXPERIENCE IMPLEMENTATION

**GREAT Cards:** Cards are filled out by managers, however part-time supervisors and staff are welcome to nominate other staff members to their managers that they feel deserve a card.

**GREAT Box:** When staff members receive a GREAT card, they can put drop it into the GREAT box to be entered into monthly drawing. A winner is drawn from the box at the end of each month to win a prize.

**Great Wall:** Following the monthly drawing, GREAT cards are pinned to the GREAT wall so each team member is recognized for their hard work, and other staff can see reasons why their peers have received cards. A section of the wall is designated specifically for "Event All-Stars."

**Event All-Star:** Managers have the opportunity to nominate one Event All-Star per department for each event that has gone above and beyond in their position and has demonstrated a true dedication to provide a GREAT experience. Each All-Star receives special recognition at the next meeting for their department.

**Monthly MVP:** At the end of each month, an MVP for the month will be drawn or chosen. If an employee(s) has been elected more than once to be an All-Star, then the employee with the most All-Star selections will become the MVP. This MVP will receive:

- Monthly MVP Certificate
- Picture with the GM/AGM
- Shout outs on social media
- Gift Card (\$25)

**Yearly MVP:** At the end of each year, an MVP for the year will be drawn or chosen. If an employee(s) has been Monthly MVP more than once, then the employee with the most Monthly MVP Awards will become the Yearly MVP. This MVP will receive:

- Yearly MVP Certificate
- Picture with GM/AGM
- Shout outs on social media and in client communications
- Gift Card (\$100)

**GREAT News:** A newsletter is distributed via email quarterly; at the end of March, June, September, and December. The GREAT Newsletter includes the following:

- Monthly MVP recognition
- Yearly MVP included in the June newsletter
- Birthdays for the quarter
- "New Faces" section (featuring new full-time staff)
- Special announcements (celebrate promotions, welcome back announcements, marriages, etc.)
- Celebration of client successes
- Positive feedback from client, promoter, artist, etc.
- HQ announcements
- Training tips
- Any other information that would be good for the staff to know (i.e. new construction, building records, etc.)
- Community initiatives (toy drives, food drives, etc.)

## GREAT IN ACTION



**Ted Constant Convocation Center**

Like This Page · February 7 ·

Our Monthly MVP for January was Denzel Opoku in our Operations Department! Denzel received his award for doing a GREAT job at Spartyka by assisting with all the operational setup that was needed. Thank you, Denzel! [Spectra](#)

## SERVICE ENHANCEMENTS AT MIAMI BEACH CONVENTION CENTER

If clients and guests experience friendly, helpful staff they are more likely to return to our venues, which is why we not only created our GREAT Experience program, but customize it for every venue and even go as far as to include it in sales and marketing plans.

At the Miami Beach Convention Center, the importance of first-class customer service is elevated due to their multi-year, multi-million dollar renovation. As such, in coordination with the City of Miami Beach, Spectra's onsite team created a Service Enhancement Program designed to re-imagine the entire experience of planning, exhibiting, and attending an event at MBCC. We make it our mission to wow anyone who steps foot into the Miami Beach Convention Center by providing extraordinary customer service and a unique feel that can only be found in Miami Beach.



Initiatives for this program span every aspect of the event experience, and include complimentary infused water in the lobbies; Client Amenity Chests filled with snacks, refreshments and anything else guest may need while on the road; fresh flowers and plants throughout the facility; consolidated invoices; virtual reality tours; technological advances; VIP experiences; a clean facility; and a well-trained staff.

Spectra's full Service Enhancement Plan can be found in *Appendix A*. Based on the success we realized from this plan, we would look to implement something similar at the Santa Clara Convention Center.





## **REPAIR & MAINTENANCE**

### **YOUR VENUE, OUR RESPONSIBILITY**

We recognize the significant responsibility we have to protect and maintain the assets that our clients have spent millions of dollars to develop. We understand that each venue we manage must meet its operational life expectancy — and, equally important, that we must keep a watchful eye on operating expenses, as well as the building’s bottom-line performance.

That’s why we approach every venue we manage as if it were our own, focusing not on short-term profits but on long-term fiscal stability and performance. It’s why our partnership with an existing venue begins with an exhaustive audit to fully understand how it’s being managed — and how its operations can be improved. And it’s why we develop a comprehensive, customized plan that covers even the tiniest details of your venue’s day-to-day and long-term operations, allowing your venue to function at the highest levels of operational and fiscal performance.


The bottom line? Spectra Venue Management understands that managing your venue is about more than just improving the bottom line — it’s also about protecting your assets.

### **OPERATION PLAN OVERVIEW**

Detailed information about our approach to venue and event operations is provided in our operations manual, which is a proprietary document that we will begin customizing to SCCC within 120 days after contract award. The manual’s table of contents is provided on the following pages.

More information about Spectra’s standard operating procedures is included later in this section, under the “Event Management and Accounting Systems” header.

## **YOUR RIGHTS AND PRIVILEGES**



**Under full or contract management, the venue owner retains all rights and privileges of ownership, while Spectra Venue Management performs assigned management functions. The owner sets the policies — we establish procedures to implement these policies.**

# FOREWORD

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## 1. SPECTRA VENUE MANAGEMENT

## 2. MISSION STATEMENT

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# FINANCE & ADMINISTRATION

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## 3. FINANCE MANUAL

- Introduction
- Cash Handling Procedures/Authorizations
- Accounts Payable/Receivable
- Procurement
- Employee Benefits
- Payroll Procedures
- Retirement Plan Management
- Operating & Capital Budget(s)
- Contract Analysis
- Annual Audited Report to Client
- Internal Audit Procedures
- Rolling Forecasts/Cash Management
- Staff Training & Support
- General Ledger
- Event Budgeting & Reporting
- Schedule of Rent & Fees
- Cash Management/Bank Reconciliation(s)

## 4. RISK REDUCTION PLAN

- Purpose
- Incident Occurrence Procedures
- Preparing for Incident Occurrences
- Report Forms/Documentation

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# EVENT RELATED

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## 5. BOOKING POLICIES / RENTAL RATES

- Purpose
- Scheduling
- Booking Guidelines
- Deposits
- Auxiliary Spaces
- Rental Rates & Fees
- Tenant Rules & Regulations

## 6. LEASE AGREEMENT / APPLICATION

- Lease Agreement
- Terms & Conditions
- Application for Lease
- User's Guide
- Certificate of Insurance

## 7. SHOW ORGANIZER/SHOW MANAGER INFORMATION GUIDE

- General Information
- Convention Center Personnel
- History
- Parking
- Location
- Telephone Numbers
- Power/Utilities
- Emergency Equipment
- Disability Features
- Floor/Field
- Forklift
- Intercom
- Lighting
- Load In
- Show Management Office
- Rigging
- A/V System
- Staging
- Telephone Service
- TV/Video Services & Hook-Up Policy
- Capacity
- Rental Conditions / Rates

## 8. EVENT COORDINATION

- Information Gathering (Pre-Event)
- Communication (Pre-Event)
- Execution (Pre-Event / Event Day)
- Evaluation (Post Event)
- Event Supervisor Checklist
- Event Employee Scheduling & Posting
- Pre-Event Announcement
- Event Coordination
- Event Production Meetings
- Information Sharing/Communications Plan
- Event Production Plan to all Department Heads
- Documentation of Client Contact
- Customer Satisfaction Plan
- ADA Compliance
- Customer Service Plan (How You Do it?)
- Performance Management Plan
- Repeat Business- Book it now!
- Exhibitor Services

## 9. EXHIBITOR SERVICES MANUAL

- Welcome/Letter from General Manager
- Exhibitor Services Guidelines
- Service Rates
- Move In/Move Out Procedures
- Loading Dock Procedures
- Freight/Drayage
- POV's
- Rigging
- Sample Policies and Forms

## 10. EVENT SECURITY PLAN

- Security Plan
- Positions
- Keys/Access Management & Control
- Policies / Procedures

## 11. EVENTS STAFF MANUAL

- Introduction
- Customer Service
- Rules & Regulations
- Personnel Policies
- Event Staff
- Security
- Radio Procedures
- First Aid Procedures
- Spills
- Accidents / Injuries
- Crowd Management
- Illegal Vendors
- Employee Guidelines
- Public Relations
- Patron Rules
- Guest Complaints
- Search & Seizure
- Door Guards
- Ticket Takers
- Convention Center Entrance Guards
- Loading Dock Procedures

## 12. DISABLED ACCESSIBILITY

- Introduction
- Parking
- Ticketing
- Facilities

## 13. EMERGENCY RESPONSE MANUAL

- Purpose
- Hazardous Chemicals or Materials
- Interruption of Electrical Service
- Power Outage
- Civil Disturbance
- Natural Disasters
- Fire and Smoke
- Flooding
- Bomb Threats
- Bomb Threats Instructions & Checklist
- Bomb Search Checklist
- Medical Emergency
- Building Evacuation Procedure
- Crisis Communications Plan
- Crisis Communications Policy
- Dealing with Media
- Crisis Situation Duties
- Code Words
- Organizational Chart
- Emergency Response Chain of Command
- Pull Station Location
- Fire Extinguisher Diagram
- Evacuation Route(s)

## 14. GUEST GUIDE

- Introduction
- Venue History
- Features for Patrons with Disabilities
- Catered Events
- Bag Checks
- Concession Stands
- Doors Open
- First Aid Station
- Guest Services
- Guest Conduct
- Leaflets and Brochures
- Lost and Found
- Paging
- Parking
- Payphones
- Re-Entry into Convention Center
- Restricted Items
- Rest Rooms
- Smoking
- Outside Food and Beverage

# HUMAN RESOURCES/ PERSONNEL

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## 15. SPECTRA EMPLOYEE POLICY/MANUAL

- Introduction
- Employment Practices
- Employment & Termination
- Standards & Business Conduct
- Compensation Practices
- Benefits: Health & Welfare
- Benefits: Time-Off
- Benefits: Education/Professional
- General Information

## 16. INTERN MANUAL

- Introduction
- General "Convention Center" Information
- Job Description
- Code of Conduct
- General Convention Center Policies
- Drug-Free Workplace
- Acknowledgements



# MARKETING

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## 17. MARKETING MANUAL

- Introduction
- Available Corporate Support
- Goals & Objectives
- Marketing Research
- Analysis of Competition
- Target Plan
- Advertising Plan
- Promotion Plan
- Short Term Booking Plan
- Targeting Desired Markets
- Commercial Rights Sales
- Event Marketing & Promotion
- In-House Advertising Services
- Web Site Development & Maintenance
- Media Relations
- Information Technology
- Public Relations (General)
- Public Relations (Events)
- Coordination with CVB/hotels
- Joint CVB Roles & Marketing Plan
- National Tradeshow Attendance
- Booth hand-outs
- Promotions
- Targeted attendees
- Follow-up Plan

# OPERATIONS & ENGINEERING

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## 18. OPERATIONS MANUAL

- General Information
- Set-up and Change Over Procedure
- Pre-Move In Checklist
- Event Day Checklist
- Event Data Sheet (Sample)
- Message Board Operations
- Floor Plans
- Maintenance & Repair Plan
- Predictive & Preventive Maintenance
- Warranty Management
- Fixed Asset Inventory Control
- Generator Testing
- Maintenance and Procedures
- Maintenance Logs
- Building Control Manual
- Event Equipment Inventory List & Control Log
- Lighting Control Manual
- HVAC, Lighting, Plumbing & Electrical Equip. List
- Snow Removal Plan (if applicable)
- Landscape Maintenance Plan
- Loading Dock Operations and Receiving Procedures
- Use of 3rd Party Subcontractors
- Telephone Switch Operations and Procedures
- Emergency Contact List
- Fire Alarm Panel & Emergency Response Plan
- Building Security Plan
- Event Security Plan
- Local Security Coordination
- Homeland Security Coordination
- Emergency/Life Safety Management
- Fire Protection
- OSHA Compliance
- Forms & Checklists
- Shelter Management- in case of disaster
- Sustainable Procedures

## 19. CLEANING PROCEDURES

- Public Rest Room Cleaning Procedures
- Cleaning Plan
- Event Room Cleaning Procedures
- Vacuuming/ Spot Removal
- Soil Prevention
- Pre-Spray/ Shampooing
- Extraction
- Fabric & Upholstery
- Floor Maintenance
- Office Cleaning Procedures
- Trash Removal Plan
- Post Event Cleaning Operation Plan
- Supplies and Stocking Procedures
- Area Specific Checklists

## 20. PARKING OPERATIONS

- Introduction
- Parking Lot Maps
- Incoming Traffic Patterns
- Outgoing Traffic Patterns
- Collection Procedures
- Parking Procedures
- Disabled Parking Procedures
- VIP Parking Plan
- Coordination with City & State Police

## CUSTODIAL MAINTENANCE

Below is a brief overview of some of the most important custodial maintenance areas we focus on during operations.

### The Master Custodial Checklist

Every location in the venue is prioritized on a master custodial checklist by how often it needs to be checked or cleaned. Tasks are entered into a computerized maintenance management system (CMMS), ensuring that cleaning in every part of the venue is addressed in a timely manner, and preventing areas from going an extended period of time without review. This system also allows us to track the costs associated with maintaining the venue on a monthly basis.

### Hard Floors and Carpets

Flooring is a large capital investment item in a venue, making it imperative that we focus on hard floors and carpets. Detailed cleaning and maintenance methods are provided in the operations manual.

### Exterior Maintenance and Landscaping

Staff regularly assesses the venue's exterior to correct defects, pick up trash, shovel snow, and maintain the landscaping's beauty and health before the public arrives.

### Equipment

Frequently-used event equipment (such as tables, chairs, pipe and drape, dance floors, and staging) are checked and maintained continually to prevent permanent damage, and to ensure that an unacceptable piece of equipment is not used during an event. The FF&E investment in these items can amount to millions of dollars, making regular maintenance and cleaning critical.

### Staff Training

The custodial staff members in each Spectra-managed venue are trained to safely and efficiently perform the required tasks described in our operations manual. Each task must be completed as efficiently as possible, minimizing the impact on visitors during events. We also require mandatory staff participation in training, and we document each element of our training program.

## Employee Safety

As part of our commitment to provide a safe, secure environment for employees and attendees, Spectra has developed a safety plan, which is incorporated into our operations manual for each venue we manage.

This safety plan details the procedures and training requirements to be used in handling issues such as blood-borne pathogens, confined spaces, and equipment operation. It also trains staff on handling accidents and accident investigation, electrical safety, and more.

## CAPITAL IMPROVEMENTS

Spectra will develop and provide to the client an annual capital replacement plan as part of the budget process. Generally, any items below \$5,000 are part of Spectra's operating budget, while items over \$5,000 are part of our normal reports, which segment capital improvement projects into three classes:

1. Health- and safety-related
2. Cosmetic and replacement-related
3. Revenue-generating and expense-reducing

## PREVENTATIVE MAINTENANCE

Information on our preventative maintenance program can be found later in this response in [\*Section 15.13 Preventive Maintenance Program.\*](#)



## SECURITY OUR APPROACH

Security has always been of paramount importance for Spectra's venue managers, who fully understand the potential perils of bringing together thousands of people into a single building. However, today's world demands much more. It requires a heightened state of vigilance and an unwavering focus on safety. It calls for in-depth training to prevent and respond to myriad types of emergencies. And it demands that venues have airtight plans to maintain their security and safety when the unexpected strikes.

To those ends, Spectra emphasizes proven security procedures at the venues we manage. We know that security and crowd control are perhaps our most basic and important responsibilities. After all, patrons won't attend events at venues where they feel unsafe — and event planners won't book events at venues with poor attendance records. Furthermore, a properly secured building positively affects a venue's bottom line, while a building that's not well secured will suffer needless losses.

Ultimately, though, Spectra Venue Management takes security so seriously because we're protecting more than just assets. We're protecting lives.

## OUR FOCUS

In the broadest sense, we focus on the following areas of safety and security:

- Scheduling and directing event, admission, and crowd control staff, including ushers, ticket takers, fire, emergency medical personnel, and hired security guards (private security, private-duty policemen, etc.)
- Ensuring that users understand and comply with house policies
- Ensuring that our emergency preparedness plan takes into account the various terrorist threat levels
- Ensuring compliance with all federal, state, and local fire, building, and life safety codes



## A STELLAR SAFETY RECORD

A notable event where security was of utmost importance at a Spectra Venue Management venue includes the 2016 Democratic National Convention at the Wells Fargo Center in Philadelphia.

We have worked closely with the Secret Service Presidential Protective Division, White House Communications Agency, White House Press Lead, Air Force One Advance Team, and the White House Advance Lead. Additional speakers and events hosted recently at Spectra-managed venues include the Democratic Candidates Forum, His Holiness the Dalai Lama, 2016 Presidential Election candidates, and former Presidents.



## SECURITY SPECIFICS

### Security Procedures

Spectra's operations manual details specific security procedures, including:

- Coordination with police
- After-hours lockdown
- Monitoring of recording cameras
- Shipping and receiving management
- Radio communications during each event
- Command post procedures and protocol
- Arrest and eviction policies
- ID system/access control
- Control and security of fixed asset inventory
- Customer service for security staff
- Security staff role in accident prevention and incident reporting
- Policy regarding peer group/stage and backstage security for concerts
- Posting of house policies
- Policy regarding search and seizure

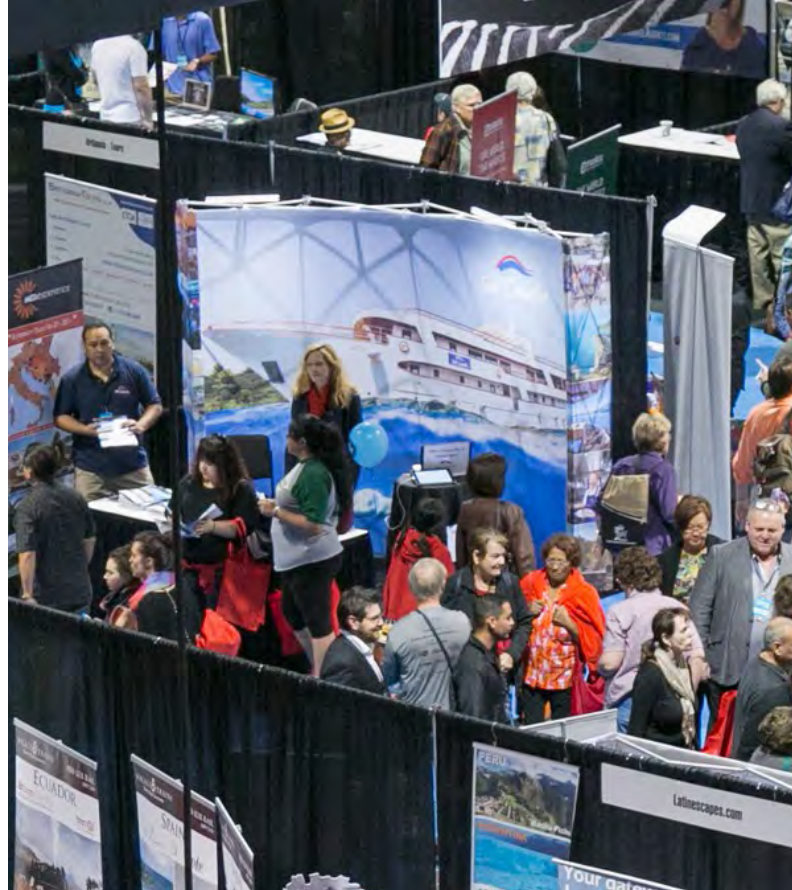
### Security Probe

We recommend the use of a continuous, walking, computerized security probe tour the SCCC to maintain the integrity of security and enhance the computerized fire enunciator monitoring system. Additional duties include monitoring of entry points and secured areas for employees and visitors. Security will be enhanced and supplemented by event security during times when events occur.

### TRAINING

We encourage the venues we manage to invest in high-quality security equipment including alarms, coded entries and closed-circuit monitoring systems, and clear directional and instructional signage. However, most important to crowd control and security is having a well-trained and attentive staff.

Each Spectra Venue Management employee undergoes extensive training in security and crowd control procedures. In addition, our employees are provided with reference manuals with detailed, systematic instructions. Also, our key people at each venue attend the International Association of Venue Managers (IAVM) Oglebay School of Public Assembly Management and the annual International Crowd Management Conference to learn the latest in security and crowd control.



## CROWD CONTROL

Spectra Venue Management has developed proven management techniques for crowd control, including the following:

- Define and publish house policies for each event
- Evaluate the effects of the sale of alcohol
- If necessary, use uniformed police officers to monitor and control
- Have a clearly defined chain-of-command for all event staff, including police, fire, ushers, and ticket takers — especially in terms of what to do during an emergency
- Encourage patrons to report dangerous situations
- Conduct lawful but effective search and seizure
- Establish and enforce legal capacity limits for each event set-up
- Constantly check for and remove dangerous obstructions to allow for successful emergency exiting and evacuations
- Stay in control of the attraction
- Keep all walkways clean
- Be sure the PA system works well; when necessary, override the show sound system
- Do not turn off the house lights completely



## **SUSTAINABILITY** **ENVIRONMENTALLY CONSCIOUS** **OPERATIONS**

Spectra Venue Management recognizes the increasing importance of managing venues that are “green,” or environmentally friendly. To that end, our company-wide energy conservation program, “STEP Up,” aims to heighten environmental awareness and the daily actions taken to make the venues we manage more environmentally friendly.

What’s more, all of our venue management teams actively encourage employees to institute a number of energy-saving practices daily, including:

- Turn off lights when leaving empty offices, conference rooms, and kitchens
- Put computers in sleep mode or shut them off
- Unplug electronics, especially computers, and appliances in office kitchens on weekends
- Use the stairs instead of elevators and escalators
- Save paper and supplies
- Use less paper by printing wisely, re-using paper, and requesting to be removed from unwanted mailing lists

## **COST CONTAINMENT**

Spectra Venue Management has a proven track record of aggressively controlling energy costs. One of many initiatives we’ve implemented at the Wells Fargo Center, as part of a broader capital improvement plan, is the installation of

real-time electric meters and software to view power use. As demand rises, we can shed power in other parts of the venue to reduce the peak load. Where allowed, we can sell reserve demand power back to the electric grid by baselining the building for each type of event; during non-event times, we can determine how much power to sell back.

What elevates us above our competition, however, is our responsible approach to cost containment. For instance:

- We establish detailed energy consumption baselines for each utility and track them at least monthly.
- We work with energy management consultants to negotiate favorable utility rates for the venues we manage and to develop conservation programs.
- We budget for necessary maintenance, repair, and capital improvements.
- We test our electrical systems and components annually to ensure they’re operating at peak efficiency.
- We work with building management software providers, such as Johnson Controls, Honeywell, and Siemens, to improve efficiencies and lower operating costs.
- We also explore alternate energy sources and cost-reduction programs, such as thermal ice storage, open market purchasing of energy, co-generation options, and conservation and recycling programs.



## SPECTRA-MANAGED VENUES WITH LEED CERTIFICATION

Spectra manages the following venues with LEED certification:

- Las Cruces Convention Center, Las Cruces, NM – LEED Gold
- Utah Valley Convention Center, Provo, UT – LEED Silver

Through our management of these facilities, we understand the commitment that goes into maintaining LEED status. We understand that there is no room for complacency, as energy efficiency is an ever-evolving process that can continually be applied in new and improved ways.

In addition to these LEED certified venues, a number of Spectra-managed facilities have taken great strides towards sustainability under our management, though not all have gone through the LEED certification process. Some examples of sustainable initiatives we have conducted include:

### MIAMI BEACH CONVENTION CENTER



#### EARNING LEED STATUS

The Spectra-managed Miami Beach Convention Center is in the final stages of a renovation process, which will bring the facility to LEED-Silver status. Renovations on the building, which was built in the 1950s, were designed with a strong emphasis on the natural environment surrounding the MBCC, and we have established the goal of an overall 20% reduction in energy consumption as well as usage of natural lighting for 60% of the interior. Spectra worked closely with the design team throughout the process to support these initiatives.

Elements of the upgrades include solar energy, sun-shading design concepts, rain harvesting for storing and utilizing for cooling towers, installation of reduced flow water fixtures, daylighting the public spaces, using high-efficiency LED lighting, and occupancy light sensors throughout the building.

### PALM BEACH COUNTY CONVENTION CENTER



#### WATER AND ENERGY CONSERVATION

In West Palm Beach, FL, the Palm Beach County Convention Center employs a number of conservation efforts that include:

- Brand new Exhibit Hall LED lighting system
- Utilizing low-flow supplies on restroom fixtures to reduce water and energy
- HVAC systems are programmed based on event schedules to minimize usage during non-peak times
- Non-essential items such as escalators, accent lighting, and concourse monitors are turned off when space is not in use
- Retail washing machines were replaced with one single commercial strength unit, which consumes less energy with equal capacity
- Occupancy-sensor lighting controls we installed in rooms to ensure lights are not on when rooms are vacant
- Lighting controls for a large array of fixtures have been reprogrammed to be able to operate at half-light during dusk or early use



## GREATER RICHMOND CONVENTION CENTER



### Virginia Green

The Greater Richmond Convention Center is certified Virginia Green by the Commonwealth of Virginia. Virginia Green is a campaign run by the state to promote environmentally friendly practices in Virginia's tourism industry. The GRCC staff is dedicated to environmental responsibility and actively communicates their green commitment to meeting and event planners and visitors. The Greater Richmond Convention Center participates in a wide variety of green initiatives including:

#### Recycling and Waste Reduction

- Active recycling of paper, plastic, aluminum, cardboard, glass, grease, toner cartridges, newspaper, and fluorescent lamps
- Items are collected in pre-function spaces, offices, meeting rooms, and all back-of-house spaces
- Purchases items from vendors and service providers with a commitment to the environment
- Purchases durable equipment and furniture

#### Eliminate Use of Styrofoam and Reduce Disposables

- Use of recycled paper for administrative offices
- Use of bio-degradable products in concession stands
- Use dishware, glassware, and silverware to minimize use of disposables

#### Water Efficiency

- Retro-fitted water fountains with filters and signage to encourage attendees to use them rather than individual bottles, reducing waste
- Restrooms have low-flow toilets and other water-saving devices
- Landscaped property with drought-resistant plants

## ATLANTIC CITY CONVENTION CENTER



### Green Team & LEED Certification

As dedicated members of the Convene Green Alliance, the Atlantic City Convention Center's Green Team meets monthly across all ends of the convention center. The team discusses potential implementation of the latest and greatest sustainable trends while promoting environmental awareness throughout the community.

Additionally, Spectra's team at the ACCC are currently pursuing LEED certification. Spectra has been working in collaboration with U.S. Green Building Council Members in this certification process. Together, we have conducted operational and building assessments, fully leveraging the LEED certification process as a valuable opportunity to enhance the utility and financial performance of the ACCC.

## SPECTRA-MANAGED VENUES – LED LIGHT CONVERSIONS

Recently, our corporate staff upgraded lighting at over 15 of our managed venues from HID/Quartz to LED. The impact on total fixtures and wattage used in sample venues is broken down below:

VENUE	FIXTURES	TOTAL WATTS	NEW WATTAGE SAVINGS
PPL Center Allentown, PA	HID/Quartz: 168	164,000	84,570
	LED: 127	79,430	
Wells Fargo Center Philadelphia, PA	HID/Quartz: 350	376,000	252,154
	LED: 314	123,846	
Berglund Center Roanoke, VA	HID/Quartz: 185	277,500	240,300
	LED: 62	37,200	
Angel of the Winds Arena Everett, WA	HID/Quartz: 100	100,000	70,120
	LED: 58	29,880	
Mullins Center Amherst, MA	HID/Quartz: 531	443,500	369,100
	LED: 124	74,400	
Tony's Pizza Events Center Salina, KS	HID/Quartz: 68	68,000	24,800
	LED: 72	43,200	
Liacouras Center Philadelphia, PA	HID/Quartz: 249	201,000	175,980
	LED: 54	25,020	
Ryan Center Kingston, RI	HID/Quartz: 68	59,500	29,500
	LED: 78	30,000	

A new LED lighting system was recently installed this past summer at the Palm Beach County Convention Center in West Palm Beach, FL, and we expect to see similar energy savings as detailed above within the next fiscal year.

### TOTAL IMPACT

This changeover of lighting amounted to a grand total of 1,714,524 watts, which, based on average annual usage, amounts to a total savings of 3,429,048,000 watts per year—over \$445,000 (assuming \$0.13 per kwh).

How does this energy savings relate to the average person?

- The savings can power 320 average size homes in the United States for one year
- CO2 Emissions reductions equal to:
  - 220 average size homes in the United States for one year
  - 276,940 gallons of gasoline consumed
  - 5,726 barrels of oil consumed
  - 471 passenger vehicles per year
  - 829 tons of waste removed from landfills



# SHINING A LIGHT ON SUSTAINABILITY

**Sports venues can become leaders in sustainability and doing so can also help the bottom line.**

**S**ports venues around the world are embracing sustainability initiatives as they look to promote good living and cut costs at the same time.

From installing LED lighting to composting and using environmentally friendly cleaning solutions, venue owners and operators are waking up to the options available to them.

At the same time, fans are demanding sustainable action from the stadiums and arenas they visit.

Norman Vosschulte, the **Philadelphia Eagles'** director of fan experience, said: *"What I hear at a lot of colleges and universities in the US is that the students are very, very interested in sustainability and it is becoming part of their lives. I think the sports team and the sports fan of the future will want a team or an event like the Olympic Games to be sustainable. They'll expect it."*

*"I think if you're not, you're going to be behind the eight ball. I think in the next 10-15 years you'd better be engaging your fans because they'll be expecting it. Engage the fans before they engage you."*

The Philadelphia Eagles stage 25 events a year at **Lincoln Financial Field** and welcome 2.5 million visitors. Vosschulte outlined some of the sustainable initiatives in place at the venue.

He said: *"We have 11,000 solar panels in the parking lot, one of the largest solar power plants of any stadium in the world, and we produce 4MW, about 40% of our own energy with that. We have wind turbines fixed to the top of the stadium."*

*"We're working with partners on how to organically engage fans with sustainability."*

He said the Eagles sort recycling themselves because of cross contamination. He added:

*"When you do the recycling yourselves you can make more money. We used to send it to be automatically sorted. We used to get \$75 a ton for aluminium and then we thought what if we baled our aluminium separately, and we found out we could get up to \$1,500 a ton for it. We now bale our own aluminium and we're making good money out of it."*

Sarah Smith, facilities manager and sustainability lead for the English FA said her organisation has defined sustainability *"as the need to be efficient in the present and ensure that we protect the needs of future generations."*

She said: *"Our strategy started in 2016 when the FA wanted to make Wembley and St George's Park world leading, inspirational venues."*





**FEATURE  
GOING GREEN!**



Recycling bins at the MCG

*“Our guidelines prevent venue hirers bringing in or handing out products that cannot be recycled or taken home by patrons– we’ve even gone so far as to work with a club to source recyclable inflatable cheer sticks.*

*“We are a zero to landfill waste site and have been since 2010. We have three main waste streams – mixed recycling, general waste and food waste. We are on 65% for event day recycling. The soil from our pitch renovations all goes to local parks.*

*“We are committed to achieving ISO20121 and we hope to achieve it by October this year.”*

She said the FA’s energy bill in 2017 was £3.5 million and although some savings have already been made, it was looking to reduce those costs by a further 10-15%.

Solar panels at **St George’s Park** provide 80% of the centre’s energy needs on a sunny day and 10% on other days.

## MELBOURNE CRICKET GROUND

On the other side of the world at the **Melbourne Cricket Ground (MCG)** in Australia, a number of sustainable initiatives have been implemented.

Ongoing upgrades and efforts in water conservation, environmental protection, energy efficiency and waste management have significantly improved the stadium’s green credentials.

Peter Wearne, General Manager – Facilities, **Melbourne Cricket Club (MCC)**,

told **PS&AM** that since 2012 the MCG has operated Victoria’s largest underground water recycling facility.

More than 180 million litres of recycled water is produced each year, reducing the MCC’s use of potable water by 50%. The water is primarily re-used as irrigation in Yarra Park, the heritage-listed parkland that surrounds the stadium, and for cleaning and toilet flushing at the ‘G.

Wearne said: *“Not every venue will be able to implement something of this scale, but even smaller actions such as water efficient hoses and nozzles for venue cleaning and window washing can make a tangible difference to savings.”*

As host of more than 90 major sporting events and 3.5 million visitors annually, the MCG unsurprisingly produces a lot of rubbish – in 2017 alone the stadium processed more than 2,200 tonnes of waste.

However, thanks to comprehensive waste recycling efforts, 83% of this was able to be recycled.

Wearne added: *“Our commitment to recycling is managed via strict policies regarding the materials and products allowed to be brought into the stadium, and thorough waste segregation via 20 different streams – including glass, organics, soil and turf and soft plastics.*

*“We focus on the full life cycle of materials in our procurement and projects, looking at the end-of-life use for anything we bring into the venue. From installing carpets that are fully recyclable, to finding groups that will reuse any turf that has been replaced.*

*“In Australia our wage and labour overheads are also quite a lot higher than in say the US, so throwing more manpower at tasks like rubbish sorting isn’t a sustainable solution. For that reason we work really hard at educating and working collaboratively with cleaners, caterers and suppliers to ensure everyone understands the processes.”*

Wearne said that recently the MCG has closed the loop on organics recycling, with waste produced at the MCG treated in-house in a Gaia dehydrator and turned into a soil additive that is being used to sustain Yarra Park.

Since November close to 30 tonnes of organics material has been processed through the machinery.

*“The project is really a win, win, win; it repurposes waste and avoids CO2 emissions associated with transportation, financially the costs will be recouped in operational savings and environmentally it is helping build the soil profile and sustain the health of Yarra Park long-term,”* he added. >>





Water recycling plant at the MCG

« **ENERGY SAVING**

Wearne said that unless you are a very new venue one of the key challenges to deal with is ageing infrastructure and technology.

For that reason the MCC partnered with **Siemens** to deliver an Energy Performance Contract (EPC) project to improve energy efficiency at the stadium.

This drove the upgrade of existing practices as well as the installation of innovative efficiency systems to cut water use, reduce carbon emissions and generate utility cost savings.

In the first two years of implementation the project has exceeded expectations: saving 10 million kWh, achieving savings of 24% off previous (baseline) annual electricity consumption, cutting Co2 equivalent carbon emissions at the MCG by 21,000 tonnes and cutting utility costs by more than A\$1.5 million.

He added: *“These results reinforce the fact that even small changes such as swapping older light fittings for LED technology, installing dual flush toilets and low flow taps in bathrooms can make a significant difference.*

*“We’ve also recently done work with Schneider Electric and AZZO to allow us to monitor costs and usage of electricity, gas and water in real-time. Our experience has been that if you can’t measure or see your performance, then it is a lot harder to determine a baseline from which to improve.*

*“Certainly it isn’t about finding the cheapest product nowadays – key consideration must be given to how much it costs to run, how sustainable it is.*

*“As opposed to just buying carbon credits to offset the stadium, we are actively working to reduce our energy consumption.*

*“We’ve done detailed feasibility studies looking at solar power and panels but at this point in time our research shows us*

*that it isn’t a workable solution for the ‘G. We are making great inroads with a focus on reducing consumption and that remains our best approach at this point in time.”*

**AN OPERATOR’S PERSPECTIVE**

Venue management company **Spectra** currently operates over 150 venues around the world, primarily in the US and Canada, but it also manages the **Singapore Sports Hub** in Singapore.

Michael Ahearn, the company’s Senior Vice President of Operations, told *PS&AM* about Spectra’s sustainability initiatives.

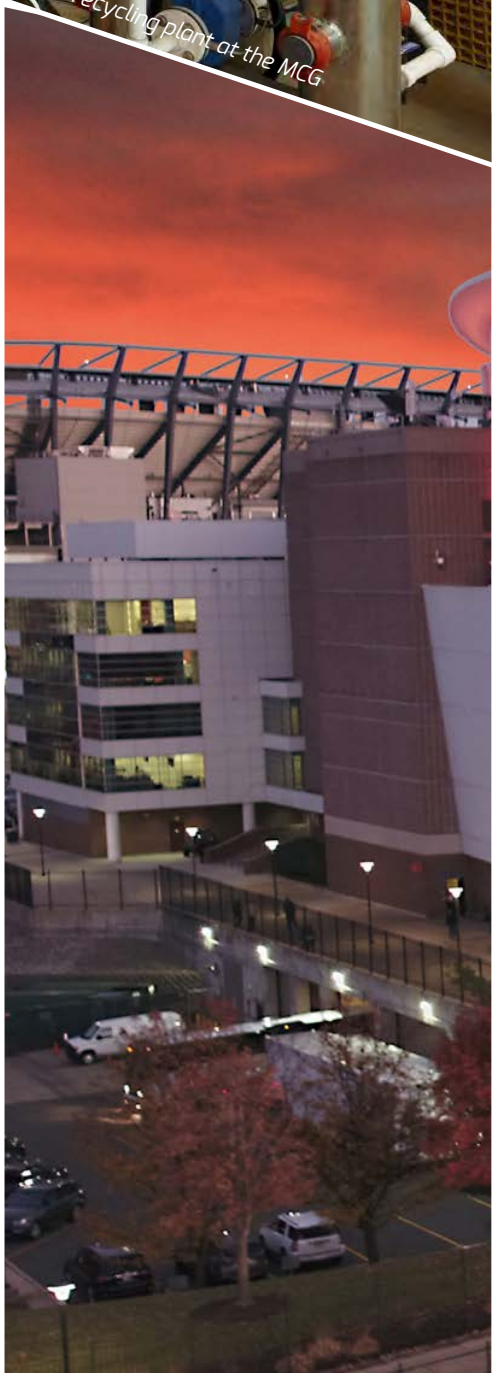
He said: *“We have a programme called Step Up which is an environmental and sustainability practices guideline that we issue to all of our facilities. We try to educate our staff and the client about environmentally friendly opportunities to invest in which will reduce the carbon footprint, and we believe in most instances reduce operating costs.*

*“So whenever we look at an opportunity we run financial numbers looking at the ROI, making sure we can create both a sustainability argument as to why the programme makes sense but also the business argument why it makes sense.”*

Ahearn said 18 of Spectra’s venues have converted over from metal halide lighting to LEDs with another eight set to make the change this year.

Spectra has also taken a stand on chemicals and has implemented a cleaning system called Orbio at a number of its venues.

Ahearn said: *“Orbio takes regular tap water, runs it through a softener and*





creates an ionised cleaning solution. We have been able to replace all our cleaning chemicals for windows, disinfectants, neutral cleaners with ionised water to clean the building and disinfect the building.

*"It's safer for employees, it simplifies the cleaning process and it's better for the environment."*

## WELLS FARGO CENTER

Spectra has employed a host of sustainability measures at the **Wells Fargo Center** in Philadelphia, Pennsylvania, home of the **NHL's Philadelphia Flyers** and the **NBA's Philadelphia 76ers**.

Ahearn said: *"Right from the beginning we had our eye on sustainable efforts. The engineers installed thermal ice storage. We have a large room filled with water and we freeze it overnight when demand on the utility grid is low and rates are low. We use that frozen block of ice during the day to pre-cool the building. It reduces the*

*stress and demands on the utility grid and also saves us money by using a cheaper electricity source, rather than during the day when demand is high."*

Cardboard, glass, aluminum and other paper products are all recycled, while a composting programme has also been put in place.

*"The concessionaire switched over all their disposable to compostable products, so all the plates, cups, forks and knives were all compostable."*

As well as implementing the Orbio system at Wells Fargo Center, a hydro scrubber is used to wash down the seating bowl and recapture the water, saving 30% in water usage.

Metal halide lighting has also been changed over to LED.

There were over 300 fixed metal halides that were used to light the building for basketball, hockey and other sports as well as to light the bowl itself just for entry and exit purposes.

Ahearn said: *"We were able to do the change up and because the building is used for both hockey and basketball, we ended up putting in about 340 new LED lighting fixtures."*

FEATURE  
GOING GREEN!

*"We probably could have done that with less but we wanted to serve both of our clients appropriately so we have certain fixtures that are only used during hockey and some that only used for basketball."*

*"We ended up spending just over \$450,000 and with rebates from the energy company it came close to about \$400,000 in terms of the cost to do the programme."*

*"But we're seeing savings of over \$150,000 annually in utility costs. It really had a payback of less than three years for that investment."*

*"We're constantly looking at technologies and new partners in the industry to really improve our performance, to increase our client satisfaction, reduce our operating costs, while at the same time maintaining focus on sustainable and environmentally responsible practices. That's really what we believe and we try to get that message across to all of our venues and all of our operators." ■*







## APPROACH TO WORKING WITH VENDORS/SUPPLIERS

Spectra has experience working various third-party vendors and suppliers, including Aramark, Smart City, and PSAV, at all of our managed venues, and they are held to our standards of expected service delivered to our customers. Each subcontractor reports directly to a Spectra manager, who is responsible for implementing the relevant policies and procedures required to successfully perform the service. Often, we collaborate with the food and beverage provider in customer service training, conducting a joint program with both venue and food and beverage staff so that our guest's receive the same high level of customer service when they visit the venue.

At the Overland Park Convention Center in Overland Park, KS, our management team works with Aramark as the venue's food and beverage provider. To ensure guests receive first-class service at all interaction points, we employ the following management tactics:

- Each company's brand is silent throughout the venue — we all operate and market under the OPCC and City of Overland Park.
- Staff meetings, service programs, recognition programs, vacation days, etc. are all handled as a collective unit.
- There is only one General Manager title in the venue, whom all managers, both on the venue and food side, report into. The F&B Director is head of the F&B department, and is on the same level as other department directors (operations, events, finance, sales, etc.).
- Food & Beverage is treated as an important department within the larger team, and not as a separate company.
- Our executive staff acts as one and has equal say in all venue decisions, regardless of

department.

- To make it easier for our clients, we use one contract and one invoice, instead of one for each company.

## FINANCIAL MANAGEMENT

In Fiscal Year 2017, Spectra Venue Management had fiduciary responsibility for over \$70 million of gross revenues in their facilities, treating the money as seriously as if it were their own. As such, Spectra-managed venues rely on well-tested and efficient systems and procedures for financial management. Spectra views financial management as a critical component of overall venue management.

Spectra Venue Management-managed venues operate in accordance with Generally Accepted Accounting Principles (G.A.A.P.). Using our financial software program, Spectra Venue Management can easily generate financial reports. We utilize a number of tools to check and crosscheck our financial procedures including annual reports, monthly reports, weekly sales reports, and post-event recaps. Spectra Venue Management also performs internal audits of each venue and has an annual audit performed by an outside firm. In addition, we provide our finance department employees with a detailed instruction manual as well as considerable instruction and corporate support from Spectra Venue Management's Senior Vice President of Finance, Ken Wajda.

An example of our commitment to proper financial management occurs at our annual Spectra Venue Management Finance Conference. Sessions are held in order to share experiences and discuss proper accounting and budgeting procedures. Since each client has individualized financial management needs, these sessions prove to be a learning experience, providing a forum that allows our Finance Directors to share ideas with each other.

## FINANCIAL CONTROLS

As with every service we provide, we will tailor our financial management plan to meet the specific needs of your venue. Each venue operates under a complete system of financial controls including:

- Annual budget preparation and monthly analysis of financials, reviewing variances and making changes, where appropriate, to attain goals
- Bank accounts (operations and event office funds) with dual signature requirements
- Separation of financial duties to ensure internal controls
- Implementation of cash controls, reporting event functions, and check receipts
- Maintaining armored car services
- Performing corporate internal audits to ensure contractual and financial compliance

## SAGE 100 AND BIZNET

Spectra Venue Management-managed venues utilize a detailed accounting software program, Sage 100, that is part of the Sage Group, the largest supplier of PC accounting software. As a complement to Sage 100, we use BizNet to generate our custom financial reports. Customized to the public assembly/event business, it enables us to present our clients with detailed profit and loss statements for every event. Our financial reports document results, but also serve as a management tool.

## MONTHLY FINANCIAL REPORTS TO CLIENTS

- Actual results (monthly and year-to-date)
- Current & year-to-date vs. budget and vs. prior year
- Comments on every variance

## IMPLEMENTING FINANCIAL MANAGEMENT SYSTEMS

Tasks that are generally undertaken with regard to implementing financial systems include the following:

- Preparation, implementation, and review of the operating budget
- Define any special reporting requirements by the client. Offer any alternative reports that are easily generated from the accounting system software

- Review and evaluate the financial condition as of contract start date
- Establish necessary bank accounts
- Determine office and communication equipment needs
- Conduct “mini-audit” of cash, receivables, and payables to ensure validity, accuracy, and completeness
- Send letter to potential vendors informing them of ordering, purchasing, and payment procedures
- Order/create necessary office supplies such as checks, deposit slips, purchase requisition, purchase order, and other accounting system and internal reporting forms
- Institute standard accounting operating procedures
- Establish cash management procedures, including box office and cash control
- Establish event settlement procedures
- Review current purveyor contracts and determine if Spectra Venue Management should have any or all transferred to its name
- Evaluate the business risk insurance currently in place and fill in the gaps where necessary

## MANAGEMENT REPORTS

Effective and timely communication with the Client cannot be overstated, and our General Manager will take the lead to ensure Spectra Venue Management is meeting the requirements of the Client or its designated managing authority. While the reporting function is subject to continuous improvement, we recommend the following as a starting point for further discussion:

- Written Weekly Reports/Updates to the Contract Administrator
  - Includes Executive Summary of notable activity
  - Sales Bookings
  - Customer Correspondence
  - Press Articles
  - Relevant Industry Related Articles
- Written Monthly Reports/Updates
  - Sales Bookings and Sales Activity
  - Events On-the-Books (by year)
  - Press Articles
  - PR Activity
  - Website Summary
  - Critical Issues

- Financial Performance
- Communication
- Quality Assessments
- Department Recaps
- Turnover
- Successes
- Survey results
- Customer Comments
- **Written Annual Reports/Updates**
  - Messages from the General Manager, Mayor, Contract Administrator
  - Summary of prior year's accomplishments
  - Venue Overview
  - Staffing
  - Customer Service
  - Partners
  - Financial Performance
  - Market Segment Summary
  - Community Involvement
  - Client Testimonials
  - Signature Events
  - Future Outlook

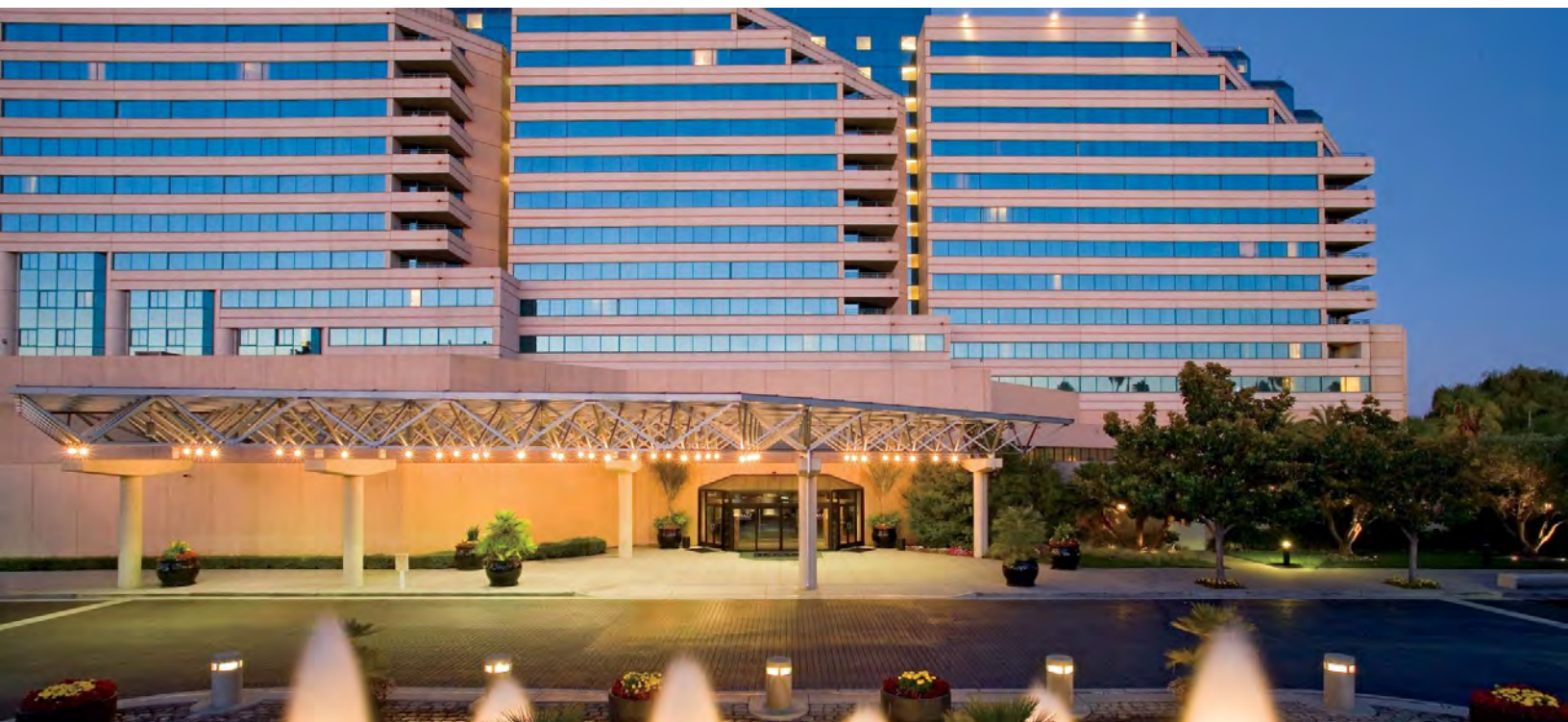
As an enclosure to our Response, we have included the Annual Report for St. Charles Convention Center in St. Charles, MO. Additionally, the Duke Energy Convention Center's and Overland Park Convention Center's most recent Annual Reports were created electronically. As such, in our electronic submission, we have included a link to view their Annual Reports. Additionally, in [Appendix C](#) we have included Spectra's Convention Center Sample Financial Statement.

## **EMPLOYEE MANAGEMENT**

Successful companies in our industry have a shared trait: good people. We believe our single greatest competitive advantage is our people. Through their efforts, we create greater value for our partnerships and deliver superior service and products for our customers. As your ambassadors to your clients, we take great pride in pleasing guests and making you look good. However, even with the best people, sustained success requires continual development of skills and access to the right tools. That is why every year Spectra devotes a significant amount of time and resources to our training efforts to ensure continued success.

## **LEVERAGING RESOURCES**

It is important to note that no Spectra manager is ever alone in developing and maintaining his/her training program. We draw on a wide variety of support resources including our corporate training specialists, other Spectra lines of business, and outside consultants. We leverage these resources to evaluate our current training programs, share best practices, and create innovative training tools for our management teams. We believe strongly in the value created by our investment in training programs, recognizing that they offer a win-win scenario for everyone. Our guests receive superior service; your City enjoys the reputation of having a world-class facility; we inspire our team members with the passion to serve; and our partnership reaps the rewards resulting from completely satisfied guests.





## TRAINING AND DEVELOPMENT

Spectra's vision for employee success is comprised of a series of training and developmental tools designed to properly onboard new employees and provide a "road map" of ongoing professional skill development. The Human Resources, Risk Management, and Development Training staffs provide proactive performance improvement to support operators for both training and non-training solutions. There is ongoing communication and sharing of resources, best practices and feedback between operators, guests, clients and support personnel. Furthermore, all programs and initiatives will be evaluated and reinforced on an ongoing basis, resulting in measurable performance improvement and client and guest satisfaction. The overall mission of Spectra's development programs is to improve event performance, employee performance and client/guest satisfaction through a variety of programs and initiatives including customized programs, performance consulting and company-wide training.

## PERFORMANCE MANAGEMENT

Spectra has a performance management program that provides leadership and management training. The program focuses on:

- Setting expectations
- Goal setting and alignment
- Self-appraisal/evaluation
- Coaching/skill development

Performance management is an on-going communication process to help all of our employees improve their performance and meet mutually agreed-upon goals. The program helps identify strengths and development areas, and it helps align individual, departmental, and organizational goals.

## LEADERSHIP DEVELOPMENT

Spectra prepares high-performing employees to be our future leaders by focusing on their career development from the time they join the organization.

1. **Internships.** Our company-wide internship program provides a meaningful learning experience and lays a firm foundation for successful growth.
2. **Orientation.** Our orientation program emphasizes our culture and vision — integrates new employees by providing the tools and resources needed to become a contributing team player.
3. **Mentoring.** This program pairs less-experienced Spectra team members with seasoned managers.
4. **Leadership.** The Leadership Institute develops and educates our top performers through individualized programs and hands-on experience that crosses all venue types, and prepares them to take next steps necessary for management-level positions.

## A LEARNING ENVIRONMENT

A sizeable percentage of our managers and supervisors have their current positions as a result of training received and career advancement made within our family of venues. One example of our efforts in ongoing education: We encourage active participation in the International Association of Venue Managers (IAVM) and all of the state-of-the-art training courses, videos, conferences, tapes, and lectures offered regionally and nationally. We especially encourage our managers to attend the two-year IAVM Venue Management School (VMS) at Oglebay in West Virginia.

We also send key personnel to other Spectra venues for direct, on-the-job training with their counterparts. What's more, our general managers and department heads meet periodically to discuss common problems and opportunities. This way, everyone can benefit from the best practices available throughout our network of venues.

## **POLICIES AND PROCEDURES**

Words and promises don't deliver top-notch service — people do. That's why Spectra has an unwavering focus on hiring, nurturing, and retaining the industry's best employees for the venues we manage around the world. And it's why we work so hard to create a diverse environment that's free from discrimination and harassment — an environment that fully reflects the rich individuality of the local communities we serve.

What do our efforts in regard to employee education, advancement and diversity mean for your venue? They mean better employees, better service, and better results.

### **POLICIES AND PROCEDURES MANUAL**

Spectra has developed detailed and fair personnel policies, all of which are provided to employees via the Spectra Personnel Policy Manual, and can be provided upon request.

### **EEO POLICY**

Spectra's policy is to provide equal employment opportunities to all individuals without regard to race, color, religion, creed, gender, gender identity, age, national origin or ancestry, citizenship, disability, sexual orientation, marital status, veteran status, membership in the uniformed services, genetic information, or any other basis protected by federal, state or local laws.

Also, to the extent required by law, equal employment opportunities are provided to all individuals regardless of any perception that the individual has a protected characteristic, or associates with a person who has or is perceived as having any protected characteristics.

We are committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in our operations and prohibits unlawful discrimination by any Spectra employee.

We also prohibit retaliation against any employee, vendor, contractor or other third-party doing business with us who in good faith reports a violation of this policy or otherwise opposes discrimination or harassment, participates in an investigation of a potential violation of this policy, or otherwise engages in protected activity under the law.

## **EVENT MANAGEMENT AND ACCOUNTING SYSTEM**

### **EVENT MANAGEMENT**

Successful events begin well before the guests arrive at your venue. As a world leader in venue management, Spectra understands that thoughtful planning is what makes an event spectacular.

Spectra assumes full responsibility for all aspects of event management. An event manager is assigned to each event and is responsible for overseeing the coordination of staffing, security, customer service, safety, and all other aspects of event management.

Staffing for each event depends on factors such as the promoter's requirements, show demographics, expected attendance, and guest expectations. Spectra's guidelines for event staffing are part of our proprietary operations manual.

Event managers follow a pre-event checklist to ensure that everything operates smoothly. The checklist includes:

- Review event information with client
- Review event rider, if applicable
- Create an event estimate
- Create and review event contract
- Complete event advance information sheet
- Track show (touring shows) and monitor ticket sales (ticketed events)
- Contact venues where event has been previously
- Relay essential event set-up information to all staff

On the day of the event, the event manager serves as the primary contact with the client, while the event manager ensures that all staff is in place for the event.

### **Event Production: Set Up and Tear Down**

Standard operating procedures for set up and tear down are established at every managed venue. An outline of these procedures is provided below:

- Verification of contractual issues (rental terms)
- Signed agreements
- Deposits received
- Certificate of insurance on file
- Identification of offered onsite promoter representative
- Coordination of production commitments
- Time of day
- Scheduled security
- Lights and power on (working mode)
- House staff properly scheduled, including event manager, operations staff, engineers stagehands, catering, police (regarding traffic flow), etc.
- Load out
- Verification of no damage
- Security watch on facility FF&E

### **Event and Crowd Management**

Spectra's commitment to providing superior customer service means creating and maintaining an event atmosphere where everyone gets maximum satisfaction in a safe setting. Planning and staffing will focus on the following responsibilities:

- Building design
  - Public areas
  - Performance maintenance
  - Service area
  - Support/personnel area
- Life safety issues
  - Building and fire codes
  - Emergency procedures
  - Coordination with higher levels of security personnel
  - Coordination through appropriate channels with the Office of Homeland Security
- Event planning and production
  - Production meetings with event organizers
  - Production minutes
  - Event reports
  - Incident reports
  - Event security task force meetings
  - Event research

- Security and event staffing
  - Well-trained switchboard operator

### **ACCOUNTING SYSTEM**

Information regarding our Accounting System can be found earlier in this Section under the header "Financial Management."

### **CASH FLOW MANAGEMENT & FRAUD PROTECTION**

Spectra's financial systems and policies to manage cash flow can be found earlier in this section under the heading "Financial Management." These policies and procedures in place have been developed, and are continuously monitored and updated as needed, in order to protect Spectra and our clients from fraudulent activities.





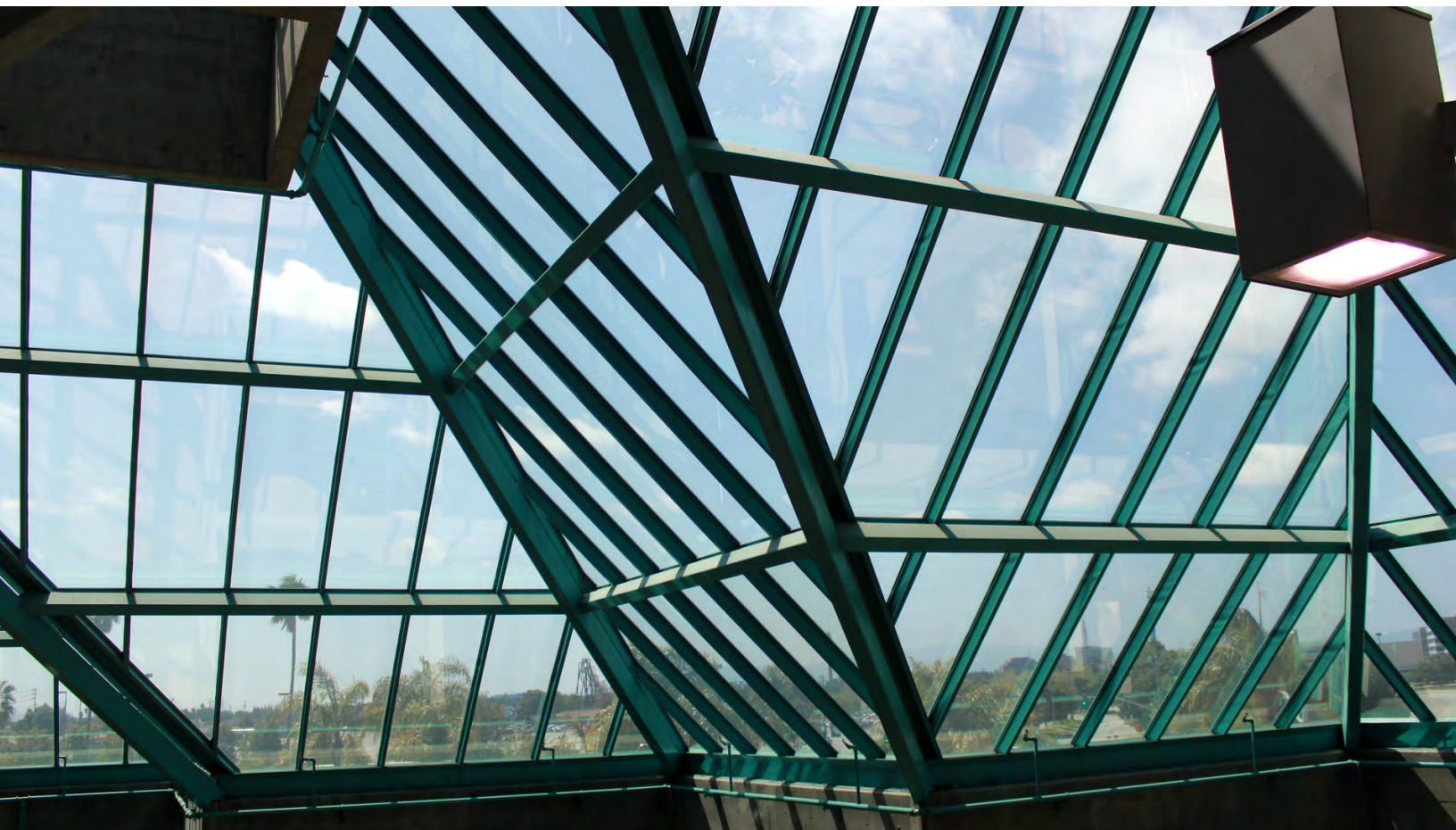
## **APPROACH TO GOODS & SERVICES AT SCCC**

Based on a review of the current management contract with the Chamber of Commerce, originally from 1984, Spectra does not see the ability to comment on the goods and services in that agreement. Spectra does understand the City's desire to maintain continuity with service providers at the SCCC, but would recommend including Spectra in the renegotiations of these agreements to ensure the City is receiving the best deal and that all agreements are in line with industry standards. Spectra works closely with and has agreements with a number of the SCCC's third-party contractors at many of our managed facilities, including Aramark, Smart City Networks, PSAV, and Edlen.

If the City would issue an RFP for food services, Spectra would be interested in developing a proposal to expand our services, and employ synergies as the comprehensive operator of management and food and beverage services at the SCCC. Nevertheless, as previously stated, Spectra does have a strong relationship with Aramark through our operations across the country, including at our managed convention centers in Overland Park, KS and Richmond, VA, and we are confident in our ability to continue our successful partnership in order to improve the services at the SCCC by employing Spectra's management and oversight.

Regarding your Wi-Fi infrastructure, we have been in discussion with Smart City Networks about the need to upgrade the capabilities and offers to our facility users. Spectra will also work with the City and the surrounding business on establishing a new parking service plan to better serve our clients.

Lastly, we see the need to improve tourism services for out-of-town clients using the SCCC. We will make it a priority, in partnership with the new CVB, to promote local restaurants and attractions, making the convention center a tourism hub for Santa Clara.



## PERFORMANCE MANAGEMENT CLIENT EXPERIENCES (CX)

At Spectra, the company Credo is designed around a core belief that events are transformed into experiences. To master that transformation, Spectra obsesses over details to achieve your goals and objectives. Spectra's company-wide approach to Client Experiences (CX) recognizes the significant relationship and interdependence between the client experience, the customer experience, and the employee experience. Their holistic approach to operating venues on behalf of their clients was developed with this in mind—focusing on how happy employees make happy customers, which results in happy clients. As a client, we prioritize your goals. By complementing clients with positive experiences for employees and customers, exceeding expectations is Spectra's operational standard.

### PEOPLE MAKE THE PROCESS WORK

When it comes to welcoming and onboarding new clients, everyone in the industry has a checklist. What sets Spectra apart is the team approach and consistent follow-up. Through Spectra's experience of onboarding hundreds of clients across the organization, we've learned that a one-size-fits-all approach does not suffice. That's why we carefully review and customize every onboarding plan prior to its final development. When it comes to implementation, Spectra's behind-the-scenes and on-the-ground teams are second to none. These teams include the following:

- **General Managers.** The talent, dedication, and knowledge of Spectra's General managers (GMs) are unmatched in the industry. They hire, train, and hold them accountable to act like owners, taking responsibility for complete oversight of their facility.
- **Senior Vice Presidents.** Spectra's Senior Vice Presidents (SVPs) have hundreds of years of combined leadership experience. We ultimately own the execution of a successful client onboarding and long-term client partnership.
- **Headquarters.** Spectra corporate's onboarding team rallies and organizes 20+ functional leaders through the execution of a custom project plan, setting the GM up for success. This team continues to engage with

the onsite team and client throughout the length of the partnership to ensure continued success.

- **Company-wide Support.** Spectra's community of experts is a competitive differentiator. The internal collaboration in client onboarding, support for major events, and on-going best practice sharing for all aspects of a venue's operation provide unmatched resources to onsite General Managers, resulting in often quick and significant positive impacts for our clients.

### MANAGING CLIENT SATISFACTION

Spectra's on-going commitment to our clients is demonstrated through a proactive and comprehensive approach to managing client satisfaction throughout the life the partnership. Spectra maps and manages the client experience in three phases: onboarding, core operations, and renewals.

#### 1. Onboarding

Your SVP owns the onboarding experience. Key elements of Spectra's comprehensive approach to onboarding have been outlined later in this Response in [\*Section 15.11 Transition Plan Overview\*](#).

#### 2. Core Operations

Core Operations pertains to the day-to-day approach to operating the SCCC in the most appropriate and professional manner possible. Below is a summary of key elements of core operations, all of which drive the Client, Customer, and Employee Experiences that Spectra is recognized for.

- **GREAT Experience:** Spectra's customer service program is built on our GREAT Experience model. Onsite GMs train all full- and part-time staff in this model, which is tied to local Spectra rewards program as well as the company-wide Excellence Awards. GMs utilize pre-event team meetings to inspire staff to provide GREAT levels of service. Peers, clients, and even customers can recognize them for a job well done. Further details regarding GREAT Experience can be found on earlier in the Response.

- **Proactive and Regular Communications:** Your GM and onsite team have regular meetings with their SVP to review performance, opportunities, and trends. These meetings fuel conversations with you, the client, and spark opportunities to leverage support from Spectra’s regional and corporate support as needed.
- **Operational Audits:** Spectra conducts regular audits of all client properties to ensure compliance, safety, training, and operational best practices. In addition, GMs are required to conduct annual self-audits, SVPs complete annual site visit reports, and Spectra coordinates mystery shops to measure quality on an ongoing basis.
- **Spectra’s Client Satisfaction Survey:** Spectra conducts an annual client satisfaction survey based on the Net Promoter Score (NPS) model. Individual response data is reviewed only with the respective client, and the goal is always to promote year-over-year progress in all categories.

### 3. Renewal

Spectra is working towards continually renewing their partnership with you from day one. This means that the partnership will be continually celebrated, and the aforementioned surveys, communication, support, and audits will occur on a regular basis throughout the length of the term. By maintaining constant communication, Spectra can ensure all goals and expectations are met, if not exceeded. It is Spectra’s goal that renewing is one of the easiest decisions you make.

### CLIENT EXPERIENCE SUMMARY

Partnerships are formed on trust, communication, and the fulfillment of promises. Checklists have finite beginning and end points; culture is ongoing. Spectra was built on principles that shape the fundamental approach to operations including acting like an owner, achieving operational excellence, and improving the client experience. Spectra understands that clients have a choice in who they work with—and we continue to innovate our approach to providing best-in-class services for our clients time and time again.

### EVALUATION CRITERIA

Spectra has developed what we believe are best-practice industry criteria to help our clients evaluate our performance, as well as the overall performance of their convention centers. Samples of these criteria are listed below:

- **Enhanced Revenue Generation**
  - Rent and reimbursements
  - Gross Facility Revenue
  - In-house business services
  - Food and beverage and catering
  - Advertising and sponsorships
  - Improved space utilization
  - Parking services
- **Expense Control**
  - Staffing (full-time and part-time)
  - Accurate financial reporting
  - Ongoing budget monitoring
  - Internal audits
  - Effective preventive maintenance (HVAC and electro-mechanical systems)
  - Utility management and control
  - Management of capital improvement projects
- **Event Bookings**
  - Adherence to approved booking and scheduling guidelines
  - Percentage of space utilized/rented
  - Creative development of in-house promoted events
  - Cooperation with the CVB and other stakeholders
  - Business retention
  - Room Nights (Either standalone or in cooperation with the CVB)
- **Stakeholder Relations**
  - Client Surveys
  - City of Santa Clara
  - CVB
  - Hotels
  - Downtown Council (retail/restaurants)
  - State tourism
  - Chamber of commerce
- **Management of Outside Services**
  - Police, fire, and medical
  - Third-party service contractors
  - City and state agencies



## CUSTOMER SURVEY RESULTS

At every Spectra-managed venue, we conduct post-event customer surveys to ensure we are exceeding customer expectations. The surveys cover a wide variety of subjects including food and beverage, customer service, operations, cleanliness, parking, AV, etc. Survey results are collected throughout the year and shared with our clients on a continual basis.

At the Overland Park Convention Center in 2017, our staff achieved an overall score of 4.84 through our customer surveys, which are based on a scale from 1 to 5. These surveys are based on a number of factors, and they are distributed to all of our clients to ensure our team meets a superior level of service and to continually improve as we help our clients.

## OVERLAND PARK CONVENTION CENTER 2017 SURVEY RESULTS

**4.83**  
FACILITY OPS

**4.86**  
CUSTOMER  
SERVICE

**4.85**  
AUDIO VISUAL

**"THE OPCC TEAM MAKES OUR EVENT RUN SMOOTHLY. THEY CONTINUALLY CHECK ON US WHILE ONSITE TO MAKE SURE EVERYTHING IS GOING WELL. IT'S NICE TO HAVE THAT LEVEL OF SERVICE."**

**- KIM GOOD, LINEMAN'S RODEO | NOV. 2017**



## SUPPORT FOR THE FUTURE OF THE SCCC

As one of the world's leading private-venue management companies, Spectra Venue Management is regularly called upon to provide consulting services to arenas, convention centers, stadiums, and other projects. Our proven team of industry veterans has provided dozens of venues worldwide with expert insight and direction on everything from FF&E procurement and operational review of venue design drawings and construction-related issues, to venue audits, capital planning and venue improvements.

It's critical to have experts on board when investing substantial time and financial resources into the SCCC, no matter what the future capital projects may be. Spectra Venue Management provides that expertise, giving you peace of mind that the project will be done properly and efficiently. We have worked closely with some of the most respected architects, engineers, and consultants in the convention, sports, and entertainment, and industries. In fact, we have closely worked with the City of Santa Clara's developer for the new CityPlace, Related Companies, in a similar mixed-use space also called CityPlace that is adjacent to Spectra-operated Palm Beach County Convention Center in West Palm Beach, FL.

Working with Related Cos. in the development of CityPlace in West Palm Beach, as well as their addition of the Hilton West Palm that is connected to the PBCCC has been a tremendously successful partnership, and the additions to the area have not

only boosted revenue for the convention center, but have also improved the overall economy of the West Palm Beach tourism industry. We are extremely impressed with the City's and Related Cos.'s future plans for Santa Clara, and we envision similar success to what we have experienced in West Palm Beach.

Additionally, as the SCCC ages, it will be critical to have a manager on board that has expertise in overseeing capital improvements and expansion that will maximize revenue generation and operational efficiencies to ensure that the SCCC continues to exceed expectations for success. Our Facility Design team, led by SVP of Operations Mike Ahearn, has facilitated capital improvement projects in hundreds of our managed venues across the country, with budgets ranging from thousands to millions of dollars.

Recently, our corporate and onsite teams at the Miami Beach Convention Center in Miami Beach, FL oversaw a \$620 million renovation to the facility, which is expected to not only improve sales and booking for the convention center, but also impact room nights and tourism in the Miami-Dade area. The improvements included the addition of 263,000 square feet of space, 10 new meeting rooms, and LEED Silver certification, (in process).

Spectra will work alongside the City of Santa Clara to provide support as the City desires on any plans for renovations and/or expansion to the Santa Clara Convention Center.





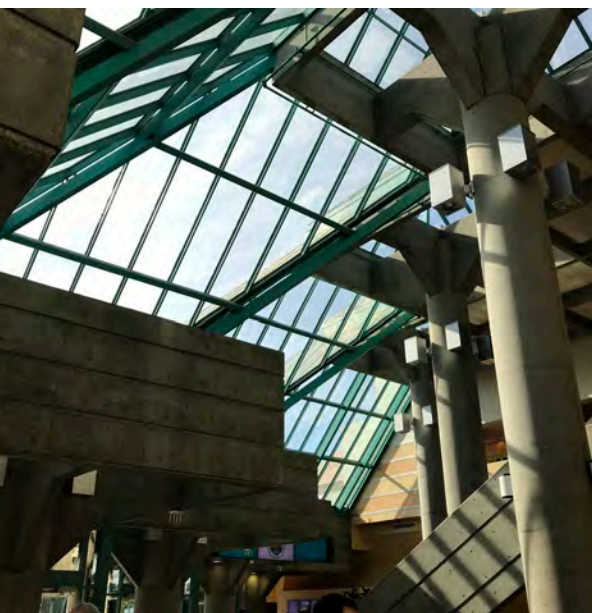
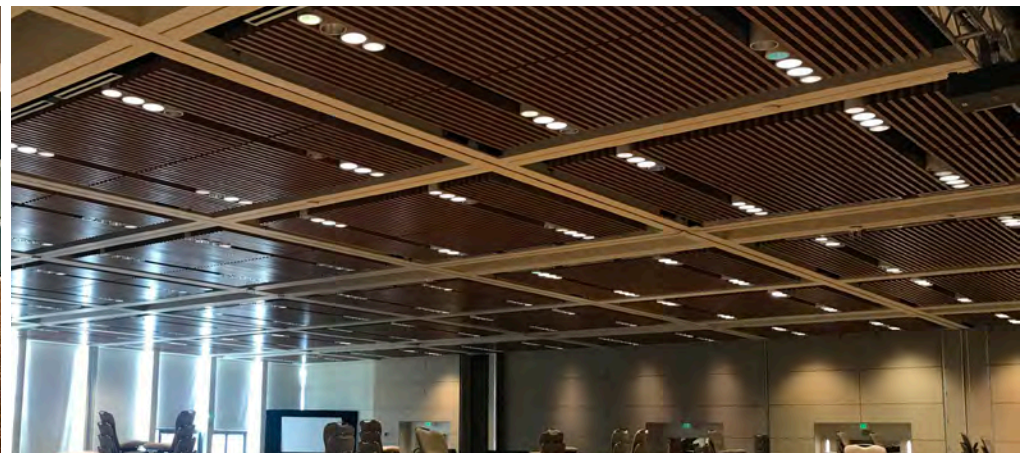
## RECOMMENDATIONS FOR THE SCCC

As previously stated, Spectra has extensive experience with building, renovating, and expanding facilities across the country. Spectra will work with the City of Santa Clara to establish a plan for long-term renovations and possible expansion as desired, but we would recommend additional due diligence and completion of a feasibility study in order to evaluate the market needs before recommending any major transformations to the City. We would also work closely with Related, the 49ers, Great America, the Hilton, and Hyatt Regency on evaluating the best use of space for possible expansion.

During our tours of the facility, we do see the need for simple modifications that can easily change the feel and perception of the SCCC without undergoing a major renovation requiring extensive capital investment. Short-term enhancements of the carpet, wall treatments, and ceiling tiles can brighten up the facility and make the guest experience more pleasant. Converting the walls and ceilings in and around the Grand Ballroom, Exhibit Hall area, and second floor meeting rooms to be more in line with the Mission City Ballroom aesthetics will create continuity in the facility and give it an overall updated feel.

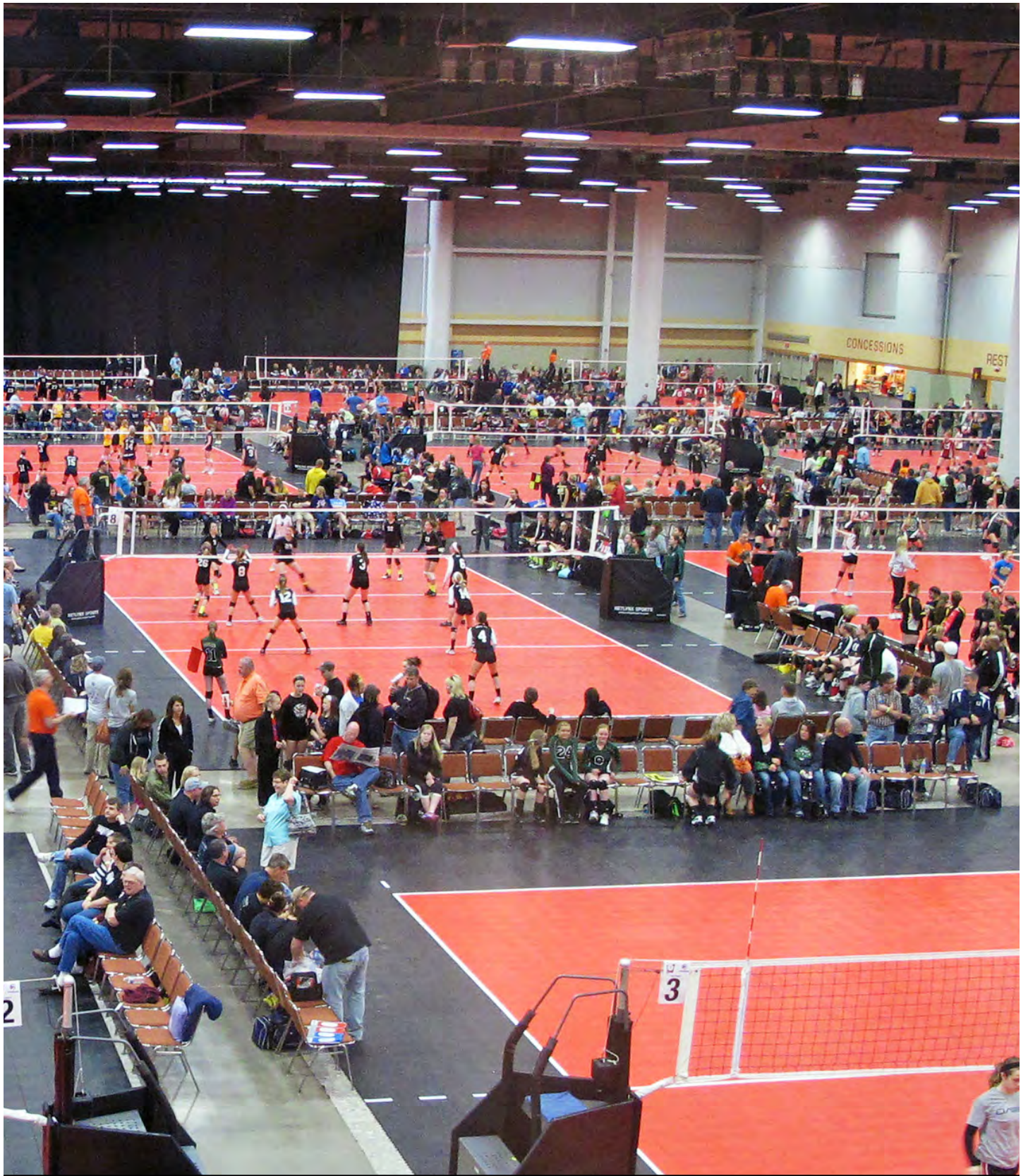
Additionally, updating the main lobby to cover up some of the cement fixtures, as has been done in the hallways, along with the installations of community art will make the facility more welcoming upon first impression. We have had initial conversations with Preston Metcalf, Deputy Director of the Triton Museum of Art about working with the Museum's Art Works For You project and bringing in some pieces to display at the SCCC.

Lastly, Spectra would look to renovate the second floor entrance from the parking deck. As this has become a main entrance for those driving to the facility, better directional signage, along with the implementing various greenery to distract from or cover up the Hyatt loading dock would make this space a better and more welcoming entrance to the facility









## MARKETING AND SALES PLAN OVERVIEW

INX SPORTS







# 15.10 MARKETING AND SALES PLAN OVERVIEW

## OVERVIEW - THE SPECTRA DIFFERENCE

As the acknowledged industry leader in sales and marketing, we develop a customized plan for every venue we manage worldwide, so that we focus on our clients' goals and how we'll achieve them. Our sales and marketing plans are customized for every venue and are focused on creating value for our clients. For the City of Santa Clara, we will place an emphasis on strategic yield management practices, more quality events and event days, and collaboration with local organizations to produce exceptional results. We have built a client list that we are proud to own, and we continue to grow our influence through new business accounts, referrals, and renewals.

All of the resources brought forth by Spectra corporate and the onsite SCCC team will be used to achieve the following goals, which have been established based on your stated goals in the RFP and our in-market meetings and presence:

- Maximize the economic impact to the community, region, and state (via the accommodation of non-local conventions, trade shows, conferences, and meetings) and overall utilization of the facility, while focusing on minimizing the annual operating cost for the City of Santa Clara
- Attract diverse and strategic events to the SCCC
- Increase destination and visitor awareness
- Maximize the generation of room night occupancy

- Efficiently and effectively operate the SCCC to support visitor growth and community benefit
- Enable the organization to support the growth and development of people, processes, and technology improvements
- Ensure that conventions, exhibitions, trade shows, and other meetings are attracted and retained by producing an exhibitor-friendly and cost-effective environment
- Provide superior services to users, patrons, and visitors attending events; this will increase customer satisfaction and result in more rebookings
- Develop and implement initiatives to penetrate new markets, attracting new events and promoting the SCCC to enhance usage and increase room nights

We view the success of the Santa Clara Convention Center as a collaborative effort between Spectra, the City of Santa Clara, the new CVB, and the SCTID. Our collaboration and partnership with each entity will play a key role to the success of the SCCC. As mentioned previously, we'll work with the CVB to book outside of 18-months and meet regularly with the CVB and local hotels to align our target markets along with need dates of the SCCC's and hotels' calendars. Through this collaborative effort, we'll identify what current business is the right business and what potential there is to maximize revenue, room rates, and occupancy. The more successful the SCCC is, the greater the economic impact will be to the community.



## INTRODUCTION

The following Sales and Marketing Plan is focused on creating value for the City of Santa Clara. Spectra will continue to operate a high quality, state-of-the-art facility that is competitive in the convention industry and attracts diverse events, including conventions/tradeshows, consumer/public shows, meetings, community events, and entertainment and cultural events.

High quality events, more event days, responsible rental policies, and strategic yield management practices will collectively produce exceptional results. We will work to create a client list based off of current clients and Spectra's industry relationships, and continue to grow our influence through new business accounts, referrals, and renewals.

All of Spectra's resources will be used to achieve these goals — leveraging existing strategic partnerships while developing additional local and regional partnerships to advance the goal of creating, maintaining, and actively searching for new revenue streams. This plan will also allow SCCC to continue to be operated in a professional and fiscally responsible manner consistent with best industry practices and all applicable laws and ordinances.

## OBJECTIVES

The sales and marketing plan objectives are tied to the financial plan and the quantitative and qualitative measurement set forth by the City of Santa Clara.

The primary goal of Spectra is to align with strategic partners in the region to drive greater levels of attendance and revenue through the Santa Clara Convention Center. We are committed to meeting and exceeding all agreed upon goals for each fiscal operating year.

The Santa Clara Convention Center will be most successful when working in close partnership with the CVB and the hotel community to accomplish common goals. We will work closely with them to understand and embrace their goals as we collectively strive to fill hotel rooms and bring revenue generating conventions, meetings, and events of all kinds into the city.





# CURRENT STATE

## DESTINATION LOCATION

The Santa Clara Convention Center is located in the heart of Silicon Valley, which offers an ideal location adjacent to world-class attractions like Levi Stadium and the California Great America Theme Park; in proximity of prominent institutions including Santa Clara University, San Jose University, and Stanford University; and near some of the most successful regional shopping, dining, and entertainment centers.

With over 3,800 hotel rooms in the City of Santa Clara, and close proximity to both the San Jose and San Francisco International airports, traveling into the city is easy.

## BUSINESS ENVIRONMENT

Located in the Silicon Valley, the SCCC is within miles of the world's top Fortune 500 fortune companies, venture capital firms and research centers, such as Applied Materials, Intel, Avaya, EMC, Apple, Google, Facebook, LinkedIn, Adobe, Cisco, HP, Netflix, Tesla, Oracle, VISA, VMware, Yahoo, Salesforce, and Ebay.

## EXPANSION

The City of Santa Clara is expanding its entertainment and shopping footprint in Silicon Valley by developing the largest mixed-use urban development project west of the Mississippi. CityPlace Santa Clara is envisioned as an exceptional LEED-certified urban center, complete with Silicon Valley's newest restaurants, world-class shopping, amenity-driven hotels, innovative office space, one-of-a-kind entertainment and fitness venues, and finely appointed residential units developed on over 240 acres. The 9.1 million square foot project is anticipated to include 5.4 million square feet of office, 1.1 million square feet of retail, 250,000 square feet of restaurant/entertainment, 1,680 units of luxury housing and more than 700 hotel rooms. CityPlace plans to start construction in 2019 and will be the premier destination for world class shopping and globally-inspired dining. This development site is across the street and within walking distance to the Convention Center facility.

We have worked with the City's developer for CityPlace, Related Companies, for a similar project adjacent to the Spectra-managed Palm Beach County Convention Center in West Palm Beach, FL. We have an excellent relationship with Related Cos., and have already discussed with them our interest in this opportunity and potential of working with them again in Santa Clara.

## DEMOGRAPHICS AND EVENT MIX

Located in the center the high-tech corridor internationally known as "Silicon Valley," the SCCC is a 302,000 sq. ft. state-of-the-art meeting, trade, and convention complex. In FY2017-2018, the SCCC hosted 479 events, of which 4 were citywide events, with a minimum of 750 room nights per event at peak, and hosted more than 370,000 total attendees. The past show event mix includes:

FY2016	
Banquets	43 events
Conventions	59 events
Meetings	244 events
Public Shows	57 events
Trade Shows	19 events
FY2017	
Banquets	46 events
Conventions	38 events
Meetings	291 events
Public Shows	61 events
Trade Shows	11 events
FY2018	
Banquets	39 events
Conventions	37 events
Meetings	307 events
Public Shows	73 events
Trade Shows	23 events

## S.W.O.T. ANALYSIS

### STRENGTHS

- Destination
  - The Santa Clara Convention Center is located in the heart of Silicon Valley, which offers an ideal location adjacent to world-class attractions like Levi Stadium and the California Great America Theme Park; in proximity of prominent institutions including Santa Clara University, San Jose University, and Stanford University; and nearby some of the most successful regional shopping, dining and entertainment centers
  - With over 3,800 hotel rooms in the City of Santa Clara and close proximity to both the San Jose and San Francisco International airports, traveling into the City is easy
  - Located in the Silicon Valley, the SCCC is within miles some of the world's top 500 fortune companies, venture capital and research centers such as Applied Materials, Intel, Avaya, EMC, Apple, Google, Facebook, and LinkedIn
- The Santa Clara Convention Center — featuring spaces like the Exhibit Hall, Great America Ballroom, Mission City Ballroom, Theater, and more — is well-equipped and flexible enough to host a variety of events simultaneously
- The venue has high customer satisfaction scores among guests and clients
- Complimentary Wi-Fi in public thoroughfares is offered at SCCC

### WEAKNESSES

- Lack of integrated and cohesive sales structure between the SCCC and CVB
- Ability to generate leads and layer business to increase revenue
- Space/date availability due to booking practices
- Lack of data-driven marketing practices
- Facility is in need of updating in order to stay competitive with other more modern convention centers
- High-priced hotel rooms at local hotels due to regional area's demand

### OPPORTUNITIES

- In collaboration with travel and convention marketing partners, redefine Santa Clara's brand image to include first class and differentiation among competitors
- Develop more opportunities to co-market with the Bureau, hotels, and attractions for attracting conventions and meetings.
- Leverage positive relationships in the community for developing business leads
- Utilize a Yield Management thought process
- Utilize one booking system to manage customer relationships and share real time calendar with CVB partner
- Through data driven marketing, create a strategic marketing plan
- Modernizing space to continue to trend with local area
- Transform available outdoor areas with cosmetic upgrades to use as additional selling space
- Implementation of branding options to generate additional revenue
- Redeveloped website to be mobile optimized and ADA compliant
- Invest in renovations or expansion of the SCCC to modernize the building and generate more sales revenue

### THREATS

- Regional competitors have recognizable brands, excellent reputations, and strong marketing strategies
- Sports Commission in San Jose is pushing sports content to San Jose market
- Competitive environment — (7) convention and event centers within a 200-mile radius of the SCCC
- Lower tax and hotel rates in competitive cities
- Well-funded regional competitors, who all deploy a targeted plan with strategic direction
- Local hotels that feature modern exhibit spaces and ballrooms to compete for local events, galas, and meetings



## COMPETITION

The Santa Clara Convention Center's competition for convention and trade shows comes from cities throughout the country, but some most notable regional competition is listed below.



### SAN JOSE, CA

#### McEnery Convention Center

The San Jose McEnery Convention Center is the largest convention center in Silicon Valley. The main hall hosts numerous technology conferences and conventions, such as Facebook F8 and Apple Worldwide Developers Conference, while the South Hall has hosted auto shows and political campaign stops. The convention center covers 550,000 sq. ft., including 165,000 sq. ft. of exhibit space, 31 meeting rooms, and banquet facilities.



### SAN FRANCISCO, CA

#### Moscone Center

The Moscone Center is the largest convention and exhibition complex in San Francisco, California. The complex consists of three main halls spread out across three blocks and 87 acres in the South of Market neighborhood. Together, Moscone North and South have 504,000 square feet of contiguous exhibition space, two ballrooms, 82 meeting rooms, and 107,000 square feet of pre-function lobby space.



### SACRAMENTO, CA

#### Sacramento Convention Center

The downtown Sacramento Convention Center Complex is made up of the Convention Center, which has over 137,000 square feet of exhibit space, 31 meeting rooms, including a 24,000 square foot ballroom, the 2,398 seat Community Center Theater, and the 3,849 seat Memorial Auditorium, which also houses a 272-seat theater. All facilities are within walking distance of dining, nightlife, and shopping areas. Headquarter hotels are just steps away, and more than 2,000 first-class hotel rooms are within walking distance.

## ANALYSIS OF CURRENT SALES & MARKETING OPERATIONS

Profitability and economic impact for the City of Santa Clara will be greatest with larger, multi-day convention bookings. In the past, the SCCC sales staff has tended to book events several years in advance of arrival because the business valuation process wasn't focused on the overall economic impact of each event.

The opportunity for Santa Clara to be recognized as a first-class convention destination will greatly depend on strong relationships and collaboration between the SCCC, CVB, and partner hotel sales teams. The disconnect between these organizations has limited the opportunities to pursue the long-term business that will optimize the use of the SCCC. Without structured and frequent communication between the individual assets that form the convention package, teams often work in a silo from one another, and are focused only on their individual entity instead of the greater benefit of the destination. Large groups that the City desires to target look for a destination that can handle all of their needs — from room nights to conventions and leisure activities — and this ability must be fully demonstrated during the sales process.

Based on our evaluation of the SCCC's sales and marketing operations, some of the specific limitations include:

- A lack of agreement for the type of business that should be booked in the SCCC (prioritizing single day events that do not generate the economic impact that the hoteliers and the City expect)
- Booking guidelines do not seem to reflect the mission of the City of Santa Clara
- The Sports Commission is based in San Jose and does not prioritize Santa Clara bookings
- Discounts offered to organizations do not seem to be structured to ensure consistency and transparency

While some of these factors have affected bookings for the Center, these can be overcome through careful collaboration with the new Santa Clara CVB, hotels, and Spectra Venue Management to collectively target the right demographics, and book the most efficient dates, which maximizes usage of the Santa Clara Convention Center and economic impact to the community.

## DESIRED STATE

Based on our projections and experience, the ideal state for the Center business mix next year would be:

- 42 Banquets
- 56 Conventions
- 300 Meetings
- 64 Public Shows
- 28 Trade Shows
- 5 Misc

## RELATIONSHIPS

Spectra recognizes that one of the most valuable and critical tools used to grow the SCCC business is building and maintaining positive working relationships with all internal and external customers. From every guest and meeting planner, the power of positive relationships is paramount to operating a successful convention center. The sales and marketing team Spectra hires at SCCC will be committed to the "Customer First" rule, and all actions hold firmly to that thought process.

In our experience, we have found great success in hosting annual events that bring together clients, hoteliers, CVB staff, catering staff, and our sales and marketing team to enjoy casual networking time. These events have worked well to build business and solidify trust among the group members.

Our team works to build and maintain great relationships with all of our customers. Our testimonials of support previously included in this Response prove that we stand behind our words with actions and results. The proven sales record of our team will ensure the SCCC is successful for the City of Santa Clara.

## SAMPLE TARGET GROUPS FOR THE SCCC

- Tech
- Medical
- Harmaceutical
- Biotech
- Sports Commissions
- Youth Sports Associations
- Esports
- Banking & Finance
- Insurance
- Real Estate





# PART 1: SALES DRIVES ATTENDANCE AND REVENUE

Our focus will be to work closely with the City of Santa Clara, CVB, and the Hyatt Regency and other local hotels to book new business not currently coming to Santa Clara and to maintain relationships with current clients. This will be accomplished not only through our aggressive pursuit of new events, but through our superior customer service, marketing, and management.

Our staff will integrate the SCCC's sales and marketing efforts with those of the CVB—prospecting, issuing proposals, and closing on first-priority business, which we define as conventions, conferences, and tradeshows (guest room-night-generating business). The CVB and the Spectra sales team will work as one to develop leads that will have a significant impact on the hotel community. Conventions and trade shows are our first priority, and our strategy will leverage the strength of the Silicon Valley market and the unique attributes of the SCCC to book the right pieces of business at the right time in order to maximize the economic benefits of overnight visitation.

While opportunities to book business of this size may occur at any time, the sales process usually precedes the event by two to six years. On an ongoing basis, we will work with the CVB to target and secure “high impact” business for the Santa Clara Convention Center and area hotels, and this partnership will bring a tremendous benefit to the community.

We'll utilize Ungerboeck, the Event Booking Management System (EBMS), to streamline these efforts and provide 24/7 calendar view access to the CVB. This gives our primary convention partner a “real-time” view of the booking calendar and removes any unnecessary extra steps during the sales process. Additionally, we'll implement online ordering for exhibitors, and this new system will increase revenue and overall satisfaction levels.

Sales activity is documented through a variety of standard measurement systems. The plan includes developing accounts that focus on the 18-month booking window, while supporting the efforts of CVB to secure accounts outside the 18-month booking window in accordance with the Booking Guidelines.

The Director of Sales will have a standing daily meeting (Daily Business Review), during which Sales Managers review their potential sales accounts and decisions are made based on yield management strategies. Each piece of business is evaluated by the team, and decisions are made based on value, appropriateness, and long-range impact, among other factors. All actions are tracked through the EBMS, which results in qualitative and quantitative review of “look back” and “look forward” activities for insights on our decision-making processes.





## SALES STAFF DEPLOYMENT

To ensure we are maximizing relationships and resulting sales within key segments, Spectra’s sales force will be aligned with the CVB and their sales staff’s market segments. Spectra’s sales staff will consist of a Director of Sales & Marketing and two (2) Sales Managers. A sample deployment is illustrated below:

SCCC STAFF	MARKET SEGMENTS	CVB STAFF
Director of Sales & Marketing	<ul style="list-style-type: none"> <li>■ Department oversight and support</li> </ul>	TBD
Sales Managers (2)	<ul style="list-style-type: none"> <li>■ Consumer Shows</li> <li>■ Business Trade/Association</li> <li>■ Federal Government</li> <li>■ Sports</li> <li>■ Corporate</li> <li>■ Direct Sell</li> <li>■ Social/Special Events</li> <li>■ Military</li> <li>■ Non-Profits and Local Galas/ Fundraisers</li> <li>■ City</li> <li>■ Educational</li> <li>■ State Associations</li> <li>■ Religious/Fraternal</li> <li>■ Hobby</li> </ul>	TBD

Each sales manager will have an activity goal to make a minimum number of calls per week. Calls are targeted toward specific accounts based on potential volume within respective market segments. Calls included in the minimum are related to prospecting, booking/rebooking events, continuing relationships, and qualification calls to evaluate organization and event needs, etc.

Sales managers are tasked with building their prospective market, and each has specific activities designed to reach their goals. Activities will be monitored and measured for effectiveness, and results of each will be evaluated and prioritized based on status of account, value of account, value of booking, and other qualities that are considered in the total evaluation of account worth.

## SALES AND MARKETING ACTIVITIES

Below is an activity calendar that shows Spectra-planned efforts to drive business to the City of Santa Clara. We will work to collaborate with the CVB and the local hotel community on additional opportunities to expand these efforts on a local and regional basis to include sales blitzes, customer engagement opportunities, and campaigns.

JANUARY 2019	FEBRUARY 2019	MARCH 2019	APRIL 2019	MAY 2019	JUNE 2019
PCMA – Convening Leaders  AEP – Academic Event Professionals Conference  “The Special Event” Trade Show	MPI – Mid-American Conference  Northern California MPI Annual Conference & Expo	Conference Direct – Annual Partner Meeting  Northern California MPI Culinary Education Session  CBI Pharma Forum  Experient Envision	CalSAE ELEVATE 2019  ASAE – Springtime Expo/Xperience Design Project	PCMA – Professional Achievement Dinner	MPI World Education Conference  Northern California MPI Annual Gala  SGMP (Society of Government Meeting Planners) Annual Meeting  PCMA – Professional Education Conference
JULY 2019	AUGUST 2019	SEPTEMBER 2019	OCTOBER 2019	NOVEMBER 2019	DECEMBER 2019
TSAE – Annual Meeting	ASAE Annual Meeting and Expo  CONNECT Marketplace – Sports, Specialty, Association, Corporate, Expo  MP – Mid-American Conference	Conference Direct – Annual Partner Meeting  Experient Envision  IMEX America	IMEX America	CONNECT Faith IAEE-International Association of Exhibitions & Events  TEAMS Conference + Expo  PCMA – Professional Achievement Dinner  CalSAE Association Leadership Conference (sponsorship opportunity)  Conference Direct CD Forum (sponsorship opportunity)	Association Forum of Chicagoland Holiday Showcase

## **SEAMLESS SALES AND MARKETING RELATIONSHIP BETWEEN THE SCCC AND CVB INTEGRATED MARKETING PLAN**

Through our meetings in market and review of the information provided by the City, we believe the SCCC and CVB would benefit from operating under a single, integrated marketing plan. Spectra employs this practice at many of our convention centers across our client portfolio, and we will work with the new CVB to develop a comprehensive plan for the City of Santa Clara. Some examples of initiatives and activities our sales teams (Spectra and CVB) could develop in collaboration include the following:

### **Marketing Budgets**

The SCCC and CVB will hold a joint planning meeting prior to budget submittal in order to establish the best approach for developing new long-term group and meeting business for Santa Clara. These meetings will include deliberate partnerships and support of common goals for:

- Participation in tradeshow
- Traditional forms of advertising
- Strategic sponsorships at industry events such as:
  - California Society of Association Executives (CalSAE) – ELEVATE Annual Conference
  - CalSEA – LEAP Conference
  - Northern California MPI – ACE – Annual Conference and Expo
- Direct sales calls and missions, including joint strategic sales calls with representatives from both organizations to regional hubs for convention planners
  - Sacramento – California State Association
  - Washington DC and Chicago – National Associations and Association Management Firms
- Combining resources to pursue large conventions and citywide groups of 750 peak room nights

### **Booking Guidelines**

Booking guidelines will be created and adopted to reflect the mission of the SCCC. Space is the product of the venue, and time directly affects the ability to sell the venue. Therefore, larger groups with associated room nights and economic impact will have first priority on the booking calendar and one-day event booking will have greater limitations.

Through Spectra's proposed structure for the SCCC and CVB, Spectra will have responsibility for short and long-term bookings, but the CVB will also have the capabilities to book long-term. We will generate shared group goals for both entities to collectively meet, creating a one-team mentality.

### **Shared Booking Calendar**

Sales teams for both the SCCC and the CVB be able to view the booking calendar. This will ensure that the CVB sales team, who will be booking long-term events, will have immediate access to availability when working with potential customers. The SCCC staff will carry the responsibility to manage the calendar according to the booking guidelines which will reflect the mission of the City.

### **Stakeholder Partnerships**

Director of Sales Monthly meetings - The SCCC and CVB will host meetings with all Directors of Sales local hotels on a monthly basis. This meeting content will be customized to the group and would benefit members by proving a platform for:

- Fostering relationships and trust between essential convention properties
- Discussing new potential business opportunities for the group
- Planning first-class site inspections for potential customers by displaying a coordinated team approach between properties
- Developing common goals and brainstorming opportunities for Santa Clara successes



### Focus Groups

We believe that there is a wealth of opportunity for the SCCC in the Northern California market. With many years of experience working with area planners, we will arrange priority focus groups within key market segments, beginning with the association and corporate markets. Conducting professionally-organized focus groups with existing customers will jump start the process of identifying areas of concern and opportunities for success in these two critical segments.

### FOCUS GROUP STRATEGY

1. Target our established contacts at local State Associations and Corporate, Tech, and Biotech companies, and poll event organizers on needs for future events and interest in the SCCC.
2. Pull list of SCCC's past clients and poll returning and non-returning groups on experience, reason(s) for returning or taking their business elsewhere
3. Based on results, address any areas of opportunity or concern, and follow up with group main contacts.

### Hosting Industry Meetings

Many times, as venue operators, we are presented with opportunities to host meetings with attendees that are meeting planners themselves. When groups like this look to book at the venues, we have an opportunity for a captive audience of potential clients at a minimal cost. We would take the order for services from the customer and then potentially provide an enhanced food product in exchange for an events sponsorship. Examples include:

- Association Management Organizations – Association Management groups are often responsible for planning annual meetings for their memberships.
- Universities special events committees – Larger universities often have special events planning groups that get together including any employees who are involved with planning across all departments
- International Association of Administrative Assistants

## FOCUS GROUP TARGETS

Based on our existing relationships and contacts in the Santa Clara market, we would look to target the following organizations initially for our Focus Group testing.



# CONVENTIONS AND TRADE SHOWS

## TARGET AUDIENCE

Target markets for conventions are State and National Associations and SMERF organizations (Social, Military, Educational, Religious and Fraternal) with the objective of hosting the organization's annual or premier convention. Conventions typically book 12-36 months out, sometimes beyond, varying widely based on organization. For national convention business, top-tier associations book up to seven years out. Due to the typically shorter duration of days and mid-week nature, tradeshow fit well into the overall yield strategy. Tradeshow typically book 14-36 months out.

These events offer a significant economic impact for the Santa Clara region, room nights for hotels and revenue for the venue through room rental, food and beverage, equipment, and services.

## CONVENTION & TRADESHOW PROFILE

- Require two or more hotels with a peak night attendance of 500 or more room nights
- Attendees generally travel on expense accounts and may be required to attend meetings
- Comfortable with paying market average room rate
- More seasoned travelers who prefer fine-dining and upscale shopping
- Prefer flying-in as opposed to driving-in
- Uses exhibit halls, ballrooms and meeting rooms equally and spends money in various categories, such as food, rent and services

**SHORT-TERM GOAL**  
TO REVIEW THE PROFITABILITY OF EACH ANNUAL CONVENTION AND TRADE SHOW TO DETERMINE BEST FIT

**LONG-TERM GOAL**  
MAINTAIN AND CONFIRM A DEFINED NUMBER OF ANNUAL LONG-TERM BOOKINGS OF CONVENTIONS AND TRADE SHOWS

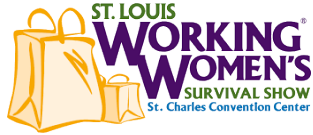
## STRATEGY

Identify "right fit" conventions and trade shows that can be accommodated in a hotel package.

## TACTICS

- Work closely with the CVB to promote and expand our relationships with annual users and assist with all contractual needs
- Maintain relationships for endorsements, testimonials, and promotional opportunities
- Drive attendance through website, social media, and sponsorship opportunities
- Travel to industry trade shows to promote the SCCC
- Use Reader Board Services to prospect for groups meeting this profile currently meeting in our competitive set
- Participation in Sales Mission Trips

## SPECTRA GPS SUCCESS: TRADESHOWS



Spectra's Global Prospecting System (GPS) supported successful lead sharing for the Working Women's Survival Show to move from downtown St. Louis, MO to the St. Charles Convention Center. The show has now returned for eight years in a row!





# MEETINGS

## TARGET AUDIENCE

Meetings can be local, regional, national, or international, and they tend to be booked with shorter lead times than conventions and trade shows. They sometimes require the same type/size spaces as SMERF events, but typically require less, making them great filler business.

In addition, meetings require very high quality food and beverage services, sophisticated audio visual services, and high quality hotel rooms. The corporate meetings market is extremely strong across the country, and the Santa Clara region offers a significant number of opportunities to expand the current meetings market base of business. Corporate meetings typically book inside 14 months.

## MEETINGS PROFILE

- More focused on the educational value of event
- May not have large exhibit hall needs, but more breakouts are necessary
- Maintain a balanced program across meeting space, typically with significant Food and Beverage, Audio Visual, and Internet needs
- Offers a requirement for certification purposes for attendees
- May be a mix of attendees flying in versus driving in
- Good short-term bookings from corporate, Santa Clara-based businesses
- Fewer room nights required, with sometimes only two hotels necessary

**SHORT-TERM GOAL**  
IDENTIFY ORGANIZATIONS ALREADY DOING BUSINESS IN THE AREA

**LONG-TERM GOAL**  
FILL SPACE IN CENTER WITH MEETINGS THAT TYPICALLY BOOK INSIDE 18-MONTH WINDOW AND LAYER MULTIPLE MEETINGS INTO SCCC AS SPACE AND DEMAND ALLOWS

## STRATEGY

Focus on corporations that conduct meetings to further their business goals.

## TACTICS

- Develop and maintain strong local presence at MPI and PCMA chapter events to meet planners
- Establish a strong local presence at networking events
- Gather referrals from existing clients
- Use customer events to introduce our product to new clients
- Establishing strong, positive business relationships within the corporate community
- Identify local corporations that potentially have the most positive impact on our short-term business

# SPECTRA GPS SUCCESS MEETINGS



MARY KAY  
COSMETICS

Spectra's Global Prospecting System (GPS) supported successful lead sharing for Mary Kay Meetings at Spectra venues across the country.

- Duke Energy Convention Center, Cincinnati, OH (2015, 2016, 2017)
- Kansas Expocentre, Topeka, KS (2019, 2020)
- Iowa Events Center, Des Moines, IA (2010, 2014, 2015)
- Utah Valley Convention Center, Provo, UT (2015, 2016)
- St. Charles Convention Center, St. Charles, MO (2011, 2012, 2013, 2014, 2015, 2016)



## RESULTS

**\$600K+**  
IN GROSS REVENUE  
FOR SPECTRA VENUES

# ASSOCIATION MEETINGS (REGIONAL)

## TARGET AUDIENCE

Meeting planners who work with or are part of SMERF organizations, especially state associations and educational associations.

## ASSOCIATION MEETINGS (REGIONAL) PROFILE

- State or regional groups with large membership bases
- Can include families or spouses
- Local chapters very influential in decision process
- Limited budget, less experienced traveler
- Generally two to three day programs
- Less food and beverage than conventions

**SHORT-TERM GOAL**  
REVIEW THE CURRENT STATE OF ASSOCIATION MEETINGS CURRENTLY SCHEDULED, IDENTIFY FUTURE EVENTS THAT COULD BE A GOOD FIT

**LONG-TERM GOAL**  
ACHIEVE ANNUAL ROTATION ACCOUNTS IN STATE AND REGIONAL MEETINGS

## STRATEGY

Partner with hotels to use National Sales Office (NSO's) contacts to drive business into Santa Clara hotels

## TACTICS

- Attend CSAE events
- Use Reader Board Services to prospect for groups meeting





# CONSUMER SHOWS & SPORTING EVENTS

## TARGET AUDIENCE

Tradeshow organizers who own regional trade shows, like Marketplace Events, who can develop new consumer show product and work on a flexible schedule.

This business contracts hotels for three shows, but does not meet booking guidelines for citywide conventions. Consumer shows are regulated by contract guidelines set forth by the city and book within 14 months.



## CONSUMER SHOWS & SPORTING EVENTS PROFILE

- Depending on the show, some need a significant amount of rooms, particularly for exhibitors
- Some consumer visitors utilize hotel rooms
- Some consumer trade shows have capability to attract a high number of out-of-town vendors, which utilize rooms and partake in the dining and entertainment options
- No planned food and beverage, typically all concessions
- Center makes money on the license fee, services and concessions
- Depending on the show, there is a measurable economic impact for the city and the surrounding businesses. There is also a high economic impact for Santa Clara-area businesses participating as vendors, through the flow through of selling products and services to area consumers

**SHORT-TERM GOAL**  
**REVIEW PROFITABILITY OF CURRENT CONSUMER SHOWS AND DETERMINE IF IDEAL FIT**

**LONG-TERM GOAL**  
**IDENTIFY ANY CALENDAR GAPS FOR NEW SHOW DEVELOPMENT BUT FOCUS ATTENTION ON RENEWAL AND PROTECTION OF CURRENT, STRONG SHOWS**

## STRATEGY

Strengthen and maintain relationships with annual event producers that have made the Santa Clara Convention Center their home.

## TACTICS

- Evaluate standard operating procedures for move-in and move-out days in an effort to maximize event scheduling
- Utilization of Spectra database
- Promotion of in-house ad program to generate bookings

## SPECTRA GPS SUCCESS CONSUMER SHOWS



Spectra's Global Prospecting System (GPS) supported successful lead sharing for the Jurassic Quest Consumer Show across multiple Spectra-managed venues.

- Duke Energy Convention Center, Cincinnati, OH (2016, 2017, 2018)
- Richmond Convention Center, Richmond, VA (2016)
- Crown Complex, Fayetteville, NC (2015, 2016, 2017)
- Iowa Events Center, Des Moines, IA (2015, 2016, 2017, 2018)
- St. Charles Convention Center, St. Charles, MO (2016, 2017)
- Curry County Events Center, Clovis, NM (2018)
- Berglund Center, Roanoke, VA (2018)



### RESULTS

**\$1M+**  
IN GROSS REVENUE  
FOR SPECTRA VENUES

## IOWA'S PREMIER BEER, WINE, AND FOOD FESTIVAL



Originally created 10 years ago by Spectra to help fill dark days, this event has turned into an annual event the residents of Des Moines look forward to every year.

Featuring over 120 local vendors, including breweries, wineries, and restaurants, there truly is something for everyone.

Every year, Spectra's staff at the Iowa Events Center works hard to implement new events and activities to keep our guests coming back year over year. This year, new events included:

- Namaste For Champagne & Yoga
- Teamed up with local brewery, Exile Brewing to release a limited edition beer at the festival



### RESULTS

**\$6,500+**  
TICKETS SOLD  
**\$128K**  
IN GROSS SALES

# CASE STUDY: SPORTING EVENTS ATLANTIC CITY CONVENTION CENTER

## SPORTING EVENTS

### Target Audience

The Spectra team at the Atlantic City Convention Center in Atlantic City, NJ identified sporting events as a potential area of growth for the venue due to the popularity in the region.

### Strategy

Spectra, along with the Atlantic City Sports Commission, have recently put in bids to purchase several multi-purpose sport floors and associated/supplementary equipment (i.e. basketball hoops/volleyball nets). This "Sport Court" is a plastic flooring material that most indoor sports require to host their event, being unable to play on the concrete floors that can be found in most centers. The Sport Court is very versatile, and may be supplemented with wood courts for Basketball events.

This investment provides Spectra and the ACCC with a significant advantage over competing cities; there is a very large cost to ship the courts from the manufacturers to venues, so our ability to rent the courts directly to the event planner saves them in expected shipping costs, making the ACCC a more attractive location to host their events.

### Tactics

- The court purchase will provide direct rental revenue to the ACCC for court rentals to existing and future clients.
- Opportunity to increase ACCC P&L for each sport's event due to client's savings on shipping costs. Because of this, the ACCC can moderately increase rental rates and still stay competitive. All of this provides a better bottom-line P&L.
- Ability to go after new clients that would have previously not been able to host their event due to high costs in rental/shipment of courts. There are several sports that do not have the monetary infrastructure that basketball or volleyball does, causing rental/shipment of courts prohibitive to host those types of events. By owning the courts, we would be able to market to additional sports that use this floor to host their extremely large events (i.e., table tennis, badminton, dodgeball, indoor field hockey, etc.)

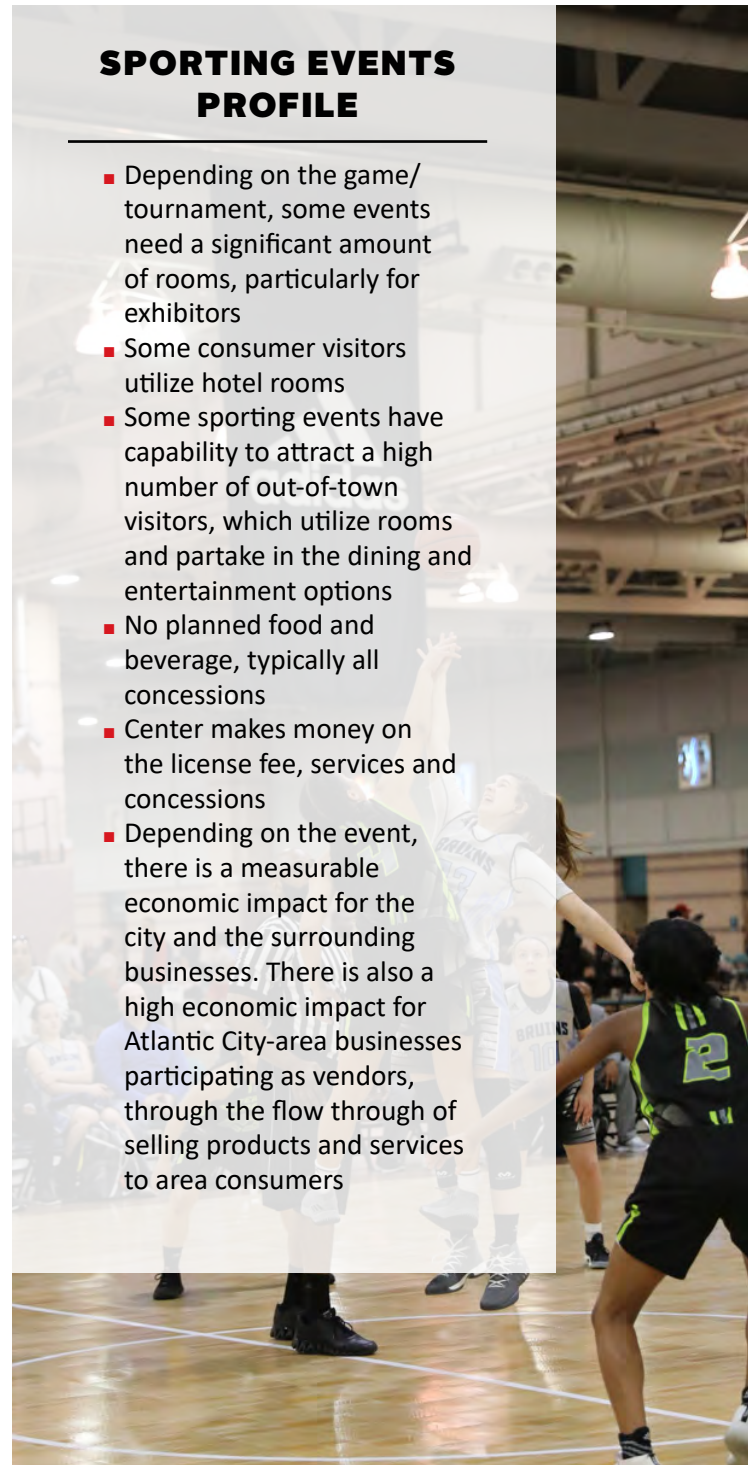
## Results

Upcoming Sporting Events scheduled for 2019:

- Sirenia Beach Volleyball
- US Futsal Northeast Region
- Adidas Volleyball
- Adidas Middle and High School Girls Basketball
- Amerkick Martial Arts
- Hoop Group AC Jamfest Boys Basketball
- US Futsal Northeast Championship

## SPORTING EVENTS PROFILE

- Depending on the game/tournament, some events need a significant amount of rooms, particularly for exhibitors
- Some consumer visitors utilize hotel rooms
- Some sporting events have capability to attract a high number of out-of-town visitors, which utilize rooms and partake in the dining and entertainment options
- No planned food and beverage, typically all concessions
- Center makes money on the license fee, services and concessions
- Depending on the event, there is a measurable economic impact for the city and the surrounding businesses. There is also a high economic impact for Atlantic City-area businesses participating as vendors, through the flow through of selling products and services to area consumers





# SOCIAL AND ENTERTAINMENT EVENTS

## TARGET AUDIENCE

Local event planners who have connections with social and charity events, fundraising organizations, and entertainment events.

## SOCIAL AND ENTERTAINMENT EVENTS PROFILE

- Typically single-day events
- Can provide significant food and beverage revenue
- Positive public relations and communications from high-end society
- events and exposure can lead to additional events and bookings
- Can be used to fill in between larger, multi-day conventions

### SHORT-TERM GOAL

DEVELOP A TARGET AND ACTION LIST OF GALAS THAT CURRENTLY EXIST IN THE MARKET, MARKET CAPITALIZATION, AND WHAT THE POTENTIAL IS

### LONG-TERM GOAL

INCREASE CAPITALIZATION OF SHORT-TERM BUSINESS WITH A FOCUS ON BANQUETS, SOCIAL EVENTS, AND SUBSEQUENTLY THE OCCUPANCY OF THE BALLROOM

## STRATEGY

Maintain relationships with current clients and target new galas in the local/regional market that are looking to increase attendance.

## TACTICS

- Use *Silicon Valley Business Journal* and other local lists and galas, and identify galas not currently using the Santa Clara Convention Center
- Develop relationship with local, civic, and non-profit organizations that can promote or co-promote events





### **ADDITIONAL OPTIMIZATION TACTICS**

An aggressive and targeted plan has been developed to supplement existing bookings and to ensure that all goals are achieved. The primary focus of this plan is to increase multi-day events, group sizes, and drive economic impact to the community through leveraging Spectra’s existing industry relationships and development of relationships in the market. Additionally, Spectra staff will spend considerable time supporting the efforts of the CVB. Below are some of the ongoing activities and tactics that will be used to develop and contract new accounts.

## **CVB PARTNERSHIP ACTIVITIES**

- CVB Options Meetings
- Daily Business Review (DBR)
- Layering and Yield Management
- Sales Partner Meetings
- Email Marketing
- Customer Events
- Sales Phone Blitz
- Training
- Call Reports and Action Calendars
- Event Development Fund



# PART 2: MARKETING - DRIVE SALES REVENUE

Solid sales and marketing plans work seamlessly together. In addition to the sales strategies and tactics mentioned previously in the plan, the following marketing strategies and tactics will be used to promote the SCCC.

## MARKETING TOOLBOX

### Short-Term Goal

To evaluate current collateral and to identify opportunities that enhance tools and content to sell the SCCC.

### Long-Term Goal

To build a marketing toolbox that educates, promotes, and sells the SCCC.

### Tactics

- Produce customized, high-quality printed collateral materials to assist in marketing of the SCCC
- Produce/update visual floor plans and capacity charts, virtual tour of the space, photo gallery, etc.

- Create a video library of sales opportunities
- Obtain old CVB marketing photos and videos to help sell Santa Clara
- Build library of client and customer testimonials
- Create a network of content developers and influencers
- Build photo library for promotional use
- Design and create marketing templates for use with external communications

## BRANDING

### Short-Term Goal

Meet with CVB to understand and revamp the brand standards and how we can help amplify the brand moving forward.

### Long-Term Goal

Continue to work with CVB and provide consistent brand messaging to meeting planners.





### **Tactics**

- Identify collateral needs for the short- and long-term communications plan
- Align with the core strategic partners (the City, CVB, and the hotel community) on the primary mission of the communications strategy and tactical efforts
- Assist CVB with content development to help brand both the City and the SCCC
- Protect consistent and correct usage of all SCCC and CVB logo materials

### **DIGITAL**

Spectra will use innovative digital products to promote the SCCC and client events.

#### **Short-Term Goal**

Create a digital strategy that helps to promote and sell SCCC.

#### **Long-Term Goal**

To drive traffic, using data-driven marketing, to the SCCC website, to generate leads and promote client events.

### **Tactics**

- Develop branded copy for search, display, and ad efforts across digital platforms.
- Purchase keywords on Google to capture meeting planners who are conducting research
- Target attendees of relevant tradeshows through geofencing and mobile display ads
- Create digital campaigns that allow for increased trackability and ROI
- Create a database acquisition campaigns to build:
  - A prospect database for lead-generation
  - A cyber club to build and maintain relationships with the community
- Utilize email marketing to help sell client events
- Inclusion of digital offerings in SCCC ad program for clients

### **WEBSITE**

Web-based marketing is the most cost-effective, targeted, flexible, and useful medium for growing all segments of a business. The most reliable websites are those that are simple, easily navigated, and informative for potential exhibitors, planners, and attendees. An updated website that is mobile optimized and ADA compliant would put SCCC within current industry standards and allow for lead generation.

#### **Short-Term Goal**

To perform a content audit and analyze website data to increase SEO and generate revenue.

#### **Long-Term Goal**

To drive bookings, increase revenue, and inform all audiences regarding the SCCC and Santa Clara as a destination.

#### **Strategy**

Provide educational information and engaging content to increase lead generation among meeting planners, increase revenue among exhibitors, and increase attendance at consumer shows.

### **Tactics**

- Enhance planner content to create increased productivity in the research stage of the lifecycle; such content includes updated visual floor plans and capacity charts, virtual tour of the space, a photo gallery, and cross-promotion of partner sites and relative entities
- Implement online ordering that displays to exhibitors all services offered by the SCCC
- Provide direct links to social media outlets for continued communication and to maximize followers
- Offer advertising opportunities for clients, events, and local outlets
- Enhance the SCCC perception and encourage new bookings through testimonials from our customers
- Use video content to drive engagement (i.e., time lapse of trade show move-ins, food preparation, and visual tastings)
- Continue providing meeting planners with communications, sales, and service tools to address their needs at all stages of the meeting planner experience
- Create optimal online experiences to increase the

amount of highly-qualified meeting planner leads to allow for increased virtual and in-person sales opportunities

- Offer more robust and exact information desired by meeting planners in all stages of the life-cycle
- Enhance self-structured meeting planner knowledge base to create increased planner productivity in the “research” stage of the life-cycle
- Create a sales lead report utilizing Google Analytics
- Use tracking and analytics to further drive sales and lead to increased RFPs and bookings

### SOCIAL MEDIA

As part of the overall content strategy, Spectra will use social media platforms to promote the SCCC and client events. Current platforms used by SCCC include Facebook, Twitter, and LinkedIn. Through a robust social media strategy that also includes Instagram, SCCC can elevate both brand awareness and engagement.

### Short-Term Goal

Evaluate current use of platforms and create a social media plan and content calendar to improve engagement amongst meeting planners and consumers.

### Long-Term Goal

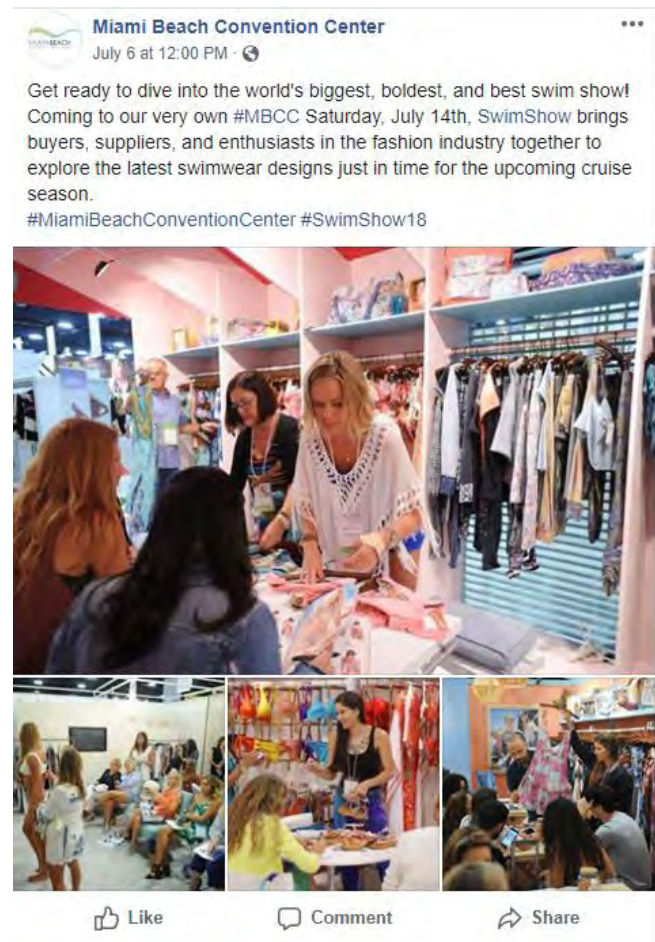
Increase the relevance of the SCCC amongst target markets through engaging content that drives traffic to the SCCC website, to create lead generation, and to promote client (public) events.

### Strategy

Provide educational information and resources via social channels in order to stay connected and top-of-mind with meeting planners and consumers.

### Tactics

- Develop rich content tailored to show organizers, exhibitors, attendees, and the residents of Santa Clara to drive site traffic and engagement
- Actively engage with the online community, promote the facility, the events, and building projects, and become an influencer in the industry
- Create a presence for the SCCC on Instagram
- Draft meeting articles and post across relevant social channels, including LinkedIn and Twitter
- Begin to drive quality leads by targeting meeting and convention planners with relevant messaging and awareness advertisements on LinkedIn
- Launch direct sponsored content on LinkedIn (written by or with support from influencers) and promote the content to relevant individuals





### ADVERTISING AND SPONSORSHIP

Spectra will look to develop a media plan that integrates print, digital, and non-traditional efforts that align with the CVB to sell the SCCC. Efforts will include participation in Spectra’s National Marketing Plan, detailed below.

Spectra will also create an ad program for clients to generate additional revenue by utilizing digital products, SCCC assets, and branding opportunities. These opportunities could include directory listings on SantaClaraConventionCenter.org, digital signage packages, ad placements inside the convention center, naming rights, etc.

For example, with such a high concentration of Fortune 500 companies in Santa Clara, we could approach these companies regarding sponsorship, such as entrance and exhibit hall naming rights, VIP Lounge Areas, or even official transportation partners. We could introduce ExxonMobil Hall, the Verizon Entrance, or a Lyft Pick-Up zone. Not only would this bring in additional revenue, it would provide color and name recognition for guests.

### PUBLIC RELATIONS

Spectra always looks for opportunities to achieve positive PR regarding facility news and events.

Oversight by Spectra’s Philadelphia office is ongoing with on-site crises management available as-needed, along with access to a team of highly successful and capable marketers at their fingertips.

### Short-Term Goal

Launch a local campaign built around the Santa Clara community.

### Long-Term Goal

Increase the relevance of the SCCC amongst target publications while developing a constant flow of positive news stories.

### Strategy

Generate a consistent stream of digital and print coverage within the local community, meetings, and conventions media space.

### Tactics

- Create an editorial calendar that supports key strategic messages for SCCC, including destination, venue upgrades, technology enhancements, green initiatives, staff updates, etc.
- Continue to drive traffic to SantaClaraConventionCenter.org and support lead generation
- Ensure that press releases on the website are current and accurate
- Develop advertorials upon request for key meetings’ trade magazines, to be used to leverage additional publicity from advertising or accomplishments
- Personal pitches to local media for larger conventions due to economic impact
- Create and maintain relationships with local and trade publications over social media
- Evaluate efforts through a media monitoring service
- Create an internal community involvement committee that identifies opportunities to give back to Santa Clara



## NATIONAL MARKETING PLAN

As a Spectra venue, the SCCC will immediately begin participation in Spectra's National Marketing Plan (NMP). The NMP is divided into four sub-committees to further help sell and market each participating venue.

**NMP Advertising Committee:** Negotiates rates with industry publications and offers each convention center exposure in these publications at heavily discounted rates. Planned for the coming year are co-ops in publications such as *Trade Show Executive*, *EXPO Magazine*, *Small Market Meetings*, *Facilities & Destinations Magazine*, and more. Additionally, digital efforts are planned to help drive lead generation. Digital allows us to track ROI and gather data on current prospects.

**NMP Communications Committee:** Creates and distributes content to meeting planners and potential and existing clients of all Spectra-managed centers. These efforts help fill the funnel and drive traffic to the participating centers. The committee also maintains and updates publication editorial calendars to pitch venues when appropriate.

**GPS Database Committee:** Maintains the Global Prospecting System database, which combines all leads received from trade shows, lists purchased, and shared business for Spectra venues. GPS leads are distributed through this committee, allowing business to be referred from other facilities.

**Trade Show Committee:** Determines which national shows are beneficial to attend, and coordinates attendance and marketing at these shows. Participation in the current year includes IAEE's EXPO! EXPO!, IMEX Americas, and Direct Selling Association's Annual Meeting.

# EXPERT PLANNERS LOOK FOR PLANNING EXPERIENCE

We are the experts that help bring out the best in event professionals.  
Through proven methods, innovative concepts, attentive customer service and passionate industry professionals, Spectra turns your event into a truly remarkable experience.



**SPECTRA**

**HOSTING BRILLIANTLY TOGETHER**  
PLANNING ASSISTANCE 888.456.2599  
[SpectraExperiences.com](http://SpectraExperiences.com)

## SPECTRA'S CORPORATE CONVENTION CENTER INDUSTRY NETWORK

Spectra has proven itself as a leader in the convention and exhibition industry through our extensive employee network of industry professionals. Having access to these industry leaders allows for increased awareness and additional opportunities, ultimately creating a considerable marketing advantage for Spectra Venue Management.

### LEADERSHIP

Spectra encourages our employees to become extremely active with various industry associations, such as the International Association of Venue Managers (IAVM), the American Society of Association Executives (ASAE), the Professional Convention Management Association (PCMA), the International Association for Exhibitions and Events (IAEE), Meeting Professionals International (MPI), the Center for Exhibition Industry Research (CEIR), Exhibition Services and Contractors Association (ESCA), Trade Show Exhibitors Association (TSEA), the Convention Industry Council (CIC), and others. Activity in these organizations includes:

- Corporate leadership on association boards, committees, panels, and task forces
- Corporate support and sponsorship of industry-wide functions
- Select participation in major and regional industry events
- Local staff speaking at and participating on panels at industry meetings

## INDUSTRY LEADERSHIP



The Association for Exhibit & Event Professionals



## INDUSTRY RELATIONSHIPS

MARKETPLACE  
EVENTS



## CORPORATE SUPPORT

Spectra’s corporate support, which will be available to the staff at the SCCC, is comprised of a nationwide network of leaders, at both our corporate office and throughout the field. These leaders serve as the foundation of support that our managed venues have as a powerful resource. Spectra Corporate lends expertise in all areas of operation including legal, human resources, asset management, and sales and marketing. In the highly competitive environment of the Santa Clara convention marketplace, a dynamic leadership group focuses on driving more business to the City is our primary objective.

## Strategic Planning

Spectra is involved in every level of strategic planning at each property we manage. From the onset of our management agreements, our corporate leadership collaborates with the local team to develop a property-specific plan designed to identify the best direction for reaching the goals set out by our primary client. These activities include, but are not limited to, the following key functions. For the SCCC, Spectra will provide direct, hands-on, and SCCC-specific support and assistance in each of these areas.

- Corporate involvement with development of the SCCC’s annual budget
- Sales and Marketing Plans are developed with corporate input and review, sharing best practices at other Spectra-managed venues
- Implementation of Yield Management when appropriate, again based upon shared best practices
- Corporate training sessions via meetings, conferences, calls, and webinars in the areas of:
  - Client relations and customer service
  - Marketing events
  - Creative PR opportunities
    - Local
    - Regional
    - National/International
  - Safety/Security and Emergency PR Plan
  - Effective working relationships with the CVB, hotels, and other stakeholders
  - Website development and maintenance
  - Implementation of social media strategy
  - Development of the Annual Report as a sales tool
  - Training and implementation of digital initiatives

## CASE STUDY: DUKE ENERGY CONVENTION CENTER CINCINNATI, OH

In Cincinnati, OH, we experience similar competition that SCCC faces from the recently expanded Greater Columbus Convention Center and the Cleveland Convention Center, both of which are managed by our competitor. Both cities and their Centers, which are in direct competition with our Duke Energy Convention Center in Cincinnati, have not been able to match our performance under competitive management. This is due in part to the strong support provided from our corporate office, and the emphasis we place on empowering our local, on-site teams. The chart below illustrates how the DECC compares against them.

	Cincinnati	Cleveland
Management	Spectra	SMG
Exhibition Hall Square Footage	195,320	225,000
Gross Revenue	\$15.1M	\$10.4M
Exhibition Hall Events	52	43
New Exhibition Hall Events	+13	+7

- Comparison of most recent complete Operating Year data.
- Source: Duke Energy Convention Center Annual Report, <https://spark.adobe.com/page/V8hCoSL62yce/>
- Source: The Plain Dealer, 'Cleveland Convention Center Events and Attendance declined slightly in 2017' [https://www.cleveland.com/cuyahoga-county/index.ssf/2018/01/cleveland\\_convention\\_center\\_events\\_and\\_attendance\\_declined\\_slightly\\_in\\_2017.html](https://www.cleveland.com/cuyahoga-county/index.ssf/2018/01/cleveland_convention_center_events_and_attendance_declined_slightly_in_2017.html)







**TRANSITION PLAN OVERVIEW**



# 15.11 TRANSITION PLAN OVERVIEW

## TRANSITION & ONBOARDING OVERVIEW

Spectra takes pride in our best in class onboarding processes and procedures. As outlined later in this Section, Spectra has a dedicated Client Experiences department, which is responsible for onboarding all new clients — facilitating seamless and efficient transitions. This program, paired with our ongoing operational support plans, are designed to deliver memorable experiences for clients, employees, and customers.

Ultimately, our success in onboarding is derived from maintaining a delicate balance of employing our powerful corporate resources as part of a customized and comprehensive plan, specifically developed for your venue and focused on your individual goals, objectives, timelines, and any other factors.

## THE ONBOARDING PROCESS

Spectra has the most thorough onboarding program of any company in the industry. Once we receive notice of a contract award, our Client Experiences department triggers a comprehensive work plan across 20+ different functional teams (finance, payroll, marketing, etc.) to prepare for the critical “Go Live” date. Throughout the onboarding process, Dave Anderson, SVP of Convention Centers, has full access to our Client Experiences department, led by Jacque Holowaty, VP Client Experiences and Ticketing. This team coordinates all aspects of this critical process, ensuring that the GM, SVP, and any other key team members are equipped with the proper resources for a successful transition.

Each Spectra transition begins with a “kick off” call, during which we educate our onboarding team about our new client account. Participants include leaders from every functional department that will play a role in the onboarding process. We then begin a thorough review of needs, obstacles, and timelines for each department — ultimately beginning to develop our customized Onboarding Plan.

Once the contract is signed, field and headquarters teams work together to effectively and efficiently activate the new account. While in an ideal scenario there are 60-90 days to onboard a new venue, Spectra has experience in successfully onboarding venues in 30 days or less.

Finally, Spectra’s network of venues allows for extensive benchmarking and analysis. On an as-needed basis, functional experts will visit the SCCC to review and assess current strengths and weaknesses of the venue’s operations, including everything from facility maintenance, to financial reporting procedures, staff qualifications, and even utility expenses.

## THE ONBOARDING PLAN

Spectra’s proprietary Onboarding Plan has over 800 line items, ensuring that no detail is overlooked. This comprehensive Onboarding Plan serves as a checklist that is prioritized, time-sensitive, and categorized by department—outlining responsibilities to be fulfilled by our corporate support teams, functional area leaders, and the onsite staff. Each task description includes timing for completion as well as warning dates by when critical tasks must be completed to ensure a successful day one.

Regular calls and meetings are held throughout the process to review Onboarding Plan progress. During each call, updates are provided and immediate priorities are reviewed. We focus on celebrating successes and developing solutions for any obstacles at hand. Discussion points from the call are included in a weekly status report, which is utilized to facilitate communication across our onboarding and executive leadership teams while leveraging post-call momentum to continue to focus on key tasks. A sample of our proprietary Onboarding Plan can be provided upon request.

## ONBOARDING CURRENT EMPLOYEES

When Spectra assumes management responsibilities for you, we're not just working with a new venue; we're working with new people. We understand that the transition phase can be an unsettling time for the current employees. Spectra has extensive experience with transitioning employees from the public sector and other private management firms. In every transition, our first priority is simple: putting current employees at ease.

We treat all current employees with fairness, honesty, and empathy, easing them through the transition process by providing thorough explanations and complete transparency each step of the way. We also ensure that a Spectra human resources representative is onsite throughout the entire transition, further facilitating a smooth process for everyone involved.

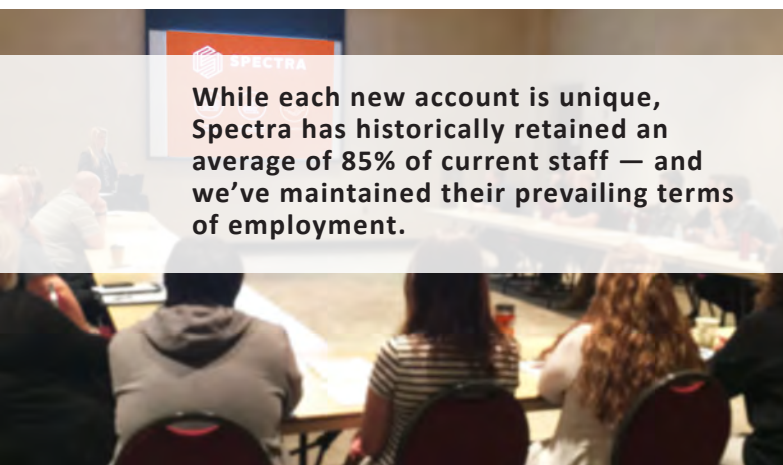
### City's Worker Retention Ordinance

Spectra understands the City's 90-day City Worker Retention Ordinance, and is committed to incorporating employees into our transition plan.

### The Employee Onboarding Process

Our team will conduct introductory group meetings with full-time employees to explain our benefits program and to provide general information about our company, culture, credo, and operating philosophy.

Next, our team will conduct onsite one-on-one meetings with current employees. Those interested in joining Spectra will be asked to complete an employment application and submit a current job description. Our Talent Acquisition team and corporate leadership for each respective function will conduct interviews with every applicant, from operations and maintenance to management. Management staff members who join Spectra may hire or retain full-time employees of their respective departments.



While each new account is unique, Spectra has historically retained an average of 85% of current staff — and we've maintained their prevailing terms of employment.

Part-time staff may be hired without an interview, subject to a three-month review. They will be required to complete an employment application. When job offers are extended, employees will be subject to pre-employment background checks and drug testing.

Finally, our human resources team will meet with all hired full-time employees in a group setting for benefits enrollment, completion of new-hire paperwork, and orientation. Our HR team will also:

- Finalize the management organization chart/staffing plan
- Revise job descriptions, as needed
- Assist Spectra managers in filling appropriate job vacancies
- Develop effective labor relations with existing bargaining units, as needed/appropriate

## EMPLOYEE BENEFITS

We offer a comprehensive employee benefits program that offers tremendous flexibility and choice. It includes health, wellbeing, prescription, dental, and vision plans; life insurance and disability; and a generous 401k plan. In addition, an employee assistance program is offered.

### Benefits for Full-Time Employees

Benefits for Spectra's full-time, salaried employees include the following:

- **Pre-tax Savings Plans:** Flexible Spending Accounts or a Health Savings Account are available based on the medical option chosen.
- **Disability Benefits:** Employer-paid short-term benefits; employer-paid long-term benefits with a buy-up option.
- **Retirement:** 401(k) plan, which includes a 100% employer match up to 5% of deferred compensation after one year.
- **Paid Time Off:** Generous time off benefits including vacation days, sick days, personal days, and holidays.
- **Voluntary Benefits:** Pet insurance, Critical Illness Insurance, Accidental Insurance, Hospital Indemnity, ID Theft Protection, Legal Plan, and Group Home & Auto.



## Strong Focus on General Manager Success

Spectra's brand and success have always been built on several key pillars – one being the strength of our GMs. We are recognized in the industry for having some of the best human talent, an advantage that we do not take for granted. We have designed a leadership onboarding program for all GMs that are either new to Spectra or transitioning to a new account. As part of this plan, each Spectra GM is:

- Introduced to their new role through a detailed 90-Day GM Onboarding Plan, which is customized by SVP of Convention Centers, Dave Anderson, for the venue, market, and account type to accelerate their onboarding.
- Invited to participate in The Spirit of Spectra leadership onboarding program to learn about how our corporate support team can enhance local operations and what tools, preferred vendors, and in-house experts they can access.
- Matched with a Spectra peer mentor from a similar Spectra property to ensure they have quick access to a Spectra expert in a similar venue.
- Coached by the SVP with a 90-Day Review that highlights key successes and areas for development.
- Evaluated each year in Spectra's Annual Client Satisfaction Survey via the question "I have confidence in the onsite leader (i.e. GM) of my Spectra relationship."



EXIT

**"When starting a new GM position, things move very quickly. Having a blueprint of best practices with checklists of things to prioritize and knock out will be valuable to anyone new in this type of role.**

**Add a list of Spectra's incredible network of talent and a new GM is set up for success!"**

**- Rebecca Bolton  
General Manager, Durham Convention Center**

## Welcoming New Employees

We recognize the transition process can be a stress on current venue employees. In order to ensure that they feel welcomed and appreciated, Spectra recently implemented our Onboarding Welcoming initiative. Our leaders and managers take the time to sit down with all employees to understand their history, passion, and experiences within this venue. We then introduce what makes working for Spectra great, and how our organization can benefit them and their venue.

As part of our Onboarding Welcoming initiative, a company-wide e-mail announcing each new client is distributed. This e-mail includes a brief venue overview, a list of staff, and a welcome message. In addition to this e-mail, we customize a welcome poster for each new account, which is signed by all members of our corporate support team, personalized with messages of welcome and encouragement, and delivered to the venue.

## 90-DAY CLIENT SATISFACTION INTERVIEW

Ninety days after the first event, Spectra senior leadership conducts a 30-minute verbal interview with our contract administrator to ensure there is complete satisfaction thus far. This is the final step in the formal onboarding program. A standard set of questions are utilized (illustrated below) and a summary of the interview is e-mailed to all local, regional, and corporate leadership within 24 hours of completing the discussion. The goal of this communication is to immediately address any shortcomings that may have been identified, and to take advantage of any opportunities for improvement.

- Q1. My Spectra services meet my expectations.
  - Q1a. Why did you select that rating?
- Q2. Spectra proactively communicates with me.
  - Q2a. Why did you select that rating?
- Q3. The Spectra leadership I interact with is both accessible and approachable.
  - Q3a. Why did you select that rating?
- Q4. I am satisfied with how Spectra resolves problems.
  - Q4a. Why did you select that rating?
- Q5. What two things have you been most pleased with pertaining Spectra's transition into your venue?
- Q6. What are the two greatest challenges you have observed with Spectra's transition into your venue?



*Congratulations to the Spectra team at Prescott Valley Event Center, and thank you for all your hard work!*

### VENUE SPECS

- Spectra Venue Management
- Prescott Valley Event Center – 5,100 seat multipurpose venue
- Tenant: Northern Arizona Suns (NBA D-League of Phoenix Suns)
- Opened on November 6, 2006
- The largest indoor entertainment facility in the Prescott Valley/Prescott metro area

### KEY DATES

- Contract started: October 27, 2017
- Spectra's Go Live: October 27, 2017
- First event: Northern Arizona Suns vs. Iowa Energy – Home Opener
- First major event: Justin Moore concert January 19, 2018

### SPECTRA'S TEAM

- 7 full-time and approximately 100 part-time Spectra employees
- Core Leadership:
  - DSVP: Mike Scanlon
  - RVP: Rick Hontz
  - Business Development: Peter Zingoni
  - General Manager: Scott Norton
  - AGM / Director of Operations: Scott Rubke
  - Director of Finance: Barbara Wilson
  - Box Office Manager: Lynette Crowe
  - Director of Corporate Partnerships and Business Development: Satish Athelli
  - Operations Manager: Paul Stephenson
  - Operations Supervisor: Casey Landel

### ABOUT OUR TEAM

Spectra has put together an experienced leadership team at Prescott Valley Event Center, where we retained 5 full-time employees from existing staff, internally promoted and transferred 1 seasoned Spectra employee, and hired 1 new full-time employee.

**Scott Norton, General Manager** began his career selling sponsorship and season tickets for the Hartford Whalers NHL team. From there he became the Director of Advertising Sales for the Hartford Civic Center, then moved on to become the Director of Sales and Marketing at Rabobank Arena, Theater, and Convention Center in Bakersfield, CA. Most recently, Scott spent 12 years with Spectra as the Director of Marketing and Public Relations at the University of Phoenix Stadium. Scott brings with him more than 20 years of sales, marketing, and venue management experience.

**Scott Rubke, Assistant General Manager and Director of Operations** started with Prescott Valley Event Center in September 2008 as Event Coordinator, earning additional responsibility and promotions to his current role as Assistant General Manager.

**Barbara Wilson, Director of Finance** has been with the venue for almost 10 years. Her prior experience also includes public relations and manufacturing.

**Satish Athelli, Director of Corporate Partnerships and Business Development** came from professional ice hockey to the Prescott Valley Event Center front office. Satish earned the Prescott Valley 2017 Citizen of the Year award and was the first person in Yavapai County history to be made an honorary firefighter.

**Lynette Crowe, Box Office Manager** began her career in computer information systems, graphic arts, and web site design, and has been with the Prescott Valley Event Center since July of 2010.

Spectra is fortunate to have retained the majority of the existing venue staff during the transition. These employees are members of the local area and bring with them extensive knowledge of the community and the venue.

### SPECTRA'S VENUE COUNT

With the addition of the Prescott Valley Event Center, Spectra now has 155 Venue Management properties and 253 Food Services & Hospitality venues. In Arizona, Spectra provides services to 8 total venues across 6 accounts.

**Prescott Valley Event Center...Welcome to the Spectra Team!**

## SAMPLE TRANSITION TIMELINE

<b>HUMAN RESOURCES</b>	
<b>Marcel White, VP Human Resources</b>	<b>Timeline</b>
Evaluate existing employees and offer employment	7 days prior to contract start; if not possible, day 1
Hire General Manager and new employees, if any, as approved by the Client	GM hire – prior to contract start; Other new employees within 15 days
Review Spectra Venue Management benefits	7 days prior to contract start; if not possible, Day 1
Put part-time employees on payroll	Within 10 day of contract start
Review and implement Affirmative Action Plan	Immediately adopt existing AAP
Develop staff evaluations	Within first 90 days of contract start
Undertake salary reviews (full and part-time existing employees)	Within 30 days of contract start
Develop part-time event staffing levels	Within 30 days of contract start
Develop a system for processing job applications	Within 10 days of contract start
Fill appropriate full-time vacancies	Within 30 days of contract start
Develop effective labor relations with existing bargaining units	Within 30 days of contract start
Enroll employees in Spectra Venue Management’s benefits package	Day 2 of contract start
Implement Performance Management Program	Within 30 days of contract start
Implement Customer Service Program (GREAT Experience)	Within 30 days of contract start

<b>FINANCE &amp; ADMINISTRATION</b>	
<b>Ken Wajda, SVP Finance</b>	<b>Timeline</b>
Evaluate and select bank for deposit of Operating Funds	Within 1st week of contract start
Set up cash accounts	Within 1st week of contract start
Purchase accounting software	Within 1st week of contract start
Set up chart of accounts	Within 30 days of contract start
Order manual checks	Within 1st week of contract start
Order purchase orders	Within 1st week of contract start
Order invoices	Within 1st week of contract start
Establish accounting policies and procedures	Within 30 days of contract start
Establish cash management procedures	Within 30 days of contract start
Input vendor listing	Within 30 days of contract start
Format financial statements	Within 45 days of contract start
Establish event settlement forms and policies	Within 30 days of contract start
Update all administrative forms, letterhead, and business cards	Within 30 days of contract start



<b>PAYROLL</b>	
<b>Ken Wajda, SVP Finance</b>	<b>Timeline</b>
Be ready for payroll transmission to Spectra's Corporate Office	Within 1st week of contract start
Purchase computer(s)	Within 30 days of contract start
Order all forms needed for new hires	Within 1st week of contract start
Input all current employee information	Within 1st week of contract start
Design time sheet	Within 1st week of contract start
Purchase and install all necessary software, (i.e. MAS-200)	Within 30 days of contract start
Establish payroll accounting codes	Within 1st week of contract start
Install phone line for transmittal	Within 1st week of contract start

<b>OPERATIONS</b>	
<b>Michael Ahearn, Senior Vice President of Operations, Assisted by Dan Rubino, Director of Projects</b>	<b>Timeline</b>
Validate floor plan(s) for all events	Immediately
Develop an overall customized operations plan	Within 90 days of contract start
Develop an emergency manual	Immediately
Obtain Master Plans for the venue	Within 30 day of contract start
Review Capital Improvement Fund and 5-Year Plan	On-going
Set schedules for part-time employee training and re-training sessions	Within 30 days of contract start
Develop written policies for all operations departments	Within 90 days of contract start
Develop a positive relationship with Paramedics	Within 30 days of contract start
Train all part-time supervisors	Within 30 days of contract start
Inventory all existing equipment	Immediately
Develop all daily and weekly clean-up activities	Immediately
Survey all electrical panels and outlets	Within 60 days of contract start
Inventory and distribute building keys/develop key distribution system	Immediately
Establish necessary ADA & Safety Committees/appoint in-house ADA and Safety Coordinator	Within 60 days of contract start
Develop a pest control program	Within 60 days of contract start
Develop a safety program and disaster committee	Within 90 days of contract start
Develop a positive relationship with police and fire	Ongoing
Review and revise admissions and crowd control procedures	Within 30 days of contract start
Review exit capacity/potential problems and solutions	Within 60 days of contract start
Implementation of computerized venue maintenance plan	Within 90 days of contract start
Conduct complete inventory of all fixed assets	Within 90 days of contract start
Review, update, implement and enforce an Emergency Response Plan	Within 60 days of contract start

<b>CLIENT RELATIONS</b>	
<b>Tom McDonnell, Vice President, Business Development &amp; Client Relations</b>	<b>Timeline</b>
Establish an immediate and direct line of frequent communication with the Client and any other stakeholders	Immediately
Develop an approval system for major decisions and regular reports to the Client	During contract negotiations
Designation by the Client's Administrator for Spectra Venue Management Agreement	During contract negotiations
Establish measurable goals for Spectra Venue Management performances, i.e., key performance indicators	During contract negotiations

<b>MARKETING &amp; PUBLIC RELATIONS</b>	
<b>Bob Schwartz, SVP, Marketing and CMO; and Blair Cardinal, Director, Corporate Communications</b>	<b>Timeline</b>
Develop a marketing plan including an advertising sales coordination plan	Within 90 days of contract start
Conduct market research and customer surveys	Within 30 days of contract start and ongoing
Review national publications and prepare a media-buying plan	Within 30 days of contract start
Develop a public relations plan announcement	Implementation of plan within 30 days of contract start
Create press announcement	Within 1st week of contract start

<b>ADVERTISING</b>	
<b>Bryan Furey, SVP Spectra Partnerships</b>	<b>Timeline</b>
Meet with existing advertisers and sponsors	Within 30 days of contract start
Attempt to standardize inventory	Within 90 days of contract start
Prepare advertising signage, sponsorship, pouring and branding rights and premium seat rate schedule	Within 90 days of contract start
Agree on plan to pool unsold inventory and develop revenue sharing allocation system	Within 90 days of contract start
Develop an "in-house" advertising agency	Within 60 days of contract start
Identify new sources of advertising revenue (e.g., parking lot, outdoor marquees, reader boards, restrooms, etc.)	Within 60 days of contract start

<b>EVENTS</b>	
<b>Dave Anderson, SVP and General Manager</b>	<b>Timeline</b>
Develop and review Calendar of Events	Immediately
Confirm all events/holds	Immediately
Review current and proposed contract (Event License Agreement) forms	Within 60 days of contract start
Review event files and confirm executed license agreements	Immediately
Establish positive and cooperative relations with promoters	Immediately
Review all event revenue streams (i.e., concessions, ticketing, sponsorships, merchandise, etc.) to increase revenues	Immediately review - gradual results
Maintain /improve upon current relationships with established Venue Users	Immediately
Attempt to open up the Venue to as many outside promoters as possible	Immediately
Focus on booking concerts, performing arts events, family shows, conferences, meetings, banquets, parties, light tradeshow and other special events	Immediately
Review "Meeting Planner Guide" with the CVB	Immediately



## FIRST 90 DAYS

Below, we have outlined a 90-day plan to allow Spectra and our General Manager, to hit the ground running on day one.

While taking care of the obvious day-to-day work, these focus areas are where our GM would spend his time to propel us ahead. 90 days comes fast and it is important for our General Manager to have personal, achievable, milestones at the end of the quarter that would be reported on, in addition to the regular transition path.

General Manager Quarterly Action Plan			
The Learning Stage: 30	Action Steps/Mile Stones	Who	By When
Listening Tour	Take time to thoroughly understand the what, where, when and why of the venue and community.	GM	TBD
Relationship Development	Begin relationship development with key stakeholders and clients to determine strategies – daily and weekly meetings should be established.	GM	TBD
Develop Expectations, Goals and KPI's	Understand and develop clear expectations for our team and the community at large – what determines success? What are our key performance indicators for the facility and for our clients?	GM	TBD
License Agreements	Review all contracts and License Agreements to assure compliance and executed for events	GM	TBD
Prioritize	Set-up one-on-one meetings with reports to learn about all opportunities and issues so we can begin to focus on key priorities – what are areas where we can provide immediate solutions for success?	GM	TBD
Adding Value Stage: 60	Action Steps/Mile Stones	Who	By When
Mission-Purpose	Bring Mission statements, vision and purpose of the venue into focus and assure all entities are on the same page as it relates to expectations.	GM	TBD
Plans and Processes	Review staffing plan, direction, processes and standards in each of the departments.	GM	TBD
Capital	Review of all Capital Projects, flow charts and assure schedules are being met	GM	TBD
Opportunities	Utilize Corporate Resources to immediately elevate the facility with various oportunities including sponsorship	GM	TBD
Team Building	Begin customer excellence program	GM	TBD
Facility Guide Update	Review and update Facilities Guide as needed with team for any new and updated procedures	GM	TBD
Transformation Stage: 90	Action Steps/Mile Stones	Who	By When
Santa Clara CVB	Fully integrated processes with our Sales and Operations teams with Santa Clara CVB.	GM	TBD
Process Change	Continue evaluation of all processes to streamline and assure ease of customer access	GM	TBD
Explore Development Options	Begin big picture processes related to “place” improvements (Design and Development opportunities)	GM	TBD





**PROFESSIONAL RESUMES FOR KEY PERSONNEL**





# 15.12 PROFESSIONAL RESUMES FOR KEY PERSONNEL

## KEY RESUMES

Spectra is pleased to present the City of Santa Clara with a highly qualified candidate for General Manager, as well as strong sample candidates for Director of Finance, and Director of Operations for the Santa Clara Convention Center. We will work with the City to determine the best fit for the SCCC based on your goals and objectives for the venue. As the resumes on the following pages show, we have a strong network of managers throughout our managed venues who would be eager to join the team at a first-class venue like the SCCC, and we also have extensive experience transitioning qualified managers who are on the current staff at our new venues if that is the best approach for the future operations and what the client desires.



## **GENERAL MANAGER CANDIDATE JUSTIN MARKLE**

Justin has over 13 years of industry experience, and has spent his entire career working in convention centers and developing his expertise in the field. Justin is particularly savvy in the area of convention center sales and marketing, and has cultivated an impressive catalogue of industry relationships nationwide. Justin will leverage his proven success in positioning his convention centers in various local, regional, and national market segments to solidify the SCCC as an elite venue in the industry.

In his current position as Director of Sales & Marketing for the Duke Energy Convention Center in Cincinnati, OH, Justin is responsible for the positioning and booking of the venue, as well as developing and implementing strategies in partnership with the CVB and hotels to successfully convert under-performing market segments and produce multiple bookings.

For Spectra, Justin maintains our national sales database, which includes important information on all aspects of convention center data including Spectra's GPS (Global Prospecting System), attendance, tradeshow lists, show producers, etc. Justin also provides training for Sales Directors on solicitation and database coordination; tradeshow leads to buildings; tracking of booked business for possible multi-venue routing; and continuously maintains contacts with Spectra's National Marketing Committee to ensure that Spectra convention spaces maintain a high profile presence at industry tradeshow and meetings.

Justin is a member of PCMA and IAVM, and has completed IAVM Venue Management School. He graduated from the University of South Carolina with a Bachelor of Science.



# JUSTIN MARKLE

## GENERAL MANAGER CANDIDATE

### PROFILE

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Accomplished Convention Center sales and marketing director with 12+ years of experience in successful positioning of Convention Centers' across national, regional and local market segments with a proven and measurable track record of success.

### EXPERIENCE

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#### 2006 - PRESENT

##### **Spectra**

*Duke Energy Convention Center*

#### **DIRECTOR OF SALES & MARKETING | 2012 - CURRENT**

- Developed and executed strategies for business development including cultivating partnerships with service providers and hotels to increase bandwidth of sales for the Center.
- Strategically deployed, and regularly evaluate and redeploy a 4-representative sales team to maximize production.
- Responsible for the Top 3 years for revenue performance in the Center's history.
  - FY2018: 120% to budgeted gross revenue; record gross revenue
  - FY2017: 108% to budgeted gross revenue
  - FY2016: 120% to budgeted gross revenue
  - FY2015: 107% to budgeted gross revenue
  - FY2014: 102% to budgeted gross revenue

#### **NATIONAL SALES MANAGER | 2008 - 2012**

- Converted under-performing market segments, including winning manufacturing association and government tradeshow, most often decided by Board of Director's vote.
- Developed targets and key sales strategies, including local support campaigns, to develop new opportunities through local association members.

#### **SALES MANAGER | 2007 - 2008**

- Cold-calls yielded

#### **MARKETING MANAGER | 2006 - 2007**

- Developed and executed market re-entry branding campaign including positioning strategy, sales collateral and website for re-opening of Center following \$150M renovation and expansion.

#### 2004 - 2006

##### **Spectra**

*Saint Charles Convention Center*

#### **MARKETING MANAGER**

- Developed and executed market entry and branding for new \$140M Convention Center that opened April 2005.
- Developed annual sponsorship sales revenue from \$0 to \$100k annually



**2003 - 2004**  
**B-TEK Sales, LLC**

**PROJECT MANAGER**

## **EDUCATION**

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- University of South Carolina, College of Hospitality, Retail, and Sport Management
  - Major: Sport Management
  - Minor: Business Administration

## **ASSOCIATIONS AND CERTIFICATIONS**

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- International Association of Venue Managers (IAVM) - Venue Management School
- Miller -Heiman
- Give Back Cincinnati - Executive Committee Member

# DIRECTOR OF FINANCE

CANDIDATE

## PROFILE

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A proven professional with excellent communication, organization and problem solving skills, and the ability to prioritize and accomplish multiple tasks.

## EXPERIENCE

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### 2011 - PRESENT

#### **Spectra**

*Greater Richmond  
Convention Center*

#### **DIRECTOR OF FINANCE AND ADMINISTRATION**

- Plan and direct all aspects of financial activities, including financial statement preparation, budget compilation, cash flow management, and payroll processing
- Serve as Human Resources representative

### 2008 - 2009

#### **SMG**

*Richmond Coliseum and  
Landmark Theater*

#### **DIRECTOR OF FINANCE AND FACILITIES**

- Planned and directed all aspects of financial activities at two venues, negotiated and wrote contracts with event promoters, oversaw the operational planning and execution of Landmark events
- Prepared separate monthly financial statements and analyses for each facility and managed cash flow
- Created annual operating budgets and cash projections; maintained fixed assets and inventory accounting
- Monitored contract compliance and maintained insurance coverages
- Managed Finance Department staff and oversaw Box Office Department
- Calculated Food cost and analyzed profitability for Food & Beverage Department.
- Plan and direct all aspects of financial activities, including financial statement preparation, budget compilation, cash flow management, and payroll processing
- Serve as Human Resources representative

### 2001 - 2008

#### **SMG**

*Richmond Coliseum*

#### **DIRECTOR OF FINANCE**

- Managed all of the above duties and responsibilities for the Richmond Coliseum
- Additionally served as Human Resources Designee, administering facility benefit programs and performing all Human Resource functions

**1999-2001**  
**Schutrumpf & Koren**

**P.C. PROFESSIONAL STAFF**

- Planned and conducted audits for a variety of clients, including nonprofit organizations, small businesses, homeowners' associations and 401(k) plans
- Prepared corporate, partnership and individual federal and state income tax returns
- Assisted clients with the set-up and maintenance of accounting software, including QuickBooks and Peachtree.

**1997-1999**  
**Adams & Akin**

**P. C. CONTROLLER**

- Performed all accounting functions for a local CPA firm
- Processed accounts payable, accounts receivable and payroll
- Prepared monthly financial statements for clients in a variety of industries
- Set up accounting systems for new clients and assisted with automation needs

**1981-1997**  
**Dankos Enterprises, Inc.  
and Affiliates**

**ACCOUNTING CLERK AND CONTROLLER**

- Progressed from Accounting Clerk for one restaurant to Controller for restaurant company with fourteen operating restaurants in Virginia
- Managed cash flows, prepared financial statements and payroll returns
- Additional responsibilities included all accounting functions, including tax returns, for an affiliated hotel and real estate company, a nonprofit foundation and a franchise company



# DIRECTOR OF OPERATIONS

CANDIDATE

## EXPERIENCE

### 2010 - PRESENT

#### **Spectra Venue Management**

*Greater Richmond Convention  
Center*

#### **DIRECTOR OF OPERATIONS**

- Services; ADA Compliance; Setup Personnel; and Custodial Services
- Implemented and updated facility rules, regulations, policies and procedures such as Preventative Maintenance Plan, Maintenance Database Software and Operations Manual
- Overseen maintenance of physical plants, systems and equipment for the facility
- Preparation and management of the \$2.7 million annual operating budget and recommend up to 20-year capital budgets for repairs and improvements for the facility
- Implemented and maintained the sustainability efforts for the facility
- Coordinated and overseen several construction projects including a \$2 million carpet renovation project throughout the entire facility and a remodel of the food and beverage service area for patrons while facility is operating with guest
- Negotiated and administered all outside vendor contracts including HVAC, electrical, landscaping, building automation and other maintenance contracts
- Developed and implemented preventative maintenance schedules for emergency procedures, and risk management policies
- Created and administered an operations department manual to include policies, procedures and staff guidelines
- Assisted in the development of the Spectra Mentoring Program

### 2007 - 2010

#### **SMG**

*Albuquerque Convention  
Center*

#### **DIRECTOR OF OPERATIONS**

- Managed daily activities requiring to run, maintain, and service the 600,000 square foot facility consisting of exhibition halls, auditorium and divisible meeting space
- Directed, supervised and scheduled all aspects of Operations, including Engineering; Building and Grounds; Technical Services; ADA Compliance; Public Safety; Security and Custodial Services
- Implemented and updated facility rules, regulations, policies and procedures such as Emergency Planning Guide
- Overseen maintenance of physical plants, systems and equipment for a \$2 million operation budget
- Assisted in the preparation and management of the Annual Operating Budget and recommend 1-year, 5-year and 10-year capital budgets for repairs and improvements for the facility
- Developed and implemented training program for all employees on Fire/Life Safety, Emergency and OSHA procedures

- Worked closely with the General Manager in the preparation and negotiation of Service Agreements for twelve contracted vendors.
- Created and administered Request for Proposals for all city contract projects and maintenance agreements
- Reviewed contracts for compliance with events and government specifications and suitability for occupancy
- Coordinated and overseen several construction renovations and special projects such as a \$5 million meeting room renovation, installation of a LED backlit marquee and electrical and carpentry restoration for main entrance
- Developed and implemented preventative maintenance schedules for emergency procedures, and risk management policies
- Worked closely with the General Manager in the preparation and negotiation of Service Agreements for twelve contracted vendors.
- Created and administered Request for Proposals for all city contract projects and maintenance agreements
- Reviewed contracts for compliance with events and government specifications and suitability for occupancy
- Coordinated and overseen several construction renovations and special projects such as a \$5 million meeting room renovation, installation of a LED backlit marquee and electrical and carpentry restoration for main entrance
- Developed and implemented preventative maintenance schedules for emergency procedures, and risk management policies

## **2005 - 2007**

### **SMG**

*Peoria Civic Center*

#### **OPERATIONS MANAGER**

- Planned, directed, and coordinated setup activities and custodial functions consistent with facility wide standard for an 11,000 capacity Arena, 2,000 capacity Theater, 110,000 sq. ft. exhibit hall, 17,000 square foot of Meeting Space, and 27,000 square foot Ballroom
- Managed employee labor costs and wages of \$1.5 million per year consisting of over 100 part-time employees and 10 full-time employees
- Assisted in the implementation of a \$55 million revitalization project of 45,000 square feet of exhibit hall space, 27,000 square feet ballroom, and 20,000 square feet of pre-function space
- Maintained and facilitated records for the Operations Department
- Prepared and maintained the operating and capital budgets for the department
- Purchased all event equipment and operations supplies for the facility
- Coordinated and overseen special projects for the building
- Ensured that all department equipment, supplies, and playing surfaces (hockey ice, basketball floor, and concert stages) are in good working condition
- Attained Certified Ice Technician Certification with nationally accredited Serving the American Rinks (STAR)

- Developed and conducted in-service training programs promoting cross training and Smart Maintenance Software

## **2002 - 2005**

### **SMG**

*Peoria Civic Center*

#### **EVENT MANAGER & AUDIO MANAGER**

- Created strong relationships with building clients
- Liaison between facility and the clients
- Coordinated all logistical and functional activities for events
- Created event settlements for clients
- General oversight and administration of assigned events
- Scheduled all event related personnel for events (Union Stagehands, Operations, Monitors, clean-up personnel, Audio Technicians, etc.)
- Scheduled personnel and implement tasks throughout the revitalization and development process of the facility expansion
- Managed Audio Department by scheduling audio event staff
- Maintained equipment inventory
- Made recommendations and ordered audio equipment for the facility
- Reconfigured and installed distributed sound system in exhibit hall

## **1996 – 2002**

### **SMG**

*Peoria Civic Center*

#### **GUEST SERVICES/SECURITY SUPERVISOR**

- Customer Service
- Overseen and directed 40-50 employees during events
- Tracked and documented employees hours and produced time sheets
- Handled customer complaints and emergencies
- Trained new employees
- Numbers increased to 594 events, 70,000 guests and \$1.5 million in revenue

## **1992 – 1997**

### **Pueblo CVB**

*Convention & Visitors Bureau*

#### **VICE PRESIDENT**

- Implemented strategies designed to promote Pueblo as a tourism destination and convention/meeting site
- Managed successful citywide sales campaigns resulting in the solicitation of the Colorado High School Activities Association state 1A and 2A basketball and volleyball tournaments
- Inspected and prepared facility for opening of doors before events
- Assisted Event Managers in the absence of the Patron Services Manager

## **1998 - 2002**

### **Citizens Equity Federal Credit Union**

*Peoria, IL*

#### **BUSINESS SERVICES REPRESENTATIVE**

- Created, implemented and maintained Business Services Representative Manual (300 pages) for over 140 employees
- Created two-day training course and conduct classes for 140 new Business Services Representatives
- Customer Service to include opened and maintained business member's account relationships
- Solicit, process and maintain small business loans for business



## EDUCATION

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- Illinois Central College, East Peoria, IL
  - Major: Business Management
- DeVry Institute of Technology, Chicago, IL
  - Major: Business Administration

## ASSOCIATIONS AND CERTIFICATIONS

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- International Association of Venue Managers (IAVM)
- Building Owners and Managers Association (BOMA) International
- VA Sustainable Building Network
- Venue Management School (VMS) Graduate – 2-year program
- OSHA 10-HR & 30-Hr Safety Programs
- Certified Ice Technician – 4-year program

# SANTA CLARA CONVENTION CENTER

The 33rd U.S. Futsal National Championship  
Thursday July 19th - Sunday July 22nd



**PREVENTIVE MAINTENANCE PROGRAM**





## 15.13 PREVENTIVE MAINTENANCE PROGRAM

### OUR COMMITMENT

Spectra believes that the immaculate physical condition of the Santa Clara Convention Center is every bit as important as the level of customer service provided by our staff. The venue's look and condition project an image to attendees — and that image can be positive or negative, depending on the staff's knowledge, dedication, and attention-to-detail. Spectra prides ourselves on investing in our employees and offers continual training to properly maintain assets.

We're committed to exceeding industry standards for custodial services. Although we customize our services for each specific venue, Spectra provides the necessary policies and procedures in our operations manual for routine maintenance, cleaning, recycling, trash collection, room set-up, conversions, and related work needed to keep the Santa Clara Convention Center in like-new condition.

Our ultimate goal is to have the City of Santa Clara guests walk into the venue, and say that it looks just as good as the day it opened. Other companies may share this view — but few will commit the staff and resources to actually make it happen.



## PREVENTATIVE MAINTENANCE

Spectra Venue Management understands that preventive maintenance (PM) is the key to avoiding equipment breakdowns, which can be costly and may interfere with the performance of an event. Our detailed PM plan — which is task- and frequency-based, and developed within a computerized maintenance management system — protects your venue, ensures smooth operations of events, minimizes costly emergency repairs, and helps protect the safety of attendees, show-related personnel, and staff.

Our PM program focuses on completing original equipment manufacturer (OEM) recommended tasks, such as lubricating moving parts, tightening loose parts, replacing parts, cleaning, and other similar activities at certain intervals of time. Our PM program consists of the following:

- An inventory of all equipment to be maintained
- An inventory of spare parts (critical to operation)
- A list of all required and recommended maintenance tasks
- A schedule for routine maintenance and servicing
- A completed record of completion, repair, and follow-up
- Follow-up supervision

## Non-Mechanical Equipment

Spectra Venue Management provides a maintenance program for all non-mechanical equipment. This includes inspecting and repairing all video, sound, lighting, and telecommunications systems. It also includes inspection, cleaning, and repairs of all furniture, fixtures, and equipment in inventory, including:

- Staging
- Seating and risers
- Cleaning equipment
- Lifting equipment
- Maintenance equipment

## PREDICTIVE MAINTENANCE

Predictive maintenance involves monitoring equipment to detect deterioration, thus preventing a breakdown. Predictive maintenance methods that we use include:

- Vibration monitoring
- Thermal imaging
- Lubricating oil analysis
- Insulation resistance monitoring
- Ultrasonic leak detection







**SUBCONTRACTOR INFORMATION  
AND QUALIFICATIONS**





# 15.14 SUBCONTRACTOR INFORMATION AND QUALIFICATIONS

## PROPOSED SUBCONTRACTING SERVICES

We regularly engage third-party contractors when it is cost effective to do so. The decision to subcontract services depends on factors unique to the market, including the availability of quality part-time labor, the competitive nature of the subcontracted services, and the ability of contractors to provide specialized services. When subcontracting services, we always prefer to hire local vendors, thereby supporting the local business community.

We have relationships with many of the current subcontractors at the SCCC, including Aramark, PSAV, Smart City, and Edlen.

## CONTRACT NEGOTIATIONS

When negotiating contracts for major services, we first prepare an RFP that clearly delineates a scope-of-services and the likely contract price.

We evaluate the submitted proposals based on local conditions, as well as benchmarks we have for similar services in our other managed venues. We then negotiate with the bidders to ensure that the services provided are the best value for our client.

For certain services and supplies, we can negotiate discounts through a national pricing program not available to many venues on their own. These services often can be provided through local franchises or vendors to ensure our commitment to the local community. Our average savings include up to 65% for office supplies, up to 39% for shipping, and up to 30% for national advertising. We have included more information regarding our recommendations for Santa Clara in [Section 15.9 Management and Operations Plan for the SCCC.](#)

## EXAMPLES OF SUBCONTRACTED SERVICES FOR SCCC

- Parking management services
- Housekeeping/cleaning
- Security management
- Landscaping
- HVAC maintenance
- Refrigeration maintenance
- Pest control
- Energy management/utility analysis
- Rigging
- Engineering
- General labor/temp labor
- Food and beverage







**EXPERIENCE WORKING WITH  
CONVENTION BUREAU SERVICES**



# 15.15 EXPERIENCE WITH WORKING CONVENTION VISITOR BUREAU SERVICES

## WORKING WITH CVBS

Spectra has extensive experience working with Convention and Visitors Bureaus (CVBs), which is how we were able to develop our targeted approach to working with them for this Response. In some cases, we work directly for the CVB as their contracted venue operator. In other cases — for example, at the Duke Energy Convention Center in Cincinnati, OH, the Miami Beach Convention Center in Miami Beach, FL, and the Palm Beach County Convention Center in Palm Beach, FL — we work directly for a municipality or other owner and work in cooperation with the local or regional CVB. And in some cases, like Niagara Falls, New York, we handle all group sales, while the CVB handles all leisure marketing.

Regardless of the relationship, Spectra places the utmost value on the relationship with the CVB. We work cooperatively to develop joint sales and marketing plans to ensure that our goals are aligned with those of the CVB. Our local sales professionals will travel to industry events and trade shows with their CVB counterparts and jointly market the destination and the venues. We establish room night goals for venue sales staff to ensure that the proper balance of room nights and revenue is maintained.

An example of Spectra's success working with a CVB is in Miami Beach, Florida. The City of Miami Beach was investing over \$620 million to update and expand the venue. With a new product coming to the market, the City, the CVB, and Spectra worked cooperatively to develop new booking policies, new pricing, new sales strategies and a new staffing deployment strategy to ensure successful booking of Priority I events (city-wide conventions).

The CVB and Spectra's goals were aligned, and the City has already experienced significant success booking the venue, which fully reopened this past September, for future major events. To assist in closing several pieces of business, specifically in the technology and medical vertical markets, Spectra and CVB staff traveled to trade shows and made personal client visits in New York and Chicago. Included in the bookings that resulted from this activity was a three-year commitment from CA Technologies.

## SPECTRA'S PARTNERSHIP WITH CINCINNATI USA

Spectra has successfully managed the Duke Energy Convention Center (DECC) for 12 years, and we are proud of the support we give to the CVB in all their efforts to bring business to the city. In just the past five years, Spectra has participated in 438 events to "sell" the city and its attributes to visitors deciding on a location for their conventions. According to the information from the Bureau's most recent reporting, our collaborative efforts have resulted in impressive results.

Additionally, Spectra participates in sub-branded initiatives led by the Bureau through these organizations:

- Cincinnati USA Institute for Hospitality Leadership
- VIBE Cincinnati
- Cincy USA Tourism Ambassador Program (CTA)
  - The DECC has 45 certified ambassadors at the Center, and we host training for certification at no cost to the Bureau.
- Welcomers Community Volunteer Network
- Cincinnati USA Visitor Center

## Key Partnerships through the Bureau

- Regional Tourism Network (RTN)
- Source Cincinnati
- Cincinnati Sports Commission



# CINCINNATI CVB SUCCESS

SINCE 2009:

**2,036,869**  
CVB ROOM NIGHTS BOOKED

**105%**  
Average yearly percent to goal

**7** OUT OF **9**  
Years achieved over 100% of the yearly goal



## **SANTA CLARA CONVENTION CENTER GOVERNANCE AND BUSINESS ENGAGEMENT WORKSHOP**

Based on our experience collaborating with CVBs operating under various structures, along with the information gathered at the Santa Clara Convention Center Governance and Business Engagement Workshop, Spectra developed a model for the City to manage the SCCC and CVB as separate entities. However, as reiterated at the Workshop as well as in our meetings with key stakeholders, it is imperative for success that the SCCC and new CVB teams work together in venue and City promotions as well as booking events. For this reason, we are committed to supporting the SCTID in the development of the structure for the CVB along with other local entities. Additionally, as discussed throughout our Response, we propose to update the Booking Guidelines for the SCCC to include collaboration on long-term events and joint goals for Spectra's SCCC and CVB's sales teams in order to alleviate challenges that have previously risen due to single-day events and maximize the economic impact to the City of Santa Clara.







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## MESSAGE FROM THE DIRECTOR

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Once again, it has been a uniquely historic year of achievement for the Saint Charles Convention Center (SCCC) and the team at Spectra Venue Management, led by general manager, Al Beltranena. As one of the most successful event venues in the nation, The Saint Charles Convention Center continues to not only set the gold standard in the conference management industry, but set new standards for others to follow. This reputation is well deserved and accomplished through the hard work, dedication and commitment to first-class hospitality that the Spectra team displays each and every day.

The Saint Charles Convention Center plays a central role in delivering the entire Saint Charles experience to our guests and extends an open invitation to visitors from around the world as it serves as a wonderful gathering place to celebrate, learn, and Discover all that Saint Charles has to offer. We sincerely appreciate Spectra's on-going partnership and look forward to reaching new heights together. It is our pleasure at the Greater Saint Charles Convention and Visitors Bureau to partner with you in our shared pursuit of excellence.

Sincerely,

Joseph Ward

Director

Greater Saint Charles Convention and Visitors Bureau



*Joe Ward*



# GREG EDWARDS

In Regards to Spectra Venue Management:

There are exciting changes impacting the community, including the Iowa Events Center, in the next few years. The Iowa Events Center (IEC) facility and team helps Greater Des Moines reach for new goals, solicit and book new business and make an impact on the entire community.

Together, our teams sell Greater Des Moines as a top destination and continue to prepare for the opening of the attached Hilton Des Moines Downtown hotel, which will further elevate the region. With Community Choice Credit Union Convention Center, Hy-Vee Hall, Wells Fargo Arena and the Hilton Des Moines Downtown to market, in the past eleven months alone we have been able to: partner in a direct mail marketing campaign to 300 potential IEC clients, collaboratively participate in national tradeshows: ASAE, RCMA, ConferenceDirect and Connect Marketplace and we were able to book more conventions and events into Greater Des Moines with the following groups hosted at the Iowa Events Center this past year: Iowa Power Farming Show (18,000 attendance), AQS QuiltWeek®—Des Moines (15,000 attendance), Iowa State 8 & 9 Ball Championships (8,000 attendance), Christ Our Life Catholic Regional Conference (8,000 attendance), American Public Works Snow Conference (2,000 attendance).

Our collaboration with Spectra Venue Management and the Iowa Events Center team has proven to be invaluable. We are proud to have the Iowa Events Center in Des Moines!

Sincerely,

**GREG EDWARDS, PRESIDENT & CEO**

*Catch Des Moines*







## REQUIRED DOCUMENTATION

## ATTACHMENT A

### Proposal Certification

Proposing Firm Name:		
Address:		
Telephone:		
Facsimile:		
E-mail:		
Contact person name and title:		

#### **PROPOSER REPRESENTATIONS**

1. Proposer did not, in any way, collude, conspire or agree, directly or indirectly, with any person, firm, corporation or other Proposer in regard to the amount, terms, or conditions of this proposal.
  
2. Proposer additionally certifies that neither Proposer nor its principals are presently disbarred, suspended, proposed for disbarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency, any California State agency, or any local governmental agency.
  
3. Proposer acknowledges that all requests for deviations, exceptions, and approved equals are enclosed herein and that only those deviations, exceptions, and approved equals included in the RFP document or permitted by formal addenda are accepted by the City.
  
4. Proposer did not receive unauthorized information from any City staff member or City Consultant during the Proposal period except as provided for in the Request for Proposals package, formal addenda issued by the City, or the pre-proposal conference.
  
5. As suppliers of goods or services to the City of Santa Clara, Proposer and individuals listed below certify that they do not discriminate in employment of any person because of race, color, gender, age, religion, disability, national origin, ancestry, sexual orientation, housing status, marital status, or familial status; and that they are in compliance with all Federal, State and local laws, directives and executive orders regarding nondiscrimination in employment.
  
6. Proposer hereby certifies that the information contained in the proposal and all accompanying documents is true and correct.



7. Please check the appropriate box below:

If the proposal is submitted by an individual, it shall be signed by him or her, and if he or she is doing business under a fictitious name, the proposal shall so state.

If the proposal is submitted by a partnership, the full names and addresses of all members and the address of the partnership, the full names and addresses of all members and the addresses of the partnership, the full names and addresses of all members and the address of the partnership shall be stated and the proposal shall be signed for all members by one or more members thereof. (information is listed below)

If the proposal is submitted by a corporation, it shall be signed in the corporate name by an authorized officer or officers.

If the proposal is submitted by a limited liability company, it shall be signed in the corporate name by an authorized officer or officers.

If the proposal is submitted by a joint venture, the full names and addresses of all members of the joint venture shall be stated and it shall be signed by each individual.

8. Please check the appropriate box below:

This proposal is being submitted for consideration for both Convention Center (SCCC) and Convention Visitors Services (CVS) management operations. However, if the City decides in its sole discretion to award a contract for SCCC management only, then proposer would like to be considered for SCCC management only.

This proposal is being submitted for consideration for both Convention Center (SCCC) and Convention Visitors Services (CVS) management operations. Proposer is not interested in being considered for SCCC management only.

This proposal is being submitted for consideration for Convention Center (SCCC) management operations only.

Partners of Partnership

Global Spectrum LLC (sole General Partner)

Spectra US LLC (sole Limited Partner)

Address

3601 S. Broad St.

Philadelphia, PA 19148

**By signing below, the submission of a proposal with all accompanying documents shall be deemed a representation and certification by the Proposer that they have investigated all aspects of the RFP, that they are aware of the applicable facts pertaining to the RFP process, its procedures and requirements, and that they have read and understand the RFP.**

Authorized Representative Name (sign name):	
Authorized Representative Signature (print name):	Brian Rothenberg
Authorized Representative Title (print title):+	President & Secretary, Global Spectrum LLC, the General Partner of Global Spectrum L.P. d/b/a Spectra Venue Management
<b>Complete additional signatures below as required per # 6 above</b>	
Authorized Representative Name (sign name):	
Authorized Representative Signature (print name):	James Pekala
Authorized Representative Title (print title):+	Vice President & Treasurer, Global Spectrum LLC, the General Partner of Global Spectrum L.P. d/b/a Spectra Venue Management
Authorized Representative Name (sign name):	
Authorized Representative Signature (print name):	
Authorized Representative Title (print title):+	

**Attachment B**

**STATEMENT OF QUALIFICATIONS**

**Name of Project:** MANAGEMENT and OPERATION of the SANTA CLARA CONVENTION CENTER and CONVENTION/VISITOR SERVICES

**RFP Number: CMO-001**

**Proposer Name:** \_\_\_\_\_

Proposer must furnish all of the following information relative to its ability experience, and resources available for the fulfillment of the Contract. If additional space is required in order to complete an explanation or provide the required information, then please add as necessary.

1. The number of consecutive years that Proposer has been engaged in the business under the present firm name \_\_\_\_\_.

Number of consecutive years at this location: \_\_\_\_\_.

Note - in 2015, Global Spectrum L.P. registered a trade name (d/b/a) of Spectra Venue Management.

Date when business was organized \_\_\_\_\_.

2. List all pertinent organizations and associations of which Proposer is currently a member:

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3. Provide the overall ratio of managers to personnel proposed for the management of the Convention Center: \_\_\_\_\_

4. List below five (5) trade references:

A. Company Name: \_\_\_\_\_

Contact: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone Email address: \_\_\_\_\_

Length of Relationship: \_\_\_\_\_



B. Company Name:-----

Contact:\_\_\_\_\_ - \_\_\_\_\_

Title: \_\_\_\_\_

Address:\_\_\_\_\_

Telephone Email address:\_\_\_\_\_

Length of Relationship: \_\_\_\_\_

C. Company Name:-----

Contact:\_\_\_\_\_ - \_\_\_\_\_

Title: \_\_\_\_\_

Address:\_\_\_\_\_

Telephone Email address:\_\_\_\_\_

Length of Relationship: \_\_\_\_\_

D. Company Name:-----

Contact:\_\_\_\_\_ - \_\_\_\_\_

Title: \_\_\_\_\_

Address:\_\_\_\_\_

Telephone Email address:\_\_\_\_\_

Length of Relationship: \_\_\_\_\_

E. Company Name:-----

Contact:\_\_\_\_\_ - \_\_\_\_\_

Title: \_\_\_\_\_

Address:\_\_\_\_\_

Telephone Email address:\_\_\_\_\_

Length of Relationship: \_\_\_\_\_

5. Identify up to five union contracts to which you are a signatory.

A. \_\_\_\_\_

B. \_\_\_\_\_

C. \_\_\_\_\_

D. \_\_\_\_\_

E. \_\_\_\_\_

6. Has Proposer ever refused to sign a contract? (circle one) Y  N

If "yes" please provide details.

7. Has Proposer ever been terminated for cause? circle one) Y  N

If "yes", please provide details.

8. Has Proposer ever defaulted on a contract? circle one) Y  N

If "yes", provide details.

9. Has Proposer or any related or affiliated entity ever been adjudged bankrupt, been subject to a receivership or an order of reorganization, or other similar action involving the rights of creditors against vendors? (circle one) Y  N

If "yes", provide details.

10. Is Proposer or any related or affiliated entity at this time subject to any court order relating to bankruptcy, receivership, liquidation, reorganization, or similar relief? (circle one) Y  N

If "yes", provide details.

11. Please detail any criminal or civil investigation or pertinent litigation pending or that has concluded within the last three (3) years against Proposer's organization or individuals within the organization.

12. Has Proposer ever forfeited a performance bond? (circle one) Y  N

If "yes", provide details.

13. Identify below the Proposer's contact person for purposes of responding to any questions the City have:

Contact Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone and Email address: \_\_\_\_\_