

**Santa Clara Tourism Improvement District
Advisory Board Regular Meeting – AGENDA**

July 9, 2020, 8:00 a.m.

COVID-19 NOTICE

Consistent with the California Governor’s Executive Order No. N-29-20 and the Santa Clara County Health Officer’s March 16, 2020 Shelter in Place Order, the Santa Clara Tourism Improvement District (TID) Advisory Board Regular Meeting will not be physically open to the public and the TID Advisory Board members will be teleconferencing from remote locations.

The public can participate remotely via Zoom: <https://santaclaraca.zoom.us/j/99286657018> Meeting ID: 992 8665 7018) or by phone: 1 (669) 900-6833.

Call to Order

Roll Call

Public Comments

Public comment for items not on the Agenda.

Consent Calendar

Matters listed in the Consent Calendar section will be considered routine by the Advisory Board and will be enacted by one motion. If discussion is requested, that item will be removed from the section entitled Consent Calendar and will be considered separately.

1. Action on the Minutes of the June 11, 2020 Santa Clara Tourism Improvement District Advisory Board Regular Meeting, and the Minutes of the June 22, 2020 Santa Clara Tourism Improvement District Advisory Board Special Meeting.
2. Receive and file the Santa Clara Convention Center Calendar of Events for the Period 7/10/2020 – 5/13/2022.

Consent Items Pulled Page 1 of 2 for Discussion

General Business – Items for Discussion

3. Review of the July 7, 2020 Tourism Improvement District Advisory Board Special Meeting with the City Manager regarding the City of Santa Clara’s Proposed Transient Occupancy (TOT) Increase.
4. Update on the Silicon Valley/Santa Clara DMO, Inc.’s CEO recruitment. (JLL)
5. Review of Silicon Valley/Santa Clara DMO, Inc.’s proposed Key Performance Indicators in the agreement to provide destination marketing services for the City of Santa Clara.
6. Update on the status of the Santa Clara Convention Center and future recovery plans. (Spectra)

7. Discussion on Implementing Cleaning and Safety Best Practices Guidelines at all Tourism Improvement District Hotels.
8. Update on the Use of “Visit Santa Clara” and Trademark Ownership by the Chamber of Commerce.

General Updates

Adjournment

The next regular scheduled meeting is on August 13, 2020, 9:00 a.m..

Please see COVID-19 NOTICE

Brown Act:

Government Code 54950 et seq (the Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72 hours prior to a regular meeting. Action may not be taken on items not posted on the agenda. Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Peter Hart, GM at peter.hart@hilton.com prior to the meeting.

Notice to Public:

You are welcomed and encouraged to participate in this meeting. Public comment is taken (3 minutes maximum per person) on items listed on the agenda will be heard at the meeting as noted on the agenda. Public comment on items not listed on the agenda will be heard at the meeting as noted on the agenda. Comments on controversial items may be limited and large groups are encouraged to select one or two speakers to represent the opinion of the group. The order of agenda items is listed for reference and may be taken in any order deemed appropriate by the Board of Directors. The agenda provides a general description and staff recommendation; however, the Board of Directors may take action other than what is recommended.

ATTACHMENTS

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**Santa Clara Tourism Improvement District
Advisory Board Special Meeting – MINUTES**

**TID MEETING:
July 7, 2020
AGENDA ITEM: 1**

June 11, 2020, 8:00 a.m.

Call to Order

Eron Hodges, Chair, called the meeting to order at 8:02 a.m.

Roll Call

Present: 8 Joe Eustice, General Manager, Hilton Santa Clara
Justin Hart, General Manager, AC Hotel Santa Clara
Peter Hart, General Manager, Embassy Suites
Eron Hodges, General Manager, Hyatt Regency Santa Clara
Jean-Phillippe Rollet, General Manager, The Plaza Suites
Calette Nielsen, General Manager, Marriott Santa Clara
Mark Salquist, General Manager, Avatar Hotel
Jon Siebring, General Manager, Biltmore Hotel

Absent: 3 Alan Mass, General Manager, Hyatt House
Virginia Scimeca, General Manager, TownePlace Suites by Marriott
Jordan Austin, General Manager, Element Santa Clara

A quorum was met.

In Attendance

Kelly Carr, General Manager, Santa Clara Convention Center
Dan Fenton, Executive Vice President, JLL
Deanna Santana, City Manager
Nancy Thome, Assistant to the City Manager, City of Santa Clara
Ruth Shikada, Assistant City Manager, City of Santa Clara

Public Comments

There were no public comments.

Consent Calendar

Matters listed in the Consent Calendar section will be considered routine by the Advisory Board and will be enacted by one motion. If discussion is requested, that item will be removed from the section entitled Consent Calendar and will be considered separately.

1. Action on the Minutes of the April 9, 2020 Santa Clara Tourism Improvement District Advisory Board Regular Meeting, the Minutes of the April 16, 2020 Santa Clara Tourism Improvement District Advisory Board Special Meeting, and the Minutes of the May 15, 2020 Santa Clara Tourism Improvement District Advisory Board Regular Meeting.

A motion was made by Jean-Phillippe Rollet, seconded by Joe Eustice, to approve the Consent Calendar. Motion passed unanimously (8-0).

Consent Items Pulled for Discussion

None.

General Business – Items for Discussion

2. City of Santa Clara Update (City)

City Manager Santana informed the TID Advisory Board of the upcoming State of the City dates scheduled for the following week. Members of the public are welcome to attend any of the scheduled dates.

City Manager Santana provided a brief presentation on the impact of current public health and economic crisis on the City's operations and fiscal outlook. The City is anticipating a total budget shortfall over the first four year of over \$34 million which may get worse. City cost control measures have been implemented which included a hiring freeze, stricter expenditure controls, decrease temporary staffing, and reductions to travel and training and other expenditures. The City is currently exploring and evaluating budget balancing strategies and revenue opportunities which include expenditure reductions, potential ballot measures and other revenue-generating activities, potential layoffs and/or use budget stabilization reserves.

3. Update on the Convention Center Booking Strategy (JLL)

Dan Fenton provided an overview of the draft initial guidelines for the Convention Center Booking Strategy. With the closure of the Convention Center and the hotels, the guidelines should be evaluated, and consideration given to utilizing an interim approach due to the drastic reduction of potential future business. The recommended interim approach includes reducing overall room nights, reducing Convention Center revenue limits, and shortening booking windows. The TID Advisory Board agreed implementing an interim strategy will help to expedite decision-making processes and the close of business for sales staff.

A motion was made by Joe Eustice, seconded by Jon Siebring, to adopt the modifications proposed and to implement the interim guidelines for a six-month period, to be further evaluated on or before the January 2021 TID Advisory Board Meeting. Motion passed unanimously (8-0).

4. Update on the Santa Clara Convention Center Calendar and Future Events (Spectra)

Kelly Carr reported that while there has been no business in the Convention Center for the past 90 days, many of the events have been rescheduled for the next fiscal year (July 1, 2020 – June 30, 2021). Overall, there have been very few clients who have completely cancelled their events. Additionally, Kelly was involved with the group, the Convention Center Coalition, who have prepared a white paper for the Governor to move convention centers out of Phase 4 and into Phase 3 as centers function much differently than stadiums. Spectra has completed a post-COVID opening plan that is under review by Spectra Corporate.

5. Update on the Silicon Valley/Santa Clara DMO, Inc.'s CEO Recruitment (JLL)

Dan Fenton reported that Kelly Carr, Eron Hodges, Joe Eustice and Nancy Thome had been involved in informational meetings with potential CEO candidates for the DMO. A date has been set for the DMO Board to meet two potential candidates later this month. Both candidates are very strong candidates and have spent most of their careers in sales.

6. California Department of Public Health Reopening Guidelines and Checklist for Hotels

California Department of Public Health Reopening Guidelines and Checklist for Hotels were included in the agenda packets as a resource for the hotels. Information provided helps to support creating a safe hotel environment so that guests can feel comfortable once they reopen. Additionally, many of the hotels are obtaining certification and accreditations for hygiene managers. There are also self-audit options that do not have any associated costs. It was suggested that the TID hotels get together to create a certification master template that all the hotels could use.

7. Update from the Tourism Improvement District Subcommittee on the Progress of the Funding Subsidy Guidelines.

Joe Eustice has been working with JLL on the guidelines. Initial recommendation by Joe Eustice is to determine the amount subsidy by using the TOT percentage as a guide. It is important to determine what it is going to take to be competitive and to also be cognizant of the maximum allowable amount as determined by the approved operating budget. The group agreed that this could serve as a good tool for future subsidy decisions. Work will continue on determining eligibility and processes.

General Updates

Eron Hodges reported that California Hotel & Lodging Association members can get up to 4,000 face masks and up to 18 gallons of hand sanitizer for free. The Hilton Santa Clara is currently serving as the distribution site.

Eron Hodges suggested that a special meeting may be scheduled in the near future to discuss the City Manager's presentation, possible TOT recommendations, and to formalize support for the City efforts.

Adjournment

The meeting adjourned at 9:26 a.m. The next regular scheduled meeting is on July 9, 2020, 8:00 a.m.

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**Santa Clara Tourism Improvement District
Advisory Board Special Meeting – MINUTES**

June 22, 2020, 1:00 p.m.

Call to Order

Eron Hodges, Chair, called the meeting to order at 1:02 p.m.

Roll Call

Present: 6 Joe Eustice, General Manager, Hilton Santa Clara
Justin Hart, General Manager, AC Hotel Santa Clara
Peter Hart, General Manager, Embassy Suites
Eron Hodges, General Manager, Hyatt Regency Santa Clara
Callette Nielsen, General Manager, Marriott Santa Clara
Jon Siebring, General Manager, Biltmore Hotel

Absent: 5 Alan Mass, General Manager, Hyatt House
Virginia Scimeca, General Manager, TownePlace Suites by Marriott
Jordan Austin, General Manager, Element Santa Clara
Jean-Phillippe Rollet, General Manager, The Plaza Suites
Mark Salquist, General Manager, Avatar Hotel

A quorum was met.

In Attendance

Dan Fenton, Executive Vice President, JLL
Nancy Thome, Assistant to the City Manager, City of Santa Clara

Public Comments

There were no public comments.

Consent Calendar

Matters listed in the Consent Calendar section will be considered routine by the Advisory Board and will be enacted by one motion. If discussion is requested, that item will be removed from the section entitled Consent Calendar and will be considered separately.

Consent Items Pulled for Discussion

None.

General Business – Items for Discussion

1. Discussion on the City of Santa Clara's Proposed Transient Occupancy Tax (TOT) Increase.

There was a general discussion on the polling currently being conducted by the City. TID members expressed surprise to hear that the City was polling on a potential TOT increase of more than 2%, up to 4%, and were further disappointed that they were not informed nor

asked to provide input before the polling began. There was additional concern expressed that if a TOT increase of more than 2% were approved, funds would only be utilized to support sworn or non-sworn positions and the City's General Fund. Members agreed that a TOT increase of more than 2% would be too aggressive and a TOT increase of 4% would put the TID hotels at a further disadvantage. A 4% TOT increase would push the TID hotels up to the highest range compared to other destination cities and would not allow for a future change in the TID assessment from \$1.00 per occupied room night to 1.5%. Members further agreed that an increase of more than 2% will gravely impact the opportunity for the TID to generate additional assessment funds to support and sustain the new destination marketing organization. At this point in time, members agreed they would not support a TOT increase of more than 2%.

A motion was made Callette Nielsen, seconded by Justin Hart, for Eron Hodges to draft a letter to the City outlining the TID's official position on the potential TOT increase. Motion passed unanimously (6-0).

General Updates

Adjournment

The meeting adjourned at 1:41 p.m. The next regular scheduled meeting is on July 9, 2020, 8:00 a.m.

DRAFT

TID MEETING:
July 7, 2020
AGENDA ITEM: 2

July 2021 TID Monthly Convention Calendar
CONFIDENTIAL

Event Date	Event Name	Nature of Event	Attendance Per Session	Hotel Rooms Required
7/10/2020		Meeting	400	0
6/26/2020		Special Events	5000	1300
7/17/2020		Meeting	200	0
7/25/2020		Special Events	500	0
7/27/2020		Meeting	100	0
7/24/2020		Meeting	200	595
8/ 1/2020		Sporting Events	40	0
8/ 1/2020		Banquet	300	0
7/31/2020		Meeting	200	0
8/14/2020		Trade Show	1000	40
8/15/2020		Special Events	500	0
8/23/2020		Public Show	600	0
8/24/2020		Convention	2500	0
8/26/2020		Meeting	150	0
8/29/2020		Banquet	500	0
8/27/2020		Special Events	500	0
9/ 2/2020		Convention	2000	600
9/ 3/2020		Meeting	700	50
9/ 5/2020		Special Events	600	0
9/ 1/2020		Convention	200	989
9/ 9/2020		Convention	2000	1200
9/12/2020		Trade Show	1500	0
9/12/2020		Meeting	700	0
9/12/2020		Meeting	1700	0
9/12/2020		Special Events	600	0
9/ 7/2020		Trade Show	1000	400
9/18/2020		Trade Show	1200	0
9/18/2020		Special Events	500	0
9/19/2020		Meeting	1000	0
9/20/2020		Special Events	600	0
9/20/2020		Sporting Events	200	0
9/22/2020		Convention	800	50
9/24/2020		Meeting	500	0
9/27/2020		Meeting	500	0
9/27/2020		Public Show	2500	0
10/03/2020		Public Show	2500	0
10/03/2020		Special Events	600	0
10/03/2020		Banquet	1000	0
10/05/2020		Convention	1500	900
10/07/2020		Meeting	200	0
10/10/2020		Public Show	2500	0
10/09/2020		Meeting	1200	335
10/10/2020		Special Events	500	0
10/11/2020		Public Show	1000	0
10/12/2020		Trade Show	1500	150
10/14/2020		Public Show	3000	1937
10/24/2020		Meeting	2500	0
10/23/2020		Meeting	200	0
10/27/2020		Meeting	400	547
10/30/2020		Public Show	2500	0

July 2021 TID Monthly Convention Calendar
CONFIDENTIAL

Event Date	Event Name	Nature of Event	Attendance Per Session	Hotel Rooms Required
10/30/2020		Banquet	1300	0
11/01/2020		Special Events	300	0
11/02/2020		Trade Show	2500	600
11/06/2020		Meeting	400	0
11/13/2020		Meeting	300	250
11/17/2020		Meeting	600	0
11/18/2020		Trade Show	2500	0
11/18/2020		Meeting	800	0
11/21/2020		Banquet	1000	0
11/22/2020		Special Events	400	0
11/26/2020		Meeting	200	0
12/03/2020		Meeting	1000	0
11/30/2020		Convention	2000	2,820
12/05/2020		Special Events	500	0
12/10/2020		Special Events	300	0
12/10/2020		Banquet	600	0
12/12/2020		Meeting	800	0
12/12/2020		Banquet	1800	0
12/19/2020		Banquet	200	0
12/20/2020		Special Events	500	0
12/26/2020		Meeting	300	120
1/ 8/2021		Meeting	200	315
1/10/2021		Sporting Events	1000	0
1/16/2021		Meeting	200	280
1/22/2021		Meeting	200	418
2/ 4/2021		Meeting	600	0
2/ 2/2021		Convention	1000	600
2/ 6/2021		Trade Show	800	0
2/ 5/2021		Meeting	1000	0
2/ 8/2021		Meeting	500	0
2/ 9/2021		Convention	2500	950
2/12/2021		Meeting	1000	0
2/16/2021		Public Show	7000	2145
2/22/2021		Meeting	500	0
2/26/2021		Meeting	1	0
3/ 6/2021		Convention	2100	2500
3/11/2021		Special Events	500	0
3/11/2021		Convention	1200	850
3/11/2021		Meeting	1000	0
3/13/2021		Banquet	1000	0
3/19/2021		Sporting Events	3000	2700
3/19/2021		Meeting	325	0
3/22/2021		Meeting	1000	0
3/22/2021		Meeting	2000	1150
3/27/2021		Meeting	600	0
3/26/2021		Meeting	200	326
4/ 8/2021		Convention	1500	1543
4/13/2021		Convention	2500	1170
4/16/2021		Sporting Events	500	0
4/24/2021		Public Show	2500	0

July 2021 TID Monthly Convention Calendar
CONFIDENTIAL

Event Date	Event Name	Nature of Event	Attendance Per Session	Hotel Rooms Required
4/23/2021		Meeting	200	468
5/11/2021		Trade Show	1500	0
5/14/2021		Meeting	1000	350
5/27/2021		Meeting	200	300
6/ 1/2021		Convention	0	900
6/14/2021		Convention	2500	200
6/17/2021		Meeting	200	400
6/26/2021		Banquet	800	30
7/ 2/2021		Convention	800	1505
6/30/2021		Meeting	1000	1265
7/ 6/2021		Trade Show	4000	2690
7/13/2021		Convention	200	1000
7/18/2021		Meeting	400	600
8/ 6/2021		Meeting	400	200
8/31/2021		Meeting	900	0
9/ 7/2021		Convention	1200	1500
9/11/2021		Meeting	300	0
9/15/2021		Convention	800	1100
9/15/2021		Meeting	800	1010
10/14/2021		Meeting	200	395
10/13/2021		Trade Show	3000	1937
11/05/2021		Meeting	145	0
11/12/2021		Meeting	800	240
11/18/2021		Convention	2000	800
1/15/2022		Meeting	200	280
1/21/2022		Meeting	1200	0
1/28/2022		Meeting	1000	0
2/11/2022		Meeting	200	600
2/25/2022		Meeting	100	0
3/ 3/2022		Convention	1500	1400
3/ 4/2022		Convention	200	1447
3/25/2022		Meeting	200	600
4/15/2022		Meeting	2000	0
4/13/2022		Convention	5000	1550
4/29/2022		Meeting	200	600
5/13/2022		Meeting	200	600

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EXHIBIT B
PERFORMANCE MEASURES

A. KEY PERFORMANCE INDICATORS (KPIs)

Contractor shall be responsible for performing sales and marketing activities that increase visitation, group activity at the Convention Center, room night consumption, and the economic impact associated with increased tourism activity in Santa Clara. Exhibit B defines the KPIs to measure the Contractor's performance and the weighted percentage assigned to each KPI ("Weighted Percentage"). The development of specific goals to be assigned from year to year to each KPI shall be developed in alignment with the *Convention Center Booking Policy Guidelines* (Exhibit E), in good faith between the City and Contractor and may evolve and vary from what is described below. If the Parties do not agree on new goals, the previously agreed to goal shall remain in effect. The Contractor shall be responsible for reporting on and producing agreed upon results in the following areas:

1. Event Mix

- 1.1. A Center optimization exercise shall be completed to determine the target mix of convention/meeting types (P1, P2, P3, etc.) that will deliver the best financial and economic results for the City. Optimization indicates how effectively the physical space at the Center is utilized.
- 1.2. Event Mix targets shall be established with the Contractor based on the output of the optimization exercise. Contractor shall develop a model that shows how many P1, P2, P3, etc. events are optimal for the Center annually and a multiyear approach to achieve the optimal business mix as determined by the optimization exercise.
- 1.3. Contractor shall be evaluated on its rate of success in meeting annual event mix targets. This is calculated by dividing the actual number of events with the target number of events, multiplied by 100, for a percentage success rate. This calculation shall be applied to each event type (P1, P2, P3, etc.) in the Event Mix. The average percentages of all the P1, P2, P3, etc., combined will determine the overall success rating.
- 1.4. The assigned Weighted Percentage for this category is 10%.

2. Number of Definite Events

- 1.1. A "definite" event is a future event confirmed with a signed executed contract between an authorized agent of the event organizer and the Convention Center and at least one TID lodging business for event room blocks.
- 1.2. A target number of definite P1 and P2 events shall be established with the Contractor. Per the *Convention Center Booking Policy Guidelines*, P1 and P2 events are defined as follows:

Priority	Peak Room Nights	Combined Building Spend	Economic Impact	Convention Center Impact	Community Impact	Booking Window
Priority 1 (full center user)	1,100 rooms on peak or greater	\$1,000,000+	High	High	Medium	18+ months
Priority 2	600-1,099 rooms on peak	\$750,000-\$1,000,000	High	Medium	Low	13-18 months

1.3. Contractor shall track all events P1 through P6; however, Contractor shall be evaluated on its rate of success in meeting the target number of definite P1 and P2 events. This is calculated by dividing the actual number of definite P1 and P2 events by the target number of definite P1 and P2 events, multiplied by 100, for a percentage success rate.

1.4. The assigned Weighted Percentage for this category is 15%.

3. Convention Center Gross Revenue

3.1. It is expected that P1 and P2 events will generate a certain level of Gross Revenue at the Convention Center. Contractor shall establish target revenue projections for P1 and P2 events in accordance to the *Convention Center Booking Policy Guidelines* and by using historical information of group/client actual event spend including rental, food and beverage services, audio-visual services, information technology services and other event related services.

3.2. Contractor shall be evaluated on its rate of success in meeting revenue projections. This is calculated by dividing actual revenue by the revenue goal, multiplied by 100, for a percentage success rate.

3.3. The assigned Weighted Percentage for this category is 15%.

4. Number of Room Nights Booked

4.1. The total number of room nights booked is the total number of rooms blocked at Santa Clara lodging businesses for a P1 or P2 event, multiplied by the number of nights each room is reserved.

4.2. The target number of room nights blocked shall be established in accordance to the *Convention Center Booking Policy Guidelines* and by using group/client room block history.

4.3. Contractor shall be evaluated on its rate of success in meeting target number. This is calculated by dividing the actual number of room nights booked by the target number, multiplied by 100, for a percentage success rate.

4.4. The assigned Weighted Percentage for this category is 10%.

5. Number of Room Nights Consumed

5.1. The total number of nights consumed is the total number of rooms occupied at Santa Clara lodging businesses for a P1 or P2 event, multiplied by the number of nights each room is occupied.

5.2. The target number of room nights consumed will be validated by Santa Clara lodging businesses providing reports to Contractor with supporting client data.

5.3. Contractor shall be evaluated on its rate of success in meeting the target number. This is calculated by dividing the actual number of room nights consumed by the target number, multiplied by 100, for a percentage success rate.

5.4. The assigned Weighted Percentage for this category is 5%.

6. Number of Weeks Impacted

- 6.1. Defined as the number of weeks throughout the year where a P1 event, citywide or a combination of events positively impacts the host destination's local economy.
- 6.2. Using the Convention Center calendar and the target number of P1 events, Contractor shall establish the target number of weeks impacted by P1 events.
- 6.3. Contractor shall be evaluated on its rate of success in meeting target number of weeks impacted. This is calculated by dividing the actual number of weeks impacted by the target number of weeks impacted, multiplied by 100, for a percent success rate.
- 6.4. The assigned Weighted Percentage for this category is 15%.

7. Customer Service Survey Results

- 7.1. Customer service is the direct interaction and assistance provided by Contractor to individuals or groups looking to hold an event in Santa Clara.
- 7.2. Customer service satisfaction surveys shall be administered by a third-party administrator to Convention Center meeting planners, clients and attendees. The survey instrument shall measure the overall customer satisfaction with the Contractor's performance in providing services and survey results shall be provided directly to City.
- 7.3. City shall establish the target overall satisfaction rating with Contractor. Contractor shall be evaluated on its rate of success on meeting the target rating. This is calculated by dividing the actual overall rating by the target overall rating, multiplied by 100, for a percent success rate.
- 7.4. The assigned Weighed Percentage for this category is 10%.

8. Prospects

- 8.1. Prospects are any person or entity that is potentially interested in booking an event at the Convention Center.
- 8.2. Contractor shall develop and maintain a Customer Relations Management System (CRMS), a database of prospects, and engage in sales activities to convert potential customers to current customers.
- 8.3. The target number of prospects shall be determined by the optimization process and Contractor shall be evaluated on the number new prospects Contractor adds to the CRMS. Contractor shall be evaluated on its rate of success on meeting the target number for new prospects. This is calculated by dividing the actual overall number of prospects by the target overall number of prospects, multiplied by 100, for a percent success rate. (Weighted Percentage = 10%)
- 8.4. Contractor shall be evaluated on the prospect conversion rate which will be based upon industry conversion averages. The conversion rate is calculated by dividing the total number of definite events by the actual number of prospects. (Weighted Percentage = 5%)
- 8.5. The total assigned Weighted Percentage for this category 15%.

9. Economic Impact

- 9.1. Defined as the total value of an event, including indirect spending, on the host destination's local economy over and above the original direct spending.
- 9.2. The target economic impact of the P1 and P2 events booked by Contractor will be established using the Economic Impact Calculator (EIC), an industry standard for measuring how events impact destinations.
- 9.3. After an event takes place, the economic impact will be recalculated by inputting actual event information in the EIC. Contractor shall be evaluated on its rate of success on

meeting the target economic impact goal. This is calculated by dividing the actual economic impact by the target economic impact, multiplied by 100, for a percent success rate.

9.4. The assigned Weighted Percentage for this category is 5%.

B. KPI SCORECARD

Contractor must achieve a minimum aggregate Scorecard of 85 points (85%) annually. The points for attainment of targets within each category are calculated on a proportionate basis. The City shall meet monthly with Contractor to monitor and assess the Contractor’s progress toward achievement of the performance goals, including review of sales and marketing activity.

Example Calculation of Performance Measures

Key Performance Indicator	Target	Actual	% Success Rate	Weight	Score
Event Mix	-	-	106%	10%	10.6
Number of P1 events	3	1	33.33%	-	-
Number of P2 events	7	3	42.9%	-	-
Number of P3 events	23	15	150%	-	-
Number of P4 events	12	20	150%	-	-
Number of P5 events	25	30	120%	-	-
Number of P6 events	20	28	140%	-	-
Number of Definite Events	5	4	80%	15%	12.00
Convention Center Revenue	\$4 million	\$3.75 million	93.75%	15%	14.06
Number of Room Nights Booked	10,000	8,500	85%	10%	8.50
Number of Room Nights Consumed	12,000	9,250	77.08%	5%	3.84
Number of Weeks Impacted	4	2	50%	15%	7.50
Customer Service Survey Results	85%	88%	103.5%	10%	10.35
Prospects	-	-	-	15%	17.06
Number of Prospects	100	130	130%	10%	13.00
Prospect Conversion Rate	20%	16.5%	81.25%	5%	4.06
Economic Impact	\$2 million	\$1.8 million	82.5%	5%	4.13
Scorecard Total					88.04

C. GOAL SETTING

Throughout the Term of the Agreement, Contractor shall lead an annual goal setting process related to the contractual metrics that includes a defined internal process and the participation of the City, TID lodging businesses, and the Center operator and food and beverage provider. Contractor shall develop an annual calendar showing when the agreed upon goal setting steps will be accomplished and the City will be made aware of all meetings to execute the goal setting process. The goal setting process shall include a review of sales activity and discussions on need periods, targeted vertical markets and underperforming markets.