



City of Santa Clara

The Center of What's Possible

City Manager's Office

June 5, 2018

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

Re: Management Fee & Audit: Convention Center Management

Dear Joe:

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

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

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

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

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

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

Best regards,



Deanna J. Santana
City Manager

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



Education

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

Professional Associations

- Association of Government Accountants
- American Society for Public Administration

Employment History

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

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

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

Courses Taught:

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

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

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

2017-2018: University of San Francisco, Associate Professor, Program Evaluation and Monitoring



Denise Callahan, MPA Role: Project Director/Manager

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

Seminars Taught

- 2015: Republic of Marshall Islands, Professional Development, three-week seminar on program evaluation.
- 2016: Republic of Marshall Islands, Professional Development, three-week seminar on program evaluation.
- 2015: State of North Dakota Auditor Office, Program and Performance Evaluation, 2 days
- 2015: County of Cowlitz, WA – Performance Measurement Development, 1 day
- 2016: State of North Dakota Auditor Office, Program and Performance Evaluation, 2 days
- 2016: City of Lynwood, WA, Performance Monitoring and Measure Development, 1 day
- 2016: City of Bremerton, WA Use of Benchmarking in Staffing Analysis, 1 day
- 2017, 2018: State of North Dakota, Program and Performance Evaluation, 2-day seminar

Presentations and Publications include:

- Denise Callahan, *Managed Care: Monitoring of RBO's against Knox Keene*, California Association of Health Plans, 1994
- Denise Callahan, *The Challenges of Environmental Regulations*, presentation before the American Public Health Association Annual Conference, 1995
- Walter Raheb and Denise Callahan, *Efficacy of Substance Abuse Programs*, presentation before the Annual Methadone Maintenance Conference, Rhode Island, 1996
- Rose Martinez and Denise Callahan, *Crack Babies: A Generation at Risk*, presentation before the Annual Public Health Association Conference, New York, 1997
- Denise Callahan, *Transitioning into E-Government*, County of Orange California, 1998
- Denise Callahan, *Evaluation of Cutting Edge Issues* presentation before the Association of Government Accountants, 1998
- Denise Callahan, *Best Practices in Information Security*, presentation before the Association of Government Accountants., 1998
- Denise Callahan, *Electronic Commerce: Growing Pains Can Be Expected*, presentation before the American Banking Association National Conference, 1999
- Denise Callahan, *Digital Signatures: Policy Implications to Consider Prior to Implementation*, presentation before California Secretary of State Office, 1999
- Denise Callahan, *Software and System Change Controls*, presentation before Chief Information Officer, California Department of Information Technology, 2000
- Denise Callahan, *Securities Fraud Poses Problems to State and Federal Regulation*, article, WallStreetLawyer.com, May 1999, Glasser Legal Works, Inc.
- Effective Reporting, key note speaker, California State Auditor Association, 2008
- Denise Callahan, Presentation, *Banking Fraud*, Association of Government Accountants Northern California Conference, 2012.
- Performance Monitoring and Measuring, Presentation before the California State Auditor Associations, 2014
- Leading Practices Among Audit Organization, Presentation before the California Office of Audits and Evaluations, 2014.