

**SANTA CLARA TOURISM IMPROVEMENT DISTRICT  
REGULAR MEETING – AGENDA**

September 16, 2021, 8:00 a.m.

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**\*COVID-19 NOTICE\***

*Pursuant to the provisions of California Governor’s Executive Order No. N-29-20, issued on March 17, 2021, to prevent the spread of COVID-19, the Santa Clara Tourism Improvement District has implemented methods for the public to participate remotely.*

*The public can participate remotely via Zoom: <https://zoom.us/j/98657340279>, Meeting ID: 986 5734 0279 or by phone: 1 (669) 900-6833.*

**Call to Order**

**Roll Call**

**Public Comments**

Public comment for items not on the Agenda.

**Consent Calendar**

*Items listed in the Consent Calendar section are considered routine by the Santa Clara Tourism Improvement District (TID) and will be adopted by one motion. There will be no separate discussion of the items on the Consent Calendar unless discussion is requested by a member of the TID, staff or public. If discussion is requested, that item will be removed from the section entitled Consent Calendar and will be considered under Consent Items Pulled for Discussion.*

**1. Action on the Minutes of:**

- Santa Clara Tourism Improvement District – July 15, 2021
- Santa Clara Tourism Improvement District – August 19, 2021

**Consent Items Pulled for Discussion**

**Public Presentations**

*This item is reserved for persons to address the TID on any matter not on the agenda that is within the subject matter jurisdiction of the TID. The law does not permit action on, or extended discussion of, any item not on the agenda except under special circumstances. The TID or staff may briefly respond to statements made or questions posed and may request staff to report back at a subsequent meeting.*

**General Business – Items for Discussion**

- 2. Update and Discussion on the City of Santa Clara Proposed Transient Occupancy Tax Increase.**
- 3. Introduction of Lotus Marketing Team and Update on the Discover Santa Clara’s Destination Branding Process.**
- 4. Review of Discover Santa Clara’s Monthly Progress Report for August 2021.**

**General Updates**

## **Adjournment**

The next regular scheduled meeting is on October 21, 2021 at 8:00 a.m.

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*\*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](mailto:peter.hart@hilton.com) prior to the meeting.*

### Notice to the 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.*

*In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), the Santa Clara Tourism Improvement District (TID) will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities, and will ensure that all existing facilities will be made accessible to the maximum extent feasible. The Santa Clara TID will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities including those with speech, hearing, or vision impairments so they can participate equally in the Santa Clara TID's programs, services, and activities. The Santa Clara TID will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities.*

*Agendas and other written materials distributed during a public meeting that are public record will be made available by the Santa Clara Tourism Improvement District in an appropriate alternative format. Contact Contact [DSCAdmin@discoversantaclara.org](mailto:DSCAdmin@discoversantaclara.org) with your request for an alternative format copy of the agenda or other written materials.*

*Individuals who require an auxiliary aid or service for effective communication, or any other disability-related modification of policies or procedures, or other accommodation, in order to participate in a program, service, or activity of the Santa Clara TID, should contact the Peter Hart, GM at [peter.hart@hilton.com](mailto:peter.hart@hilton.com) prior as soon as possible before the scheduled event.*

SANTA CLARA TOURISM IMPROVEMENT DISTRICT  
MEETING – MINUTES

July 15, 2021, 8:00 a.m.

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**Call to Order**

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

**Roll Call**

**Present: 4** Peter Hart, General Manager, Embassy Suites  
Eron Hodges, General Manager, Hyatt Regency Santa Clara  
Brent Larkin, General Manager, Plaza Suites  
Jon Siebring, General Manager, Biltmore Hotel

**Absent: 7** Bridgette Burns, General Manager, TownePlace Suites by Marriott  
John D'Agostino, Interim General Manager, Avatar Hotel  
Joe Eustice, General Manager, Hilton Santa Clara (joined at 8:11 a.m.)  
Justin Hart, General Manager, AC Hotel Santa Clara (joined at 8:09 a.m.)  
Alan Mass, General Manager, Hyatt House  
Christopher Sullivan, General Manager, Marriott Santa Clara (joined at 8:09 a.m.)  
Ryan Turner, General Manager, Element Santa Clara

A quorum was not met.

Brent Larkin was introduced as the new general manager at the Plaza Suites. The Plaza Suites is hoping to open in October under a new national brand.

**In Attendance**

Ruth Mizobe Shikada, Assistant City Manager, City of Santa Clara  
Nancy Thome, Assistant to the City Manager, City of Santa Clara  
Dan Fenton, Executive Vice President, JLL  
Bethanie DeRose, Senior Vice President, JLL  
Kelly Carr, General Manager, Spectra  
Christopher Hamilton, General Manager, Levy  
Ariel Alvero, Spectra  
Elaine Rapajon, Levy  
Jasmine Suchoski, Discover Santa Clara  
Mark Evans, Marriott 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 Santa Clara Tourism Improvement District Advisory Board.
  - Regular Meeting – May 20, 2021
  - Regular Meeting – June 17, 2021

There was no action as a quorum was not met.

### **Consent Items Pulled for Discussion**

None

### **General Business – Items for Discussion**

2. Introduction of Discover Santa Clara Administrative Assistant Jasmine Suchoski.

Eron Hodges introduced Jasmine Suchoski. Jasmine recently joined Discover Santa Clara to provide part-time administrative support. Her duties will primarily focus on assisting with updating the CRM database system.

Justin Hart joined the meeting at 8:09 a.m.

Christopher Sullivan joined the meeting at 8:09 a.m.

Joe Eustice joined the meeting at 8:11 a.m.

A quorum was met.

The group took action on the Consent Calendar.

**A motion was made by Christopher Sullivan, seconded by Joe Eustice, to approve the Consent Calendar. Motion passed unanimously (7-0).**

3. Review of Discover Santa Clara Monthly Sales Progress Report for June 2021.

Dan Fenton provided an overview of the June progress report. The sales team has been working on consolidating information for reporting in the CRM, 50 new prospects were added and for P3-P5's, the team is almost at 80% of the goal for the number of prospects they want to be working on.

Joe Eustice indicated he would like to see the percent of prospect-to-tentative-to-definite month to month; the movement towards booking definites. Christopher Sullivan requested more information on whether prospects are reactive or proactive. Eron Hodges suggested a summary page be added to display the compilation of data on one slide.

Dan Fenton indicated that a new slide was added to the report to show lost business and more work will be done to categorize the reasons the business was lost. Joe Eustice and Eron Hodges indicated they would like to also know the amount of the potential TID and TOT contribution was on lost events.

4. Review of Lost Business and Future Bookings at the Santa Clara Convention Center.

Ariel Alvero and Elaine Rapajon shared a couple of examples of recently lost business. Attendees

discussed strategies to prevent lost event and ways to improve communication between the hotels and the Convention Center staff. The hotels also shared their desire to host the CCJW events in the future.

**5. Update on the Santa Clara Convention Center Refresh Project**

Kelly Carr reported the glass replacement project will be completed next week, the notice to proceed was issued to the paint contractor, the PO was issued for flooring, and a request for bid for the construction contractor was released.

**General Updates**

Eron Hodges reported the DMO will be working on hiring sales staff and the DMO is currently in contract negotiations with the marketing contractor.

**Adjournment**

The meeting adjourned at 9:25 a.m. The next regular scheduled meeting is on August 19, 2021 at 8:00 a.m.

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**SANTA CLARA TOURISM IMPROVEMENT DISTRICT  
REGULAR MEETING – MINUTES**

August 19, 2021, 8:00 a.m.

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**Call to Order**

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

**Roll Call**

**Present: 4** Joe Eustice, General Manager, Hilton Santa Clara  
Peter Hart, General Manager, Embassy Suites  
Eron Hodges, General Manager, Hyatt Regency Santa Clara  
Christopher Sullivan, General Manager, Marriott Santa Clara

**Absent: 7** Bridgette Burns, General Manager, TownePlace Suites by Marriott  
John D’Agostino, Interim General Manager, Avatar Hotel  
Justin Hart, General Manager, AC Hotel Santa Clara (joined at 8:09 a.m.)  
Brent Larkin, General Manager, Plaza Suites (joined at 8:04 a.m.)  
Alan Mass, General Manager, Hyatt House  
Jon Siebring, General Manager, Delta by Marriott  
Ryan Turner, General Manager, Element Santa Clara

A quorum was not met.

**In Attendance**

Ruth Mizobe Shikada, Assistant City Manager, City of Santa Clara  
Nancy Thome, Assistant to the City Manager, City of Santa Clara  
Dan Fenton, Executive Vice President, JLL  
Bethanie DeRose, Senior Vice President, JLL  
Juliet Vasquez, Associate, JLL  
Kelly Carr, General Manager, Spectra  
Christopher Hamilton, General Manager, Levy  
Ariel Alvero, Spectra  
Elaine Rapajon, Levy  
Jasmine Suchoski, Discover Santa Clara  
Melissa Belluomini, Marriott Santa Clara

**Public Comments**

There were no public comments.

Brent Larkin joined the meeting at 8:04 a.m.

**Consent Calendar**

*Matters listed in the Consent Calendar section will be considered routine by the Santa Clara Tourism Improvement District 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**

## **General Business – Items for Discussion**

### **1. Verbal Update on Discover Santa Clara Sales Activity.**

Dan Fenton provided an overview of the July progress report. The sales team continues to build the prospected database and 22 new prospects, 23 new tentatives and 14 new definites were added.

Joe Eustice reported he attended the Economic Development, Communications and Marketing Committee Meeting yesterday where council members asked for the return on investment and for more information on the definites. Eron Hodges asked if it was possible to get more of a breakdown for the definites; how many are P1, P2, etc. and a comparison of hotel versus Center impact. Dan Fenton indicated he will have a sample reporting packet to share that will have some of this information included and the team is still working on developing the report. Dan Fenton added they continue to look at business mix and the goal is to see growth in the P1 and P2 areas. Currently there are no P1 or P2 definites.

Eron Hodges asked what reasons were included in the 25% of lost business. Bethanie DeRose indicated that more categories were added so 'other' will decrease. One usual reason it is placed in 'other' category is because the client did not disclose a reason.

Eron Hodges asked the sales team if they are seeing a slow down in events or interest due to the Delta variant. Kelly Carr indicate they are not seeing a slow down at the Convention Center; however, anticipate that they may see a few groups drop off the calendar. Elaine Rapajon shared she is seeing that corporate groups are decreasing in size but are still moving forward with events and they are still seeing good leads.

Eron Hodges reported that in his communication with sister hotels, they are seeing cancellations for September and October and stated that more than ever, the teams need to be more aggressive and competitive; the challenge is ADR and not just overall occupancy.

Dan Fenton reported there is an active recruitment process for sales managers that will focus on strictly on P1 and P2 business. Additionally, there will be opportunity for hotel DOS to participate in the interview process.

### **2. Verbal Update on Discover Santa Clara Marketing Activity.**

Dan Fenton reported the DMO has formally secured a marketing firm.

Jon Siebring joined the meeting at 8:29 a.m.

Dan Fenton added that he hopes to have the marketing firm come to a future meeting and present. He reiterated the marketing firm will be focused on group decision makers.

Eron Hodges reported the DMO will also develop a new platform for Discover Santa Clara. This is a new website platform as they move away from Visit Santa Clara.

Jon Siebring reported the Delta by Marriott will be opening September 15 and that he will be retiring towards the end of October.

**3. Discussion on Discover Santa Clara Monthly Reporting Packet for the Santa Clara Tourism Improvement District.**

Juliet Vasquez reported a draft monthly reporting packet has been put together for the TID to review. The reporting packet will consist of 1) Monthly Summary Report (as seen earlier with prospect, tentative and definite numbers); 2) Lost Business Report; 3) Lead Production Report; 4) Pace Report (this will help to identify how the Center is pacing with historical data); and 5) Convention Center Calendar.

It was agreed upon by the group that monthly reporting packets would be distributed the first Friday of the month with follow-up discussion at the internal monthly meetings.

**General Updates**

Brent Larkin reported his hotel is still working on the brand and are looking at opening in Q1 of calendar year 2022.

Joe Eustice reported the Hilton has been back open for one week. They are seeing about the same occupancy. The Hilton was closed for a total of 571 days.

Kelly Carr reported they are in the process of carpeting and painting project. There have been some challenges they are working through. The first event at the Center is October 4.

Assistant City Manager Shikada thanked Joe Eustice for attending the Economic Development, Communications and Marketing Committee Meeting where he represented both the TID and the DMO. The Convention Center sales activity was presented to the council members and was well received by the Committee.

**Adjournment**

The meeting adjourned at 8:54 a.m. The next regular scheduled meeting is on September 16, 2021 at 8:00 a.m.





# *Santa Clara Convention Center*

## **Monthly Sales Progress Report**

**August 2021**



# Sales Meeting Topics



## Discussion Topics:

- Review monthly sales report
  - Prospect activity
  - Tentative conversion
  - Definite conversion
  - Pace to budget
  - Pace to booking goals
  - Lost events by reason
  - SCCC rental revenue
  - SCCC F&B revenue
  - Group economic impact calculation integration

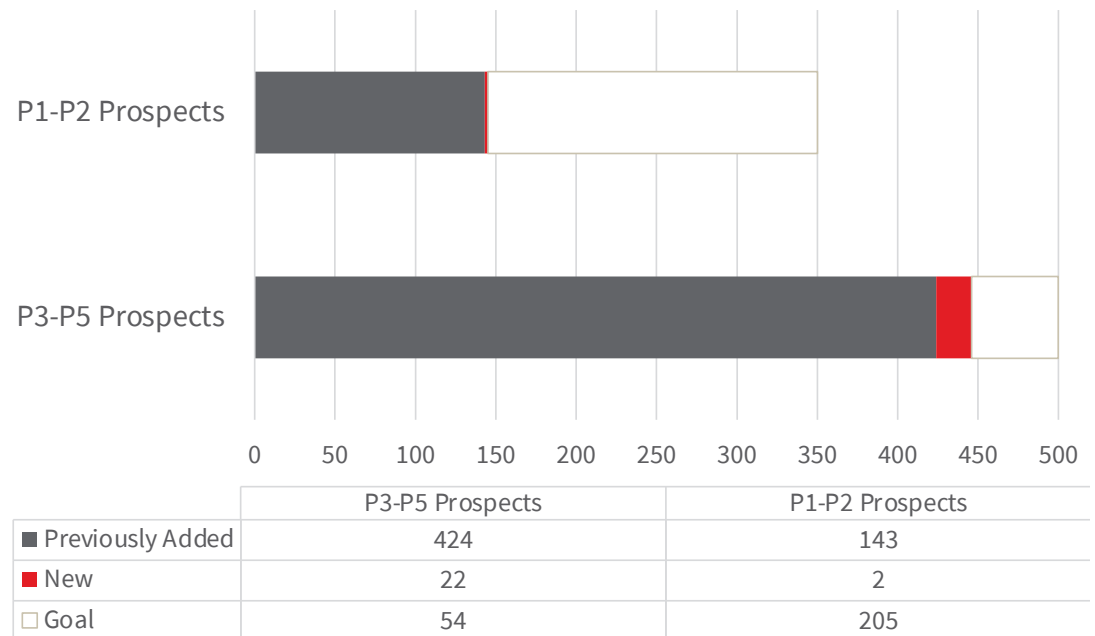
# SCCC Sales Prospects



The sales teams across all partners added **24** new prospects for the SCCC in the month of August.

- There is a goal to add prospects into the sales funnel in the fiscal year for the DMO and SCCC teams.
  - The SCCC teams FY goal is **500**
  - The DMO FY goal is **350**
- The SCCC team achieved **89%** of its annual goal
- The DMO team has achieved **41%** of its annual goal
- New prospects added represent:
  - Over 12,500 room nights and 21,300 attendees
  - \$676,057 in SCCC rental revenue
  - \$1,455,000.00 in SCCC F&B revenue
- Economic Impact
  - To be added for months going forward

Total Prospect Funnel



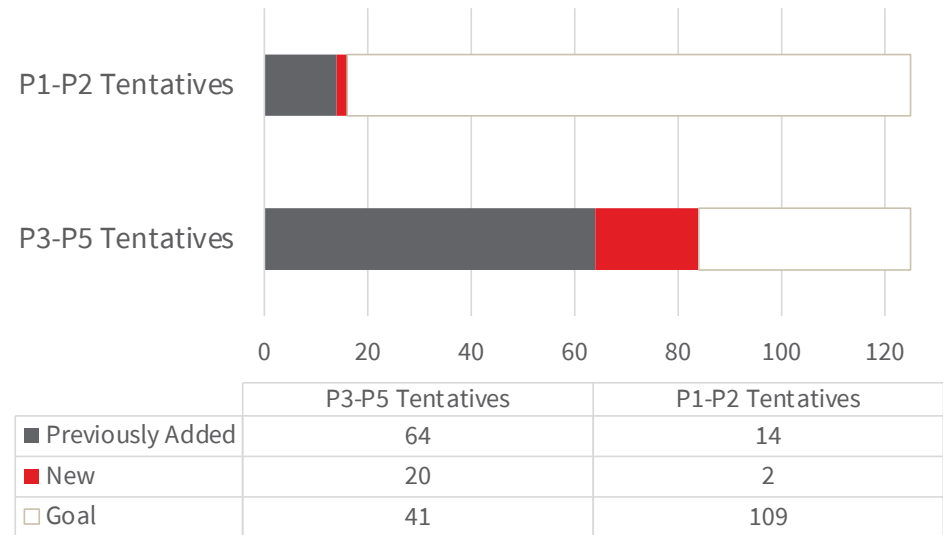
# SCCC Sales Tentative Events



The sales teams across all partners added **22** new tentative events for the SCCC in the month of August.

- There is a goal to achieve **125** tentative events in the fiscal year for each team, which equates to **10** total tentative events per month per team.
- The SCCC team achieved **67%** of its annual goal
- The DMO team has achieved **13%** of its annual goal
- The conversion rate from prospect to tentative YTD is just over **10%**.
- There was **19** new definites booked this month.
- Economic Impact
  - To be added for months going forward

Total Tentatives Funnel



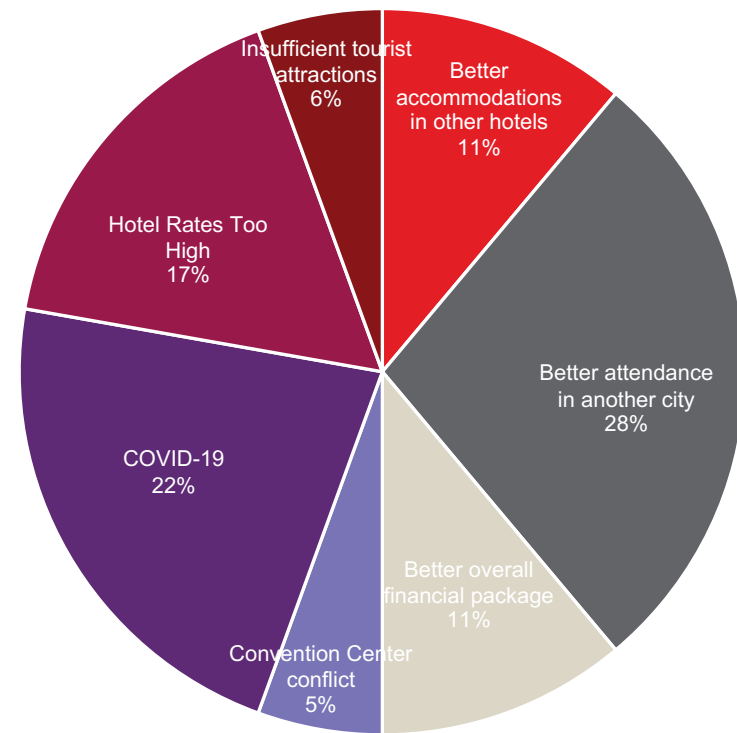
# SCCC Sales Lost Events



## Lost Business by Reason YTD

There were nine pieces of lost business in the month of August.

- The lost business for the month were events that would have occurred in 2021 and 2022.
- The events represented:
  - Over 6,000 room nights
  - \$2,241,826.00 in SCCC revenue (rental + F&B)
  - 7,150 attendees
- Cities/Destinations lost to:
  - San Francisco
  - Sacramento
  - San Diego
  - Anaheim
- Economic Impact
  - To be added for months going forward



# FY Budget Events (consumed in these FY)



Notes on changes:

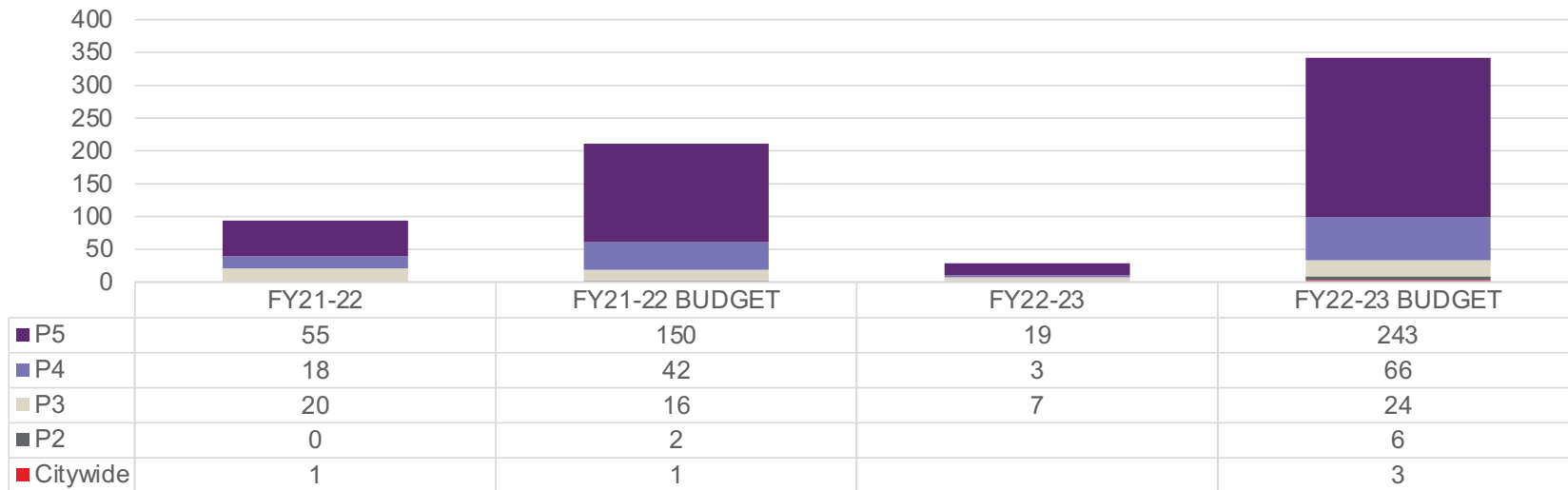
Initial goals set mid December 2020 with assumption of SCCC opening April 1, 2021.

Goals revised March 2021 with new opening date anticipated October 2021.

## Business Mix

38% room night generating events FY21-22 Budget  
 38% Room nights generating events FY22-23 Budget

FY Consumed Budget Events



# Booking Goals (booked for future years)

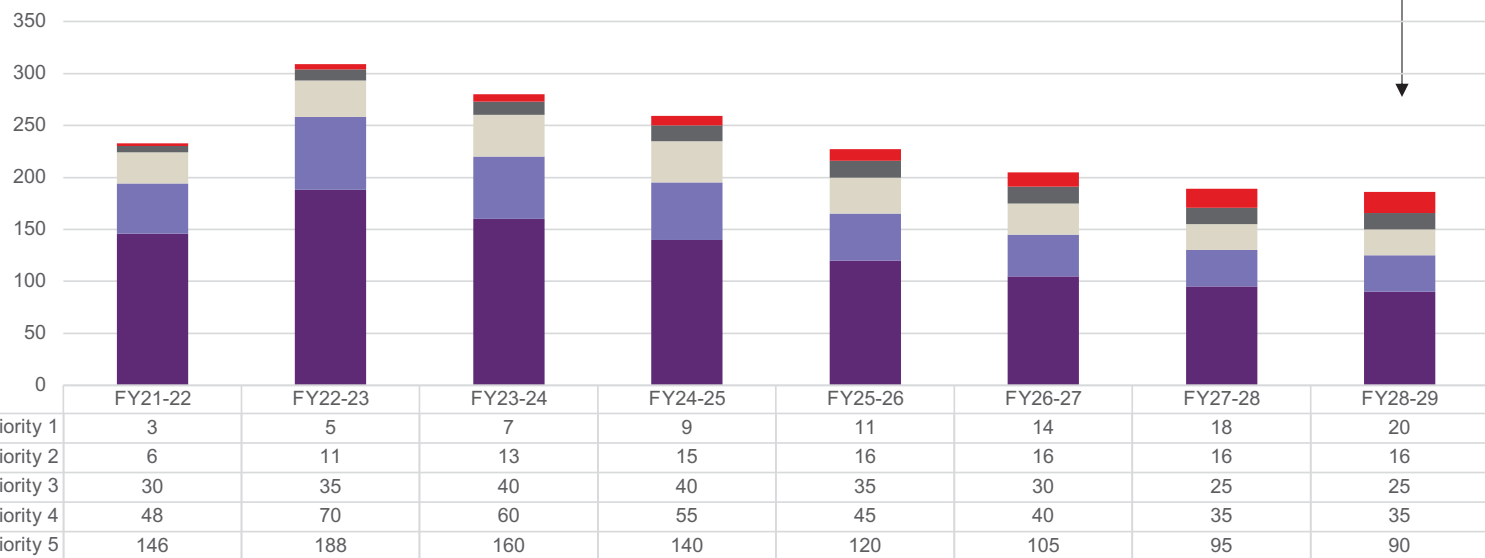


Notes on changes:

- Extended from 5 years to 8 years
- Reduced P1 & P2 booking goals in earlier years
  - Extended ramp up period to stabilize in year-7
- P3-P5 events scale down to normalize as P1-P2 events ramp up

Stabilized year  
Booked & Consumed  
annually from here  
forward

SCCC Path to Booked & Consumed Events Annually  
FY28-29 is Stabilized Year



Booking Goals