

**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 September 27, 2018 at 10:00 a.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 and Randy Rayburn

**MARKETING & OPERATIONS COMMITTEE MEMBERS NOT PRESENT:** Renata Soto and Leigh Walton

**OTHERS PRESENT:** Charles Starks, Brian Ivey, Erin Hampton and Donna Gray

The meeting was opened for business at 10:06 am by Chair Irwin Fisher who stated there was a quorum present.

**ACTION:** Willie McDonald made a motion to approve the Marketing & Operations Committee minutes of February 28, 2017. The motion was seconded by Randy Rayburn and approved unanimously by the committee.

Charles Starks introduced the Sales Team.

Charles Starks and Brian Ivey presented the FY 2019 Sales Goals and Incentive Plan (Attachment #1). There was discussion.

**ACTION:** Randy Rayburn made a motion to approve the FY 2019 Sales Goals. The motion was seconded by Willie McDonald and approved unanimously by the committee.

**ACTION:** Randy Rayburn made a motion to approve the FY 2019 Sales Incentive Plan. The motion was seconded by Willie McDonald and approved unanimously by the committee.

Charles Starks and Erin Hampton 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 11:24 a.m.

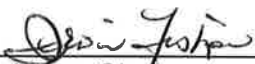
Respectfully submitted,



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Charles L. Starks  
President & CEO  
Convention Center Authority

Approved:



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Irwin Fisher, Chair  
CCA Marketing & Operations Committee  
Meeting Minutes of September 27, 2018

## Marketing and Operations Committee September 27, 2018



## Appeal of Decisions

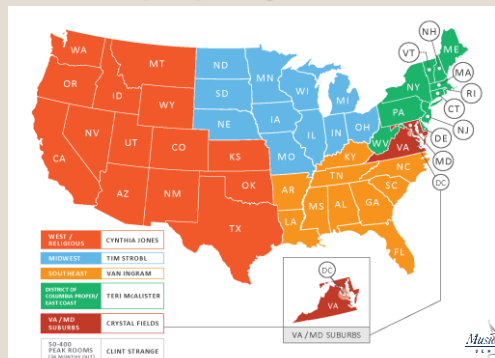
**Appeal of Decisions from the Convention Center Authority**– Pursuant to the provisions of § 2.68.030 of the Metropolitan Code of Laws, please take notice that decisions of the Convention Center Authority may be appealed if and to the extent applicable to the Chancery Court of Davidson County for review under a common law writ of certiorari. These appeals must be filed within sixty days after entry of a final decision by the Authority. Any person or other entity considering an appeal should consult with private legal counsel to ensure that any such appeals are timely and that all procedural requirements are met.



## FY 2019 SALES GOALS and INCENTIVE PLAN



## Sales Map by Region



## Methodology

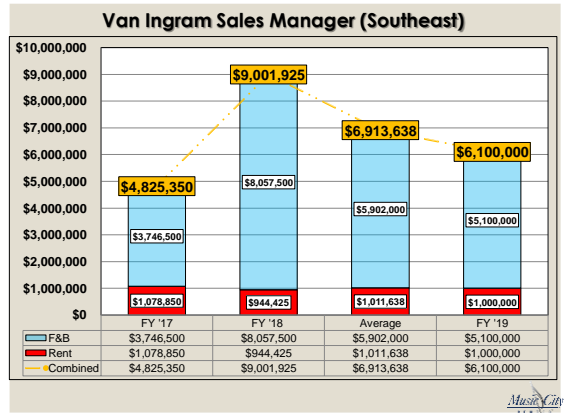
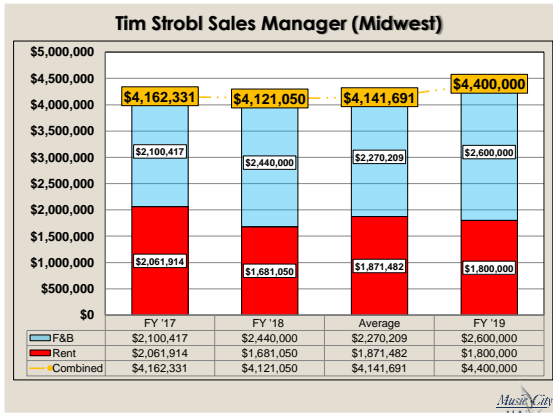
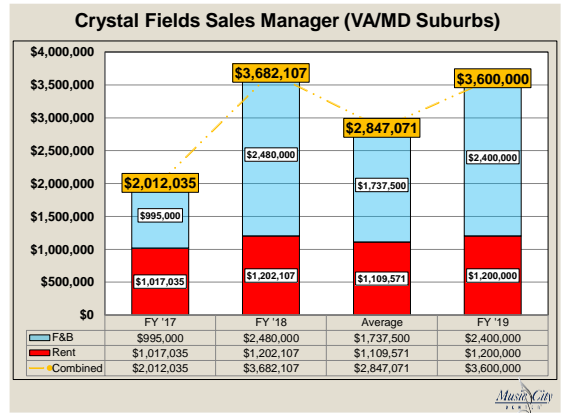
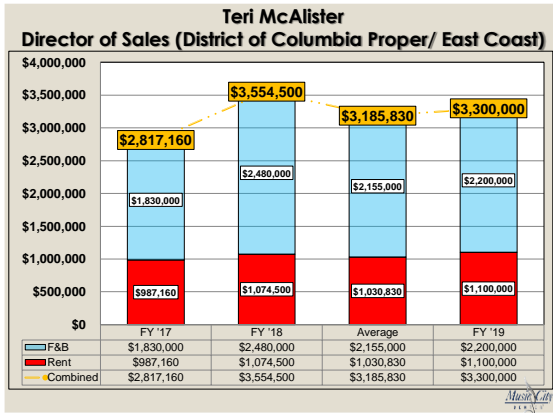
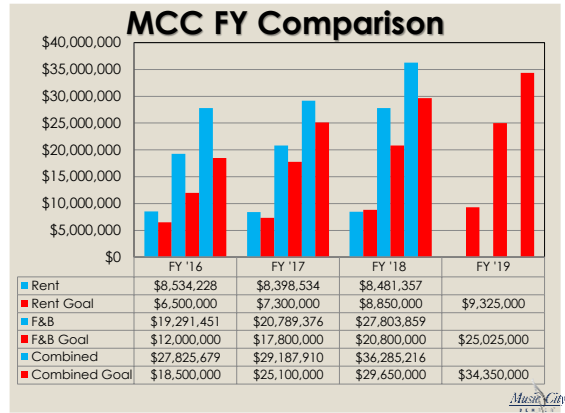
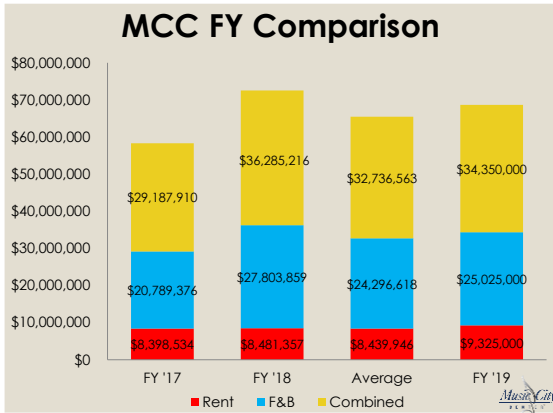
- FY '19 Goals are based on the 2 year average of Actual Sales from FY '17 & '18.
- Actual sales are comprised of Building Rent and F&B revenues, broken down by individuals and the team as a whole.
- FY '19 goals reflect the expected trend based on current booking pace for the next five years.



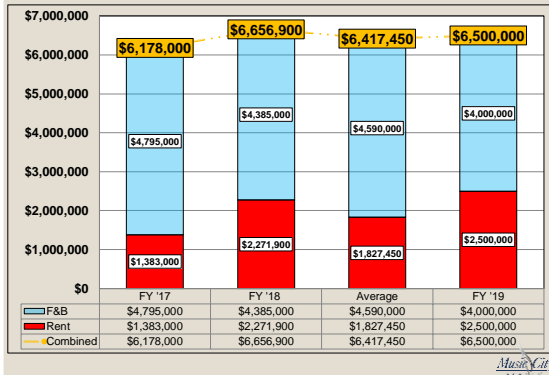
## Opportunity & Challenges FY '19

- Increased hotel room rates continue to be an issue as we book groups into the future.
- Limited or reduced hotel room blocks for groups pose a challenge as we book groups into the future.
- New hotels entering the market with new meeting and ballroom space, to challenge the MCC for small meetings, social and local events.

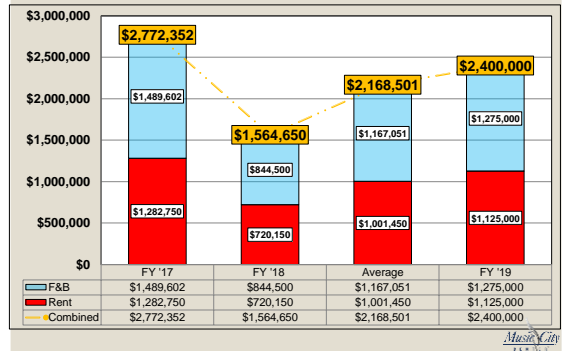




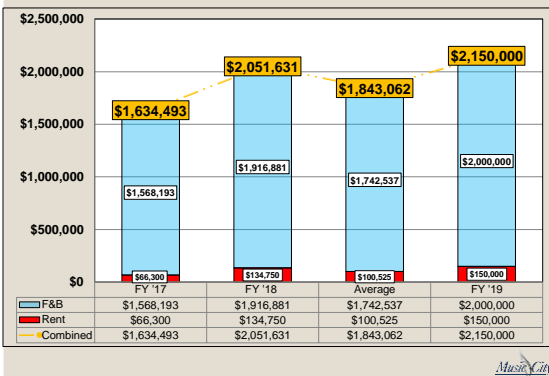
**Cynthia Jones Sales Manager (West)**



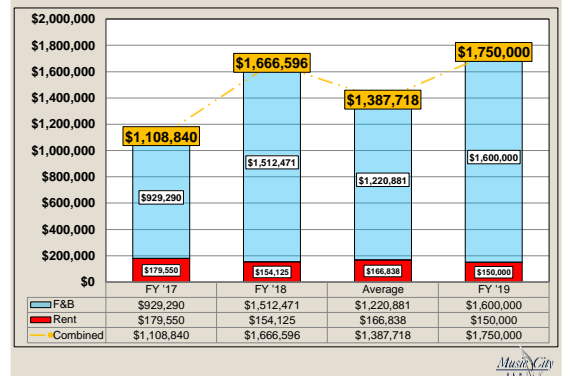
**Clint Strang (Short Term)  
 Sales Manager (50-400 Rooms / 24 months out)**



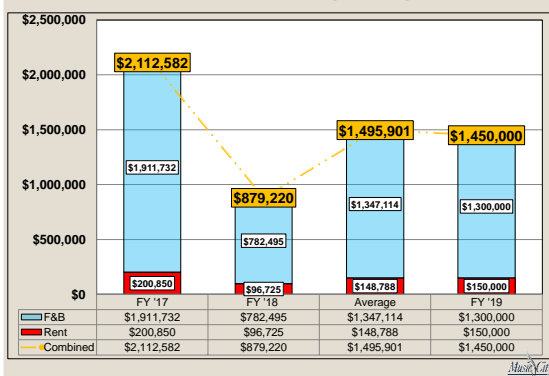
**Renae Droege Director of Catering**



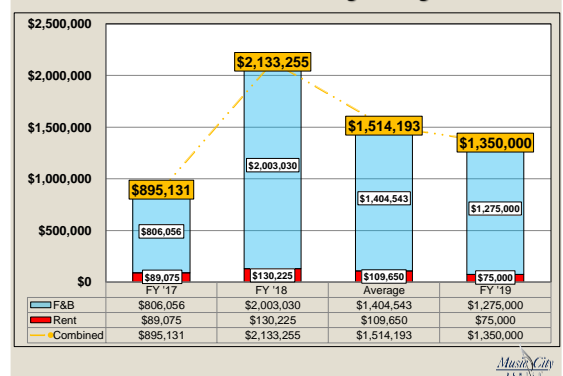
**Jenny Brewer Senior Catering Manager**

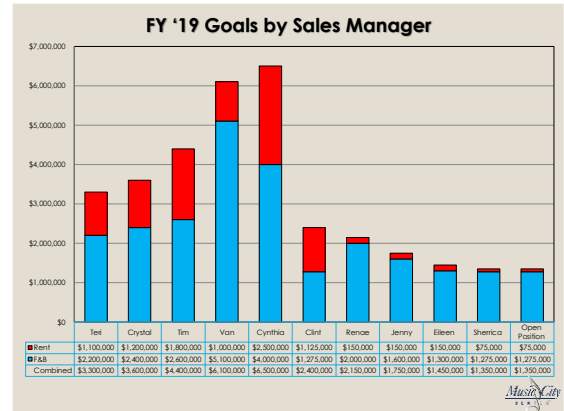
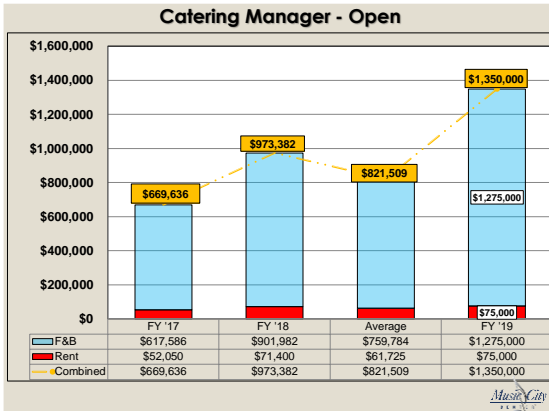


**Eileen Adams Catering Manager**



**Sherica Proctor Catering Manager**





### Music City Center FY '19 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 '19 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

# TEAM MEMBER SURVEY RESULTS 2018

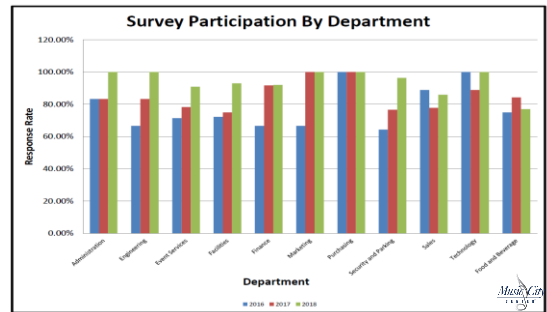
## TEAM MEMBER SURVEY RESULTS

### Completion Totals:

- Music City Center (minus Food & Beverage)** – 137 team members completed out of a total of 145 team members – 94.48% response rate. FY 17 response rate was 79.87%.
- Music City Center (Including Food & Beverage)** – 193 team members completed out of a total of 218 team members – 88.53% response rate. FY 17 response rate was 81.25%
- Food & Beverage** – 56 team members completed out of a total of 73 team members – 76.71% response rate. FY 17 rate was 84.29%



## PARTICIPATION BY DEPARTMENT

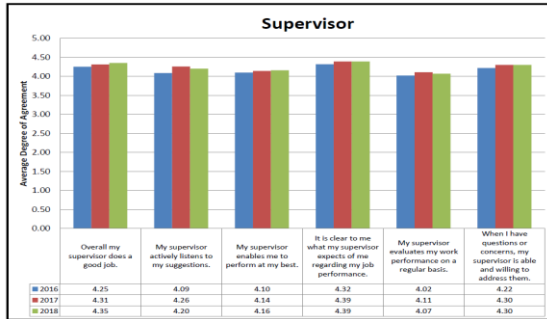


## TEAM MEMBER SURVEY RESULTS

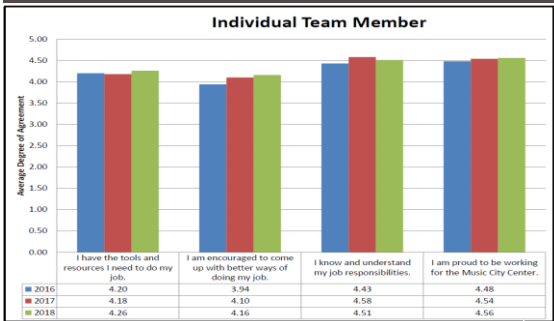
### Year Over Year Comparison Graphs by Category



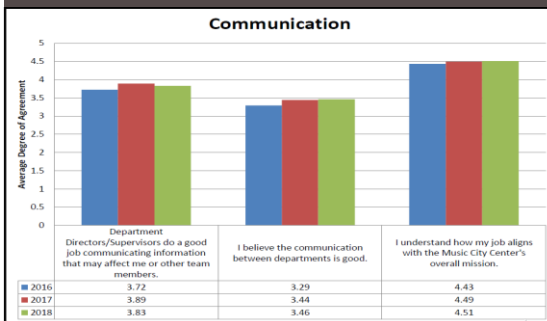
## SURVEY RESULTS

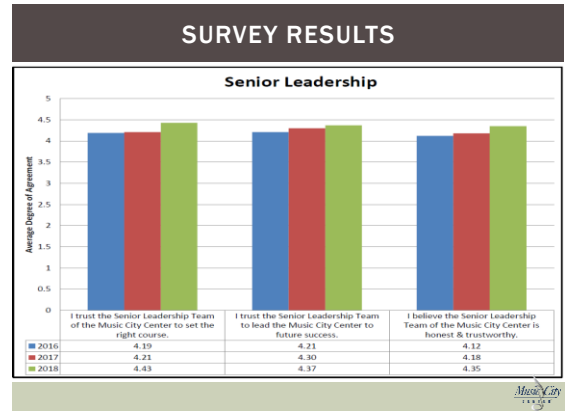
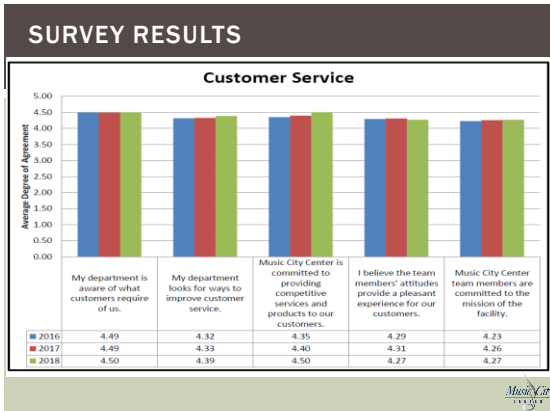


## SURVEY RESULTS



## SURVEY RESULTS

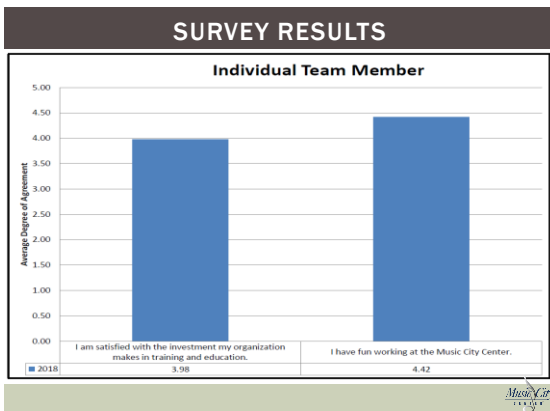
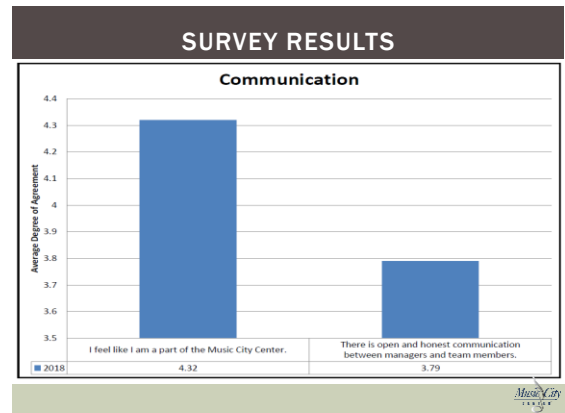




### TEAM MEMBER SURVEY RESULTS

New Questions

*Music City*  
1888.52.52



### TEAM MEMBER SURVEY RESULTS

Top & Bottom Five Questions

*Music City*  
1888.52.52



## TEAM MEMBER SURVEY RESULTS

All Respondents  
 Top Five and Bottom Five 2018

**Top 5 Questions**

- 4.56** I am proud to be working for the Music City Center.
- 4.51** I understand how my job aligns with the Music City Center's overall mission.
- 4.50** Music City Center is committed to providing competitive services and products to our customers.
- 4.50** My department is aware of what customers require of us.
- 4.43** I trust my Senior Leader/Director to lead my department to future success.

**Bottom 5 Questions**

- 3.46** I believe the communication between departments is good.
- 3.79** There is open and honest communication between managers and team members.
- 3.83** Department Directors/Supervisors do a good job communicating information that may affect me or other team members.
- 3.98** I am satisfied with the investment my organization makes in training and education.
- 4.07** My supervisor evaluates my work performance on a regular basis & provides me with clear action items on what I can do to improve.

## TEAM MEMBER SURVEY RESULTS

Team Member Satisfaction Survey - All Team Members  
 Top Five Scores 2018, 2017, 2016 & 2015

**Top Five Scores**

Score	2018 Item	Score	2017 Item	Score	2016 Item	Score	2015 Item
4.56	I am proud to be working for the Music City Center.	4.58	I know and understand my job responsibilities.	4.40	My department is aware of what customers require of us.	4.45	I know and understand my job responsibilities.
4.51	I understand how my job aligns with the Music City Center's overall mission.	4.53	I am proud to be working for the Music City Center.	4.48	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.
4.50	Music City Center is committed to providing competitive services and products to our customers.	4.48	My department is aware of what customers require of us.	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.
4.50	My department is aware of what customers require of us.	4.44	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.
4.43	I trust my Senior Leader/Director to lead my department to future success.	4.40	Music City Center is committed to providing competitive services and products to our customers.	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.

## TEAM MEMBER SURVEY RESULTS

Team Member Satisfaction Survey - All Team Members  
 Bottom Five Scores 2018, 2017, 2016 & 2015

**Bottom Five Scores**

Score	2018 Item	Score	2017 Item	Score	2016 Item	Score	2015 Item
4.07	My supervisor evaluates my work performance on a regular basis & provides me with clear action items on what I can do to improve.	4.08	The Senior Leadership Team of the Music City Center values people as their most important resource.	3.84	I am encouraged to come up with better ways of doing my job.	3.70	Department Directors/Supervisors do a good job communicating information that may affect me or other team members.
3.98	I am satisfied with the investment my organization makes in training and education.	3.89	I believe the communication between team members is good.	3.72	Department Directors/Supervisors do a good job communicating information that may affect me or other team members.	3.56	I believe communication between team members is good.
3.83	Department Directors/Supervisors do a good job communicating information that may affect me or other team members.	3.88	Department Directors/Supervisors do a good job communicating information that may affect me or other team members.	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.
3.79	There is open and honest communication between managers and team members.	3.50	I believe that team members maintain a professional level of radio etiquette at all times.	3.46	I believe that team members maintain a professional level of radio etiquette at all times.	3.31	I believe that team members maintain a professional level of radio etiquette at all times.
3.46	I believe the communication between departments is good.	3.43	I believe the communication between departments is good.	3.29	I believe the communication between departments is good.	3.12	I believe the communication between departments is good.

## YTD CUSTOMER SURVEY RESULTS

## CUSTOMER SURVEYS

### August 2018 Year to Date

- 75 out of 148 surveys returned (50.67% response rate)
- Would you recommend the Music City Center?
  - Yes - 74 (98.67%)
  - No - 1 (1.33%)
- Overall Score: 12.20 = A (based on a scale of 1-13)

## CUSTOMER SURVEYS

### August 2018 Year to Date

**Top Five**

- 4.62 - Lobbies/Pre-Function/Building Exterior
- 4.59 - Event Manager
- 4.58 - Ballrooms
- 4.57 - Catering Sales/Service Representative
- 4.55 - Meeting Rooms/Quality of Banquet Service

**Bottom Five**

- 4.25 - Free WiFi
- 4.20 - Audio Visual Service- Value of Overall Experience
- 3.94 - Al Taglio
- 3.91 - Dunkin Donuts
- 3.70 - Parking

**Marketing and Operations  
Committee  
September 27, 2018**

