

8.1 Amendment to the Agreements with Team San José.

Recommendation:

Adopt a resolution authorizing the City Manager or her designee to negotiate and execute the Third Amendment to an agreement with Team San José to operate the convention center and four cultural facilities and the Second Amendment to an agreement with Team San José to operate as the convention and visitor bureau, for the final five-year option term for the period of July 1, 2024, to June 30, 2029.

CEQA: Not a Project, File No. PP17-003, Agreements/Contracts (New or Amended) resulting in no physical changes to the environment. (Economic Development and Cultural Affairs)



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Nanci Klein

**SUBJECT: AMENDMENT TO THE
AGREEMENTS WITH TEAM
SAN JOSE**

DATE: June 4, 2024

Approved

Date

6/6/24

RECOMMENDATION

Adopt a resolution authorizing the City Manager or her designee to negotiate and execute the Third Amendment to an agreement with Team San Jose to operate the convention center and four cultural facilities and the Second Amendment to an agreement with Team San Jose to operate as the convention and visitor bureau, for the final five-year option term for the period of July 1, 2024 to June 30, 2029.

SUMMARY AND OUTCOME

Approval of this recommendation will enhance the partnership between the City of San José (City) and Team San Jose (TSJ), ensuring the efficient operation of the convention center and cultural facilities while optimizing TSJ's contribution to San José's economy and making San José a known, desirable destination for local, regional, national, and international visitors.

BACKGROUND

TSJ is a nonprofit organization unifying the San José Convention and Visitors Bureau (CVB), hotels, arts, labor, and venues to deliver a high-quality visitor experience. In 2014, the City and TSJ entered into two new agreements. The first was to manage the San Jose McEnery Convention Center, South Hall, and four City-owned theater venues, including the California Theatre, Center for the Performing Arts, Montgomery Theater, and the San Jose Civic Auditorium. The second agreement was to operate as the CVB. Per the San José Municipal Code, the City provides 4.5% of the collected 10% Transient Occupancy Tax to TSJ to operate the City-owned convention and cultural venues and manage the CVB. The Transient Occupancy Tax is collected from visitors to San José hotels.

The City and TSJ contracts require TSJ to submit its annual targets for the following performance measures to be weighted as follows: Economic Impact Measures 40%, Gross

Operating Results 40%, Theatre Performance 10%, and Customer Service Survey Results 10%. The level of the Incentive Fee, set at \$300,000 for its third and final five-year term beginning on July 1, 2024, is based on TSJ's achievement of these measures. The performance targets for TSJ are brought forward each year as a Manager's Budget Addendum for approval as part of the Mayor's June Budget Message. At the end of each calendar year, the City Auditor completes an audit of TSJ's performance for City Council's review and approval.

Both contracts entered in 2014 between the City and TSJ were for a term of five years, with two five-year options to extend. The second of the five-year terms will end on June 30, 2024. In advance of the next and final five-year term, the City and TSJ seek to amend each contract that will end on June 30, 2029. This memorandum identifies and outlines the tenets of the recommended amendments to the two contracts.

ANALYSIS

Since the contracts were first developed in 2014, operational and environmental conditions have evolved. The City seeks to update the two contracts with TSJ to reflect current conditions and goals. Staff from the City and TSJ have identified recommended contractual amendments, as outlined below.

Recommended Amendments to the Two Agreements Between the City and TSJ

Convention Center and Cultural Facilities Management Contract

Convention Center Parking Garage Maintenance and Service

- TSJ provides cleaning and maintenance to the convention center garage, security services, and a TSJ parking liaison staff member who submits event information to the City's Department of Transportation for estimated attendance and rates.
- To provide a safe, clean, and efficient experience for parking garage users, TSJ and the Department of Transportation have agreed to the maintenance and security services that TSJ currently provides. TSJ revisited costs of current and increased services that have been requested of TSJ associated with maintenance, security of, and parking coordination for the parking garage that the City will reimburse additional costs from the General Purpose Parking Fund in the next five-year term.
- These additional expenses are estimated at approximately \$140,000 in Fiscal Year 2024-2025 with annual Consumer Price Index adjustments over the remaining five-year option period.

Renaming the Management Fee and Incentive Fee to Better Describe the Purpose and Use

- TSJ receives an annual Fixed Management Fee of \$1.0 million, which is required to be reinvested into the operations and management of City-owned convention and cultural facilities. Funds may be used for salaries, benefits, insurance, utilities, equipment,

building maintenance, and other purposes necessary for the management and operation of the facilities. Although designated for the same uses, the Fixed Management Fee is structured as a separate, baseline payment to TSJ, distinguished from the residual costs to manage and operate the facilities that have historically been subsidized by the Convention and Cultural Affairs Fund through Transient Occupancy Tax revenues.

- To clarify, this distinction as a baseline level of funding apart from the net subsidized costs for facilities management and operation, the Fixed Management Fee is recommended to be renamed to “Fixed Minimum Guarantee of Funding.”
- Additionally, when TSJ meets City Council-approved performance targets, it receives a performance-based Incentive Fee that may be flexibly used for internal expenses, such as legal costs, employee holiday events, and sponsorships. These funds are deposited into TSJ’s corporate account and uses are subject to the TSJ board’s approval.
- To better reflect that funds are awarded based on actual performance relative to the approved performance metrics, the Incentive Fee is recommended to be renamed to “Performance-Based Fee.”

Addition of Force Majeure Language

- The COVID-19 pandemic revealed the need for a *force majeure* clause to be implemented during extraordinary operating conditions when TSJ’s operations and subsequent performance measures would be suspended.
- In the case of a *force majeure* qualifying event, TSJ will not default on its contracts due to suspended operations until the qualifying event has been resolved.

Deadlines for TSJ Capital and Operating Budget Submissions to the City

- It is recommended that the annual deadlines for TSJ’s budget submissions be aligned to reflect the below current budget development timelines and operational realities:
 - Revising the submission date for new capital improvement project requests and TSJ’s initial capital improvement plan recommendations to January 15 of each year; and
 - Revising the submission date for TSJ’s proposed operating budget for convention and cultural facilities to March 15 of each year, to align with the annual release of the City’s Five-Year Forecast and Revenue Projections and most recent projections of Transient Occupancy Tax funding, affording adequate time for TSJ response.

Revisit Estimated Economic Impact Formulas

- Per the contract, TSJ has been using a formula from an outdated 2009 study to calculate the Estimated Economic Impact of performing arts events. The 2009 study identified the per attendee spending amount as \$18.01 per event day.
- Released in November 2023, the most recent Americans for the Arts’ Arts and Economic Prosperity in San José Study identified the average amount spent for all attendees at \$43.88 per event day. This study is updated every five years.

- It is recommended that the contract be amended to a daily rate of \$43.88 per event day to accurately represent the economic impact of the arts sector at TSJ-managed theaters attracting regional audiences.

Updating Language Related to Current Practices

- In some instances, the agreements reference out-of-date committees, names, working groups, and practices within the City Auditor's Office.
- The Administration, City Auditor's Office, and TSJ seek to update these sections to reflect current conditions and practices.

Further Detailed Reporting on TSJ-managed Theater Attendance

- As part of the recommended changes to the convention and cultural facilities management agreement, while maintaining a singular performance measure for the estimated economic impact, TSJ will also report further details on how that economic impact is distributed between convention center events and theater events.
- These details will be part of the semi-annual reports to the City's Community and Economic Development Committee.

CVB Contract

Marketing: TSJ to Lead a New Collaborative Marketing Effort to Bring Visitors to San José

- As a new service in the CVB contract, Visit San Jose will lead a new collaborative marketing group comprised of stakeholders, such as the San Jose Downtown Association, San Jose Sports Authority, the San José Mineta International Airport, the Hotel Business Improvement District, and others, as appropriate. This group will collectively develop a coordinated (or jointly informed) destination, regional, and local marketing effort that will be executed by the different stakeholders.
- Meetings will be convened at least quarterly. An outcome may include collaboration on collateral, imagery, and strategic marketing initiatives.
- TSJ will present this coordinated approach at its semi-annual updates to the City's Community and Economic Development Committee.
- TSJ campaign information will be shared with partners as developed to maximize opportunities to leverage marketing resources.
- TSJ will meet twice a year with local businesses to hear directly how businesses can prepare for and benefit from TSJ/CVB activities. For example, in anticipation of increased demand for hospitality services, when a large convention is scheduled, employers may choose to increase staffing.
- TSJ brings people from outside the area and fills hotel rooms as well as local and regional visitors to the theaters and facilities managed by TSJ. As such, factors that calculate some performance metric(s), such as the Estimated Economic Impact measure, adopted annually as part of the Operating Budget, will be further disaggregated to demonstrate local and regional activity to the four City-owned theaters managed by TSJ to highlight TSJ's efforts in the areas of international, national, regional, and local visitor attraction.

- TSJ will report on technology-informed data, such as cell phone and credit card usage, to track visitor trends and compare them over time. This information will assist TSJ in targeting customers and visitors. These details will be part of the semi-annual reports to the City's Community and Economic Development Committee.

Designate TSJ as the CVB through a Grant of Authority Clause

- While TSJ is the designated CVB for the City, the CVB contract does not explicitly state this. In this role, doing business as Visit San Jose, TSJ is responsible for promoting San José and attracting visitors, conventions, meetings, and events.
- TSJ provides information, assistance, and resources to visitors and event planners to enhance tourism and economic development in San José.
- This does not preclude the City from investing in additional efforts to bring people to San José to experience its offerings, such as events and venues.

EVALUATION AND FOLLOW-UP

In addition to the semi-annual presentation to the Community and Economic Development Committee, the City Auditor will annually audit TSJ's performance and report findings to the City Council.

COST SUMMARY/IMPLICATIONS

The recommended amendments are estimated to increase costs reimbursed to TSJ from the General Purpose Parking Fund by \$140,000 in Fiscal Year 2024-2025. These costs are currently incurred by TSJ as a component of convention center operations, subsidized by the Convention and Cultural Affairs Fund. Barring a change in the scope and cost of these activities, the increased reimbursement from the General Purpose Parking Fund results in a corresponding decrease in the level of subsidy required from the Convention and Cultural Affairs Fund.

COORDINATION

This memorandum has been coordinated with the City Attorney's Office, the City Manager's Budget Office, and the Department of Transportation.

PUBLIC OUTREACH

This memorandum will be posted on the City's Council Agenda website for the June 18, 2024 City Council meeting.

HONORABLE MAYOR AND CITY COUNCIL

June 4, 2024

Subject: Amendment to the Agreements with Team San Jose

Page 6

COMMISSION RECOMMENDATION AND INPUT

No commission recommendation or input is associated with this action.

CEQA

Not a Project, File No. PP17-003, Agreements/Contracts (New or Amended) resulting in no physical changes to the environment.

PUBLIC SUBSIDY REPORTING

This item does not include a public subsidy as defined in section 53083 or 53083.1 of the California Government Code or the City's Open Government Resolution.

/s/

Nanci Klein

Director of Economic Development
and Cultural Affairs

For more information, please contact Kerry Adams Hapner, Assistant Director of Economic Development and Cultural Affairs, at kerry.adams-hapner@sanjoseca.gov.



Memorandum

TO: CITY COUNCIL

FROM: Mayor Matt Mahan
Councilmember David Cohen
Councilmember Dev Davis
Councilmember Pam Foley

SUBJECT: SEE BELOW

DATE: 06/14/2024

APPROVED

Date: 06/14/2024

SUBJECT: AMENDMENT TO THE AGREEMENT WITH TEAM SAN JOSE

RECOMMENDATION

Approve the Team San José (TSJ) Contract Extension and:

1. Direct the City Attorney to research and return to the Council in Closed Session before March 2025 with a full range of options to amend the agreement prior to the conclusion of the five-year term.
2. Direct the City Manager to:
 1. Research and analyze how TSJ's performance metrics compare to other cities with similar venues and how they align with our current desired outcomes for economic development and downtown vibrancy.
 2. Assess the feasibility of marketing San José more effectively to diverse audiences, including local, regional, statewide, and national markets.
 3. Conduct a Request for Information (RFI) within the next three years to better inform a future Request for Proposal (RFP).
 4. Using industry knowledge captured from the RFI, release an RFP at least 18 months before the final 5-year option with TSJ expires—ensuring the process is

competitive and potential bidders can bid on subsections of operations separately, such as theater operations, Convention and Visitors Bureau, and convention operations and management.

3. Direct the City Manager to create a 2026 working group that includes Team San Jose, the Office of Economic Development and Cultural Affairs, and other arts, business, community, and labor stakeholders, as well as the Mayor's office, District 3 Council Office, and District 6 Council Office.

BACKGROUND

Team San José (TSJ) was established in 2004 as the City of San José's marketing and event venue operations arm. They've been tasked with promoting the city as a premier destination for conventions and events. The organization manages several key venues, including the San José McEnergy Convention Center and local theaters.

We recommend the City Attorney research and present options for amending our agreement with TSJ to the Council in Closed Session. We remain unconvinced that the modifications in this agreement will achieve our desired outcomes. As San José continues to recover, it's crucial to elevate our tourism industry by demanding the best from Team San José and remaining optimistic about achieving our desired outcomes.

Now, more than ever, we need enhanced coordination between TSJ and our numerous partners. TSJ has agreed to further leverage partner organizations like the San José Downtown Association, San José Chamber of Commerce, Office of Cultural Affairs, San José Airport, the San José Sports Authority, and others to host meaningful events and market the city more successfully to external audiences.

As we look towards 2026, San José expects a massive economic boost from Super Bowl 60, March Madness, and the FIFA World Cup. According to the Bay Area Host Committee's Economic Impact Report, Super Bowl 60 and the FIFA World Cup are projected to generate over half a billion dollars in economic impact for Santa Clara County alone. With the City's, other stakeholders, and TSJ's support we aim to ensure every sports enthusiast in 2026 knows to fly, play, and stay in San José.

Considering this is TSJ's last remaining 5-year option, we should start laying the groundwork for a RFI that can garner valuable information from the broader convention and visitor bureau community and other stakeholders. An RFI will help us discover new opportunities and innovations that can shape project scope, program structure, and vendor expectations in the RFP design. Proceeding with an RFI in year three will allow enough time to gather relevant information and move forward with a strategic RFP before TSJ's contract expires.

Staff should consider finding answers to the following questions through the RFI process:

1. Can another entity help lower the overall cost for convention center and theater event planners to contract with San José venues?
2. Is there increased interest and value in separating the operating and management contracts for just some or all the four city-owned theater venues?

3. Does another entity have a unique strategy for increasing Transient Occupancy Tax revenues?
4. Can another entity more effectively enhance marketing efforts for the City of San José, with the primary goal of establishing its world-class facilities on the global stage?
5. How might other entities effectively communicate to the local business community about vending opportunities or an expected increase in business demand during major events?

Further, we should consider refining or significantly altering the weighted metrics we use to evaluate Team San José, including outcomes related to marketing, hotel tax revenues, and venue operations. The current metrics were last modified in 2017 with different outcomes in mind that may no longer reflect our goals of showcasing San José locally, nationally, and internationally.

Our recommendations seek to thoroughly explore if and how we can improve our partnership with TSJ and identify which entity can take San José venue operations and destination marketing to the next level. While Team San José continues to offer valuable assistance, we anticipate gaining more clarity following the completion of the City Attorney's research and after the RFI and RFP processes conclude.



COUNCIL AGENDA: 6/18/24
FILE: 24-147357
ITEM: 8.1

Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Councilmember Torres

SUBJECT: SEE BELOW

DATE: June 18, 2024

Approved

Date: 6/18/24

SUBJECT: AMENDMENT TO THE AGREEMENT WITH TEAM SAN JOSE

RECOMMENDATION

1. Accept the staff recommendation to adopt a resolution authorizing the City Manager or her designee to negotiate and execute the Third Amendment to an agreement with Team San José to operate the convention center and four cultural facilities, and the Second Amendment to an agreement with Team San José to operate as the convention and visitor bureau, for the final five-year option term from July 1, 2024, to June 30, 2029.
2. Accept recommendations 2.1, 2.2, and 3 in the Mayor, Councilmember Davis, Cohen, and Foley Memo.
3. Amend item 2.4 to read "Using industry knowledge captured from the RFI, release an RFP at least 18 months before the final 5-year options with TSJ expires."

DISCUSSION

The pandemic has profoundly impacted downtowns across the country, often leading to what is referred to as the "doom loop." However, thanks in part to the efforts of Team San José, San José has managed to avoid this fate. According to the Mercury News, downtown San José has experienced a remarkable 28.2% increase in visits, ranking 8th in North America.¹ This recovery can be attributed to our city's strategic investments in downtown revitalization and our collaborations with partners like Team San José and our Arts and Cultural Organization. Together, we are witnessing the recovery of our downtown and the emergence of a vibrant urban core.

Looking ahead to 2026, San José is gearing up for a significant year with major events such as Super Bowl 60, March Madness, and the FIFA World Cup converging in the South Bay. It is

¹ <https://www.mercurynews.com/2024/05/09/economy-san-jose-oakland-downtown-jobs-restaurant-store-tech-property/>

imperative that San José positions itself as the premier destination for these world-class sporting events. Team San José, in addition to the City and our other partners, must proactively market our city in anticipation of these events.

The stakes are high beyond the economic impact; over 1,400 individuals are employed by Team San José, and their livelihoods would be jeopardized if Team San José's contracts are not continued. This includes the direct employees and their families who depend on them. The potential consequences would be particularly significant for Districts 3, 5, 6, and 7, where half of Team San José's workforce is located.

The Transient Occupancy Tax (TOT) is a critical revenue stream for San José, directly supporting our local economy and enabling continued investment in our arts and cultural stakeholders. These stakeholders play a vital role in creating vibrancy throughout our city, drawing visitors, and enhancing the quality of life for our residents. According to the upcoming Downtown progress report coming to CED on Monday, June 24, 2024, attendance at the four Team San José-managed theaters (Civic Auditorium, Montgomery Theatre, California Theater, and Center for the Performing Arts) was 22% greater than pre-pandemic levels, reaching 500,000 attendees. San José's Downtown hotels are seeing a 25% year-over-year increase in revenue, and attendance at the Convention Center grew by 10%.² Spending from attendees in San José increased by 40 percent, and overall spending in San José businesses by visitors to the Convention Center and theaters increased by 46 percent to \$76 million for FY 2023-2024. By maintaining and boosting TOT revenue through strategic partnerships and effective marketing, we ensure that our arts and cultural sectors continue to thrive and contribute to the dynamic character of San José.

Recommendation 2.4 of the memo authored by Mayor Mahan, Councilmembers Davis, Foley, and Cohen, the authors call for separating uses of Team San José facilities and an organizational division before investigation, exploration, and full understanding of current practices. The purpose of the Request for Information (RFI) is to gather information to inform the structure of the RFP, so it would be most conducive to have the RFI completed before any decision on what to include in the Request for Proposals (RFP).

It is important that Downtown stakeholders, including Team San José, collaborate effectively to bring vibrancy and attract visitors. By marketing the city as a premier tourist destination and highlighting its numerous amenities, we can collectively showcase the unique offerings of Downtown San José.

² <https://sanjose.legistar.com/View.ashx?M=F&ID=13035667&GUID=9A333C09-D08B-4A37-AA9E-BA8B5E7FD6EC>

Team San Jose Contracts

City Council Meeting

Item 8.1

June 18, 2024

Presenters:

Nanci Klein, Director

Kerry Adams Hapner, Assistant Director

Office of Economic Development and Cultural Affairs



Background

- TSJ (Team San Jose) manages the Convention Center, South Hall, Center for the Performing Arts, Civic Auditorium, California Theatre, and Montgomery Theatre.
- TSJ is the convention and visitor bureau, dba Visit San Jose.
- Both contracts expire on June 30, 2024, and have a 5-year renewable option.
- TSJ's nonprofit board represents arts, hotels, labor, and the community.
- Annual performance targets are developed for Council approval. Measures are economic impact, gross operating results, theatre performance, and customer service.



Key Amendments – Convention and Cultural Facilities Contract

- Convention Center Parking Garage maintenance
- New name of “Minimum Guarantee of Funding” and “Performance-Based Fee” to better describe the purposes
- Force Majeure language
- Update estimated economic impact formula
- Disaggregate economic impact data with theater attendance details



Key Amendments – CVB Contract

- TSJ to lead new collaborative marketing effort
- Outreach to small business





Outcomes

- Optimize the convention center and cultural facilities
- Enhance San José's economy, vibrancy, and reputation as a known, desirable destination for local, regional, national, and international visitors

A photograph of a grand theater interior. The stage is filled with an orchestra performing. The theater has ornate architectural details, including a large sunburst mural on the ceiling and decorative arches. The audience is visible in the foreground, seated in rows.

Recommendation

Adopt a resolution authorizing the City Manager to negotiate and execute the Third Amendment to an agreement with TSJ to operate the convention center and four cultural facilities and the Second Amendment to an agreement with TSJ to operate as the convention and visitor bureau, for the final five-year option term for the period of July 1, 2024 to June 30, 2029.

Team San Jose (TSJ) Contracts

City Council Meeting

Item 8.1

June 18, 2024

Presenters:

Nanci Klein, Director

Kerry Adams Hapner, Assistant Director

Office of Economic Development and Cultural Affairs




FW: Letter of Support for Item 8.1 Team San Jose Contracts

City Clerk <city.clerk@sanjoseca.gov>

Tue 6/18/2024 10:23 AM

To: Agendadesk <Agendadesk@sanjoseca.gov>

 1 attachments (164 KB)

Item 8-1 - TSJ Board Member Letter of Support - 6-18-24.pdf;

From: Benjamin Roschke <[REDACTED]>

Sent: Tuesday, June 18, 2024 9:52 AM

To: City Clerk <city.clerk@sanjoseca.gov>; Mahan, Matt <Matt.Mahan@sanjoseca.gov>; Kamei, Rosemary <Rosemary.Kamei@sanjoseca.gov>; Jimenez, Sergio <sergio.jimenez@sanjoseca.gov>; Torres, Omar <Omar.Torres@sanjoseca.gov>; Cohen, David <David.Cohen@sanjoseca.gov>; Ortiz, Peter <Peter.Ortiz@sanjoseca.gov>; Davis, Dev <dev.davis@sanjoseca.gov>; Doan, Bien <Bien.Doan@sanjoseca.gov>; Candelas, Domingo <Domingo.Candelas@sanjoseca.gov>; Foley, Pam <Pam.Foley@sanjoseca.gov>; District 10 <District10@sanjoseca.gov>

Subject: Letter of Support for Item 8.1 Team San Jose Contracts

[External Email]

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Please see the attached letter for inclusion with item 8.1 from the Team San Jose board of directors.

Thank you all for your support and we look forward to today's conversation.

Ben Roschke

VP of Research and Strategic Development

(he, him, his)



This message is from outside the City email system. Do not open links or attachments from untrusted sources.



June 18, 2024

Mayor Mahan and City Councilmembers
City of San Jose
200 E Santa Clara St
San Jose, CA 95113

Dear Honorable Mayor and City Councilmembers,

We, representing the Board of Directors of Team San Jose, would like to thank the Mayor, Councilmembers and City staff for their valued partnership in negotiating the extension of Team San Jose's contracts with the City. Additionally, we thank and offer our support to Councilmember Torres for his memo requesting amendments to the Mayor, Councilmember Davis, Cohen and Foley Memo regarding Council Item 8.1 dated June 14, 2024.

First, we thank the Mayor and Councilmembers Davis, Cohen and Foley for their thoughtful memo. Team San Jose is grateful for the opportunity to continue our important work with the City, we look forward to addressing all contract amendments necessary and we remain committed to meeting the City's changing needs.

We also appreciate and we fully support Councilmember Torres' clarification of direction for City staff and his recognition of the importance of this clarity to the board of directors, staff and families that make up Team San Jose. We believe that his memo builds upon and improves the work of the Mayor and Councilmembers. We support his memo and respectfully ask Councilmembers to please do the same.

At its core, Team San Jose's innovative partnership unifies the Convention and Visitors Bureau, hotels, arts, labor and venues to deliver this mission - to promote San Jose as a destination to stimulate economic development. We are excited for the momentum we have, with theater attendance at TSJ managed venues exceeding pre-pandemic levels, an accelerating convention calendar, comp set leading hotel performance and a historic year for sports in 2026 on the horizon.

We are proud and grateful to have served for 20 years as the sales and marketing arm for the City of San Jose as well as the manager and operator of the San Jose Convention Center and Cultural Facilities. We thank the Mayor and all Councilmembers for understanding that our community-based nonprofit is a truly unique model and a model that serves our city and community well. We welcome educating all on its important benefits.

We thank the Mayor and all Councilmembers for their consideration and support of this request to vote yes to Councilmember Torres' Memo accepting and clarifying this important process.

Sincerely,

Brent Gaines, *Board Chair, Hotel Valencia*
Yves Hansel, *Board Treasurer, Holiday Inn*
San Jose – Silicon Valley
Tamara Alvarado, *Community Leader*
Jean Cohen, *South Bay Labor Council*
Bill Fairweather, *IATSE Local 134*
Enrique Fernandez, *UNITE HERE Local 19*
Catherine Hendricks, *Hilton San Jose*
Shawna Lucey, *Opera San Jose*

Robert Massey, *Symphony San Jose*
Michael Mulcahy, *SDS NexGen Partners, LLC*
Owen Murphy, *Sign Display Local 510*
John Southwell, *San Jose Marriott*
Leah Toeniskoetter, *San Jose Chamber of*
Commerce
Dana Zell, *Children's Musical Theater*