



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

Dear Joe:

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

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

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

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

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

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

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

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

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

Best regards,



Deanna J. Santana  
City Manager

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

### 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](http://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.