

**MINUTES OF THE
MARKETING & OPERATIONS COMMITTEE MEETING OF THE
CONVENTION CENTER AUTHORITY OF THE
METROPOLITAN GOVERNMENT OF NASHVILLE &
DAVIDSON COUNTY**

The Marketing & Operations Committee Meeting of the Convention Center Authority of the Metropolitan Government of Nashville and Davidson County (CCA) was held on August 23, 2016 at 12:00 p.m. in the Administrative Conference Room of the Administrative Offices at the Music City Center, Nashville, Tennessee.

MARKETING & OPERATIONS COMMITTEE MEMBERS PRESENT: Irwin Fisher, Willie McDonald, Renata Soto and Mona Lisa Warren

MARKETING & OPERATIONS COMMITTEE MEMBERS NOT PRESENT: Luke Simons

OTHERS PRESENT: Charles Starks, Brian Ivey, Mary Brette Clippard, Erin Hampton, and Melissa Corban

The meeting was opened for business at 12:18 pm by Chair Mona Lisa Warren who stated there was a quorum present.

ACTION: Willie McDonald made a motion to approve the Marketing & Operations Committee minutes of September 29, 2015. The motion was seconded by Irwin Fisher and approved unanimously by the committee.

Charles Starks introduced the Sales Team.

Brian Ivey presented the FY 2017 Sales Goals and Incentive Plan (Attachment #1). There was discussion.

ACTION: Renata Soto made a motion to approve the FY 2017 Sales Goals. The motion was seconded by Willie McDonald and approved unanimously by the committee.

ACTION: Irwin Fisher made a motion to approve the FY 2017 Sales Incentive Plan. The motion was seconded by Renata Soto and approved unanimously by the committee.

Charles Starks presented the Team Member Survey and YTD Customer Survey results (Attachment #1). There was discussion.

With no additional business a motion was made to adjourn and with no objection the Marketing & Operations Committee of the CCA adjourned at 1:24 p.m.

Respectfully submitted,



Charles L. Starks
President & CEO
Convention Center Authority

Approved:



Irwin Fisher, Committee Chair
CCA Marketing & Operations Committee
Meeting Minutes of August 23, 2016

Marketing and Operations Committee August 23, 2016



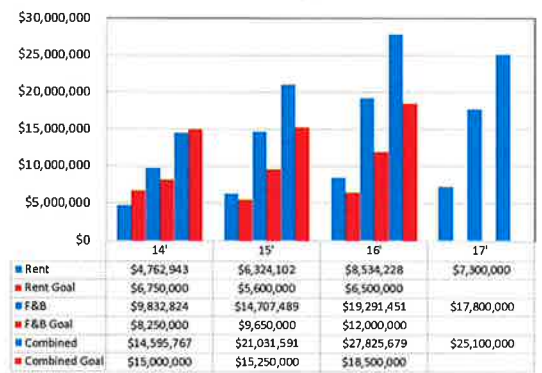
Methodology

- FY 17' Goals are based on the 2 year average of Actual Sales from FY 15 & 16.
- Actual sales are comprised of Building Rent and F&B revenues, broken down by individuals and the team as a whole.
- FY 17' goals reflect the expected trend based on current booking pace for the next five years.

MCC FY Comparison



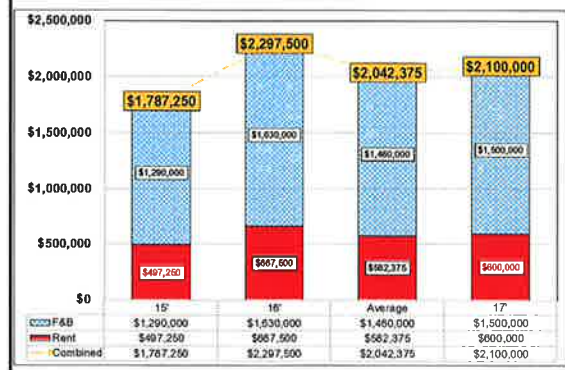
MCC FY Comparison

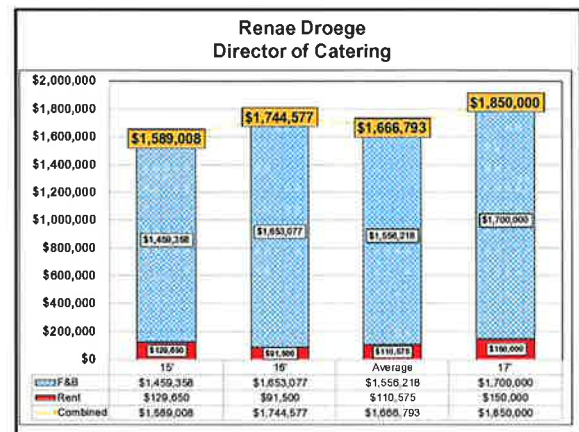
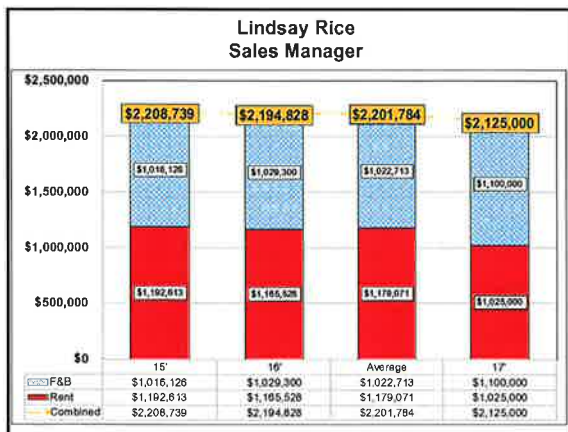
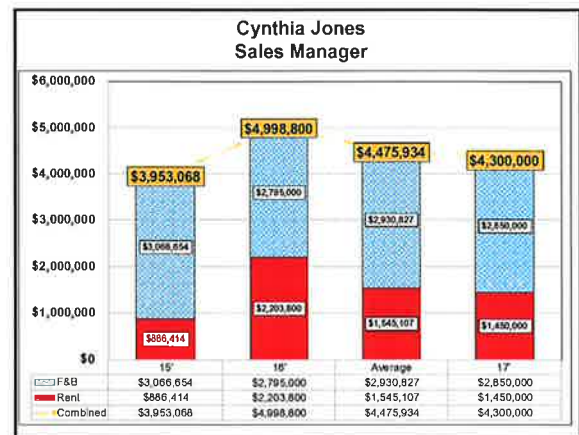
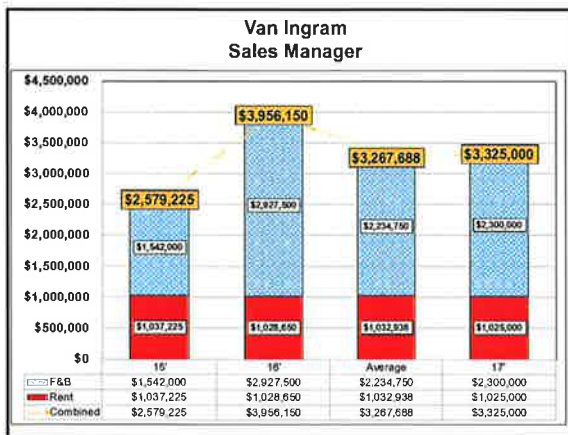
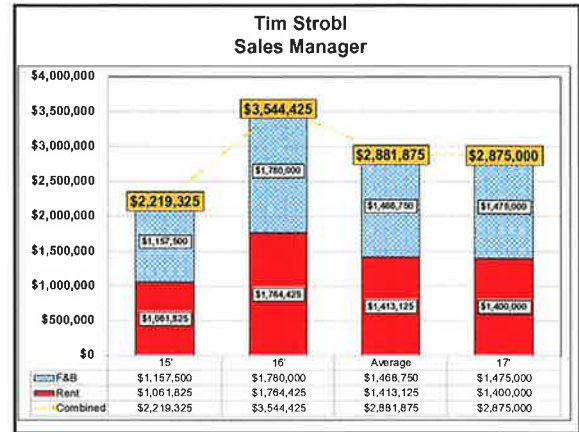
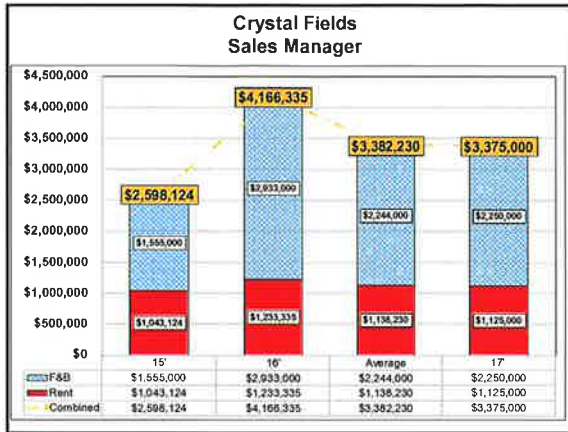


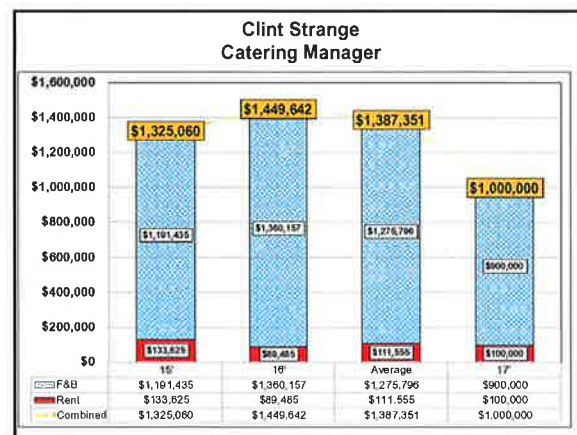
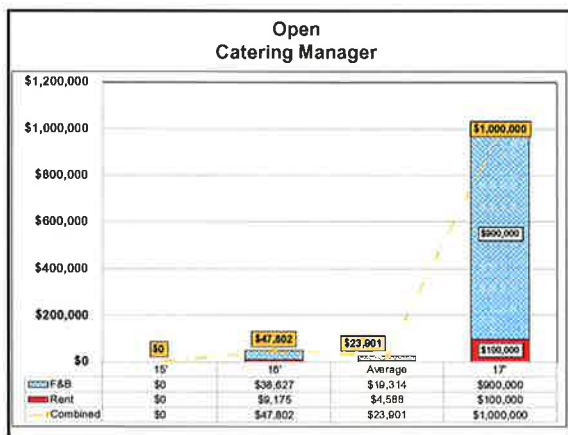
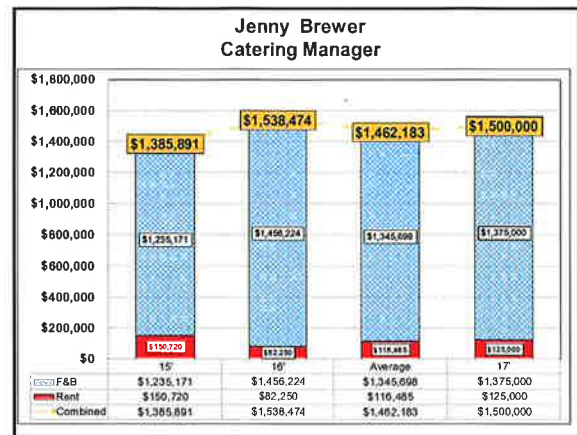
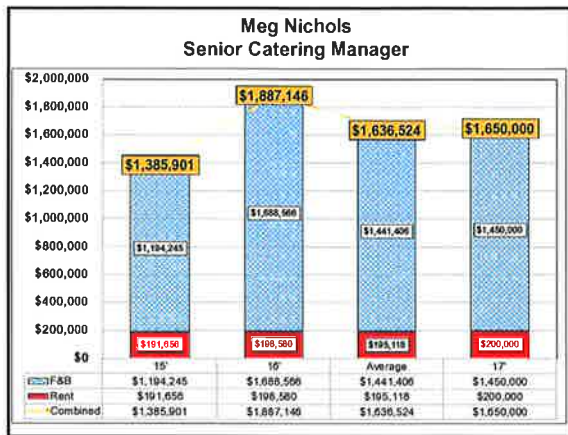
Sales Map by Region



Teri McAlister Director of Sales







**Upcoming Hotel Development
In close proximity to MCC**

Name	Rooms	Projected Open Date
JW Marriot	533	Jul-18
AC/ SpringHill Suites/Residence Inn	468	Mar-18
Westin	454	Sept-16
Cambria Suites	255	Dec-17
Thompson Hotels	224	Oct-16
The Noelle (Tribute Portfolio by Starwood)	220	Jul-17
Kimpton	180	Mar-17
Dream Nashville	169	May-18
Moxy Hotel/Barkley Lake Inn	152	Jul-17
21c Museum Hotel	124	Mar-17
Total:	2,779	

Music City Center FY 17' Sales Department Incentive Plan

The incentive plan is based on a percentage of the sales manager's base salary. The scale by which the bonus plan is based coincides with the departmental goals of the sales department.

To activate the plan:

- The team and individual sales manager must achieve 90% of the MCC Rental and F&B combined goal for the incentive plan to be activated.
- Additions or deductions in building rental for previously contracted events will be added to or deducted from respective sales manager and team totals. Should the originally contracted F&B amounts not materialize those amounts will be deducted from the sales manager and team totals.
- Sales manager must be actively employed, in good standing, and been employed for a minimum of six (6) months by the end of the fiscal year when incentive is paid.

Music City Center FY 17' Sales Department Incentive Plan

- Once the plan is activated sales managers will be paid the following percentage of their base salary based on percentage of each goal obtained on the following chart:

% of Goal Achieved	MCC Rental	MCC F&B
90 - 94.9%	1%	1%
95 - 99.9%	2%	2%
100 - 104.9%	4%	4%
105 - 109.9%	6%	6%
110 - 119.9%	8%	8%
120% +	10%	10%

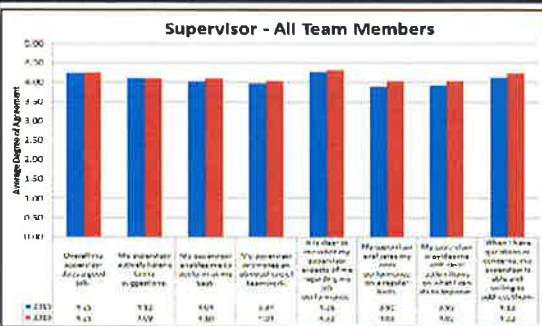
TEAM MEMBER SURVEY RESULTS 2016

TEAM MEMBER SURVEY RESULTS

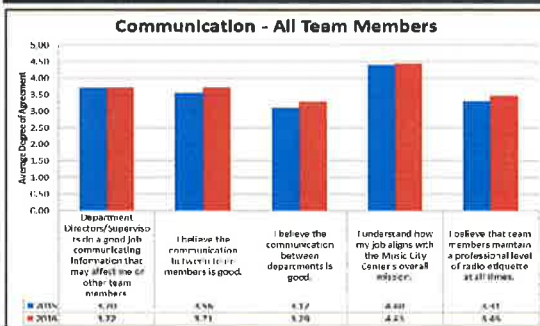
Completion Totals:

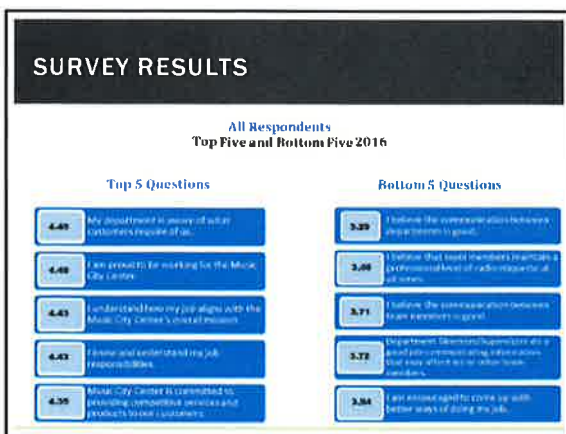
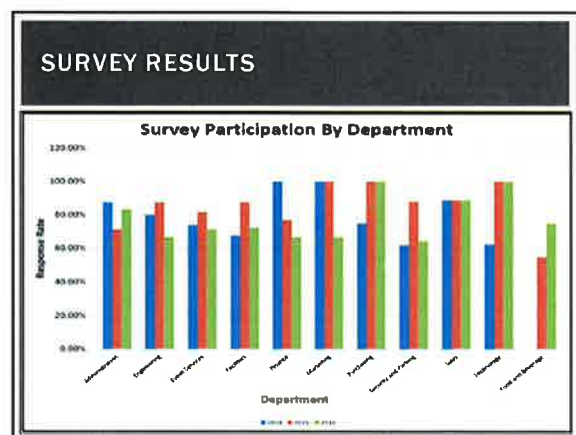
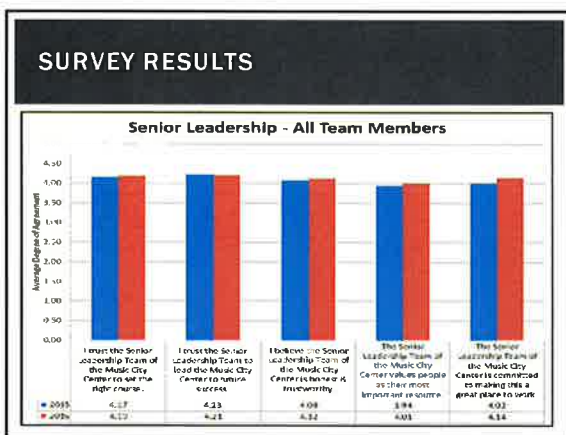
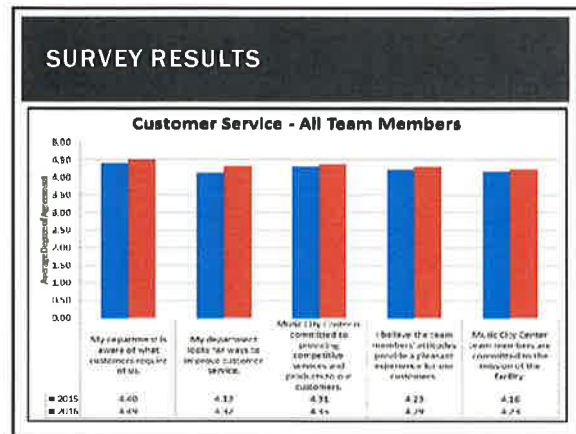
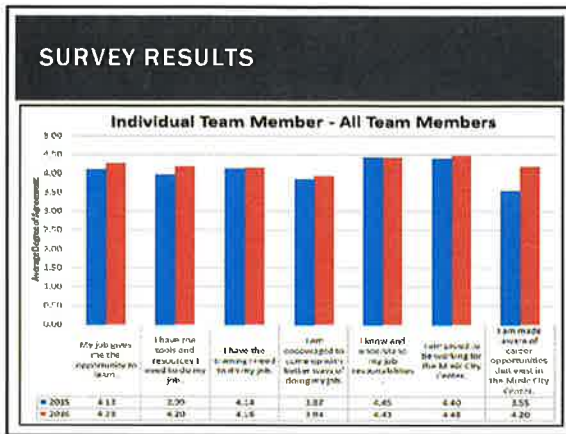
- **Music City Center (minus Food & Beverage)** - 106 team members completed out of a total of 146 team members - 73% response rate
- **Music City Center (including Food & Beverage)** - 157 team members completed out of a total of 213 team members - 75% response rate
- **Food & Beverage** - 51 completed out of a total of 68 - 75% response rate.

SURVEY RESULTS



SURVEY RESULTS





SURVEY RESULTS

Top Five Scores

2016		2015		2014	
Score	Item	Score	Item	Score	Item
4.45	My department is aware of what customers require of us	4.43	I know and understand my job responsibilities	4.47	My department is aware of what customers require of us
4.40	I am proud to be working for the Music City Center	4.44	I understand how my job aligns with the Music City Center's overall mission	4.40	I am proud to be working for the Music City Center
4.43	I understand how my job aligns with the Music City Center's overall mission	4.44	I am proud to be working for the Music City Center	4.36	I understand how my job aligns with the Music City Center's overall mission
4.43	I know and understand my job responsibilities	4.44	My department is aware of what customers require of us	4.33	I know and understand my job responsibilities
4.35	Music City Center is committed to providing competitive services and products to our customers	4.31	Music City Center is committed to providing competitive services and products to our customers	4.33	Music City Center is committed to providing competitive services and products to our customers

SURVEY RESULTS					
Bottom Five Scores					
Score	Item	Score	Item	Score	Item
3.94	I am encouraged to come up with better ways of doing my job	3.79	Department Directors/Supervisors do a good job communicating information that may affect me or other team members	3.79	I am aware of advancement opportunities that exist at the Music City Center
3.72	Department Directors/Supervisors do a good job communicating information that may affect me or other team members	3.58	I believe communication between team members is good	3.73	I believe that communication between team members is good
3.71	I believe the communication between team members is good	3.55	I am aware of the advancement opportunities that exist in the Music City Center	3.65	Department Directors/Supervisors do a good job communicating information that may affect me or other team members
3.68	I believe that team members maintain a professional level of conduct at all times	3.51	I believe that team members maintain a professional level of conduct at all times	3.57	I believe that team members maintain a professional level of conduct at all times
3.29	I believe the communication between departments is good	3.12	I believe the communication between departments is good	3.20	I believe that communication between departments is good



CUSTOMER SURVEYS	
July 2016 Year to Date	
<ul style="list-style-type: none"> 66 out of 140 surveys returned (47.14% response rate) Would you recommend the Music City Center? <ul style="list-style-type: none"> Yes - 65 (98.48%) No - 1 (1.52%) Overall Score: 12.24 = A (based on a scale of 1-13) 	

CUSTOMER SURVEYS	
July 2016 Year to Date	
<p><u>Top Five</u></p> <ol style="list-style-type: none"> 1. Quality of Banquet Services/Appearance & Cleanliness of Ballroom - 4.59 2. Building Exterior - 4.54 3. Appearance & Cleanliness of Meeting Rooms - 4.52 4. Quality of Retail Cars - 4.50 5. Sales Experience - 4.44 <p><u>Bottom Five</u></p> <ol style="list-style-type: none"> 1. Al Taglio - 3.83 2. Security - 3.81 3. Dunkin Donuts - 3.70 4. Free Public WiFi - 3.61 5. Internet Speed - 3.52 	

