

**DRAFT MINUTES:** *Subject to change prior to approval by Authority or Committee at its next regular meeting*

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

The Community Relations, Marketing & Operations Committee Meeting of the Convention Center Authority of the Metropolitan Government of Nashville, and Davidson County (CCA) was held on October 3, 2024, at 9:00 a.m. in the Administrative Conference Room of the Administrative Offices at the Music City Center, Nashville, Tennessee.

**COMMUNITY RELATIONS, MARKETING & OPERATIONS COMMITTEE MEMBERS PRESENT:** Betsy Wills, Alfred Degrafinreid II, Barrett Hobbs, Dee Patel, Seema Prasad, and Norah Buikstra (Ex-Officio)

**COMMUNITY RELATIONS, MARKETING & OPERATIONS COMMITTEE MEMBERS NOT PRESENT:**

**OTHERS PRESENT:** Charles Starks, Brian Ivey, Heather Jensen, and Donna Gray

The meeting was opened for business at 9:06 a.m. by Committee Chair Betsy Wills who stated there was a quorum present.

**ACTION:** Appeal of Decisions from the Convention Center Authority of the Metropolitan Government of Nashville and Davidson County – 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.

Committee Chair Betsy Wills read the Mission Statement of Music City Center (Attachment #1).

There were no members of the public present or anyone who wished to speak during the public comment period.

**ACTION:** Alfred Degrafinreid II made a motion to approve the Community Relations, Marketing & Operations Committee minutes of August 28, 2023. The motion was seconded by Seema Prasad and approved unanimously by the committee.

Charles Starks asked the Music City Center sales team to join the meeting for a brief introduction of each team member and their area of responsibility. The sales team departed the meeting immediately after the introduction.

Charles Starks and Vice President of Sales Brian Ivey presented the FY 2025 Sales Goals (Attachment #1), and there was discussion specifically related to new team members, hotel pattern shifts, the need for space, the impact of state legislation, and the anticipated advantage of having the new Titans stadium. Starks and Ivey noted the challenges in generating business from Virginia and Maryland and efforts being made to strengthen relationships and boost sales in the region. Starks also discussed the multi-year plan to replace carpet in the facility and the impact of taking sellable space offline to perform the work. He confirmed the grand ballroom will be offline and carpet will be replaced in December.

**ACTION:** Dee Patel made a motion to approve the FY 2025 Sales Goals for the Sales Team of the Music City Center as considered this day. The motion was seconded by Alfred Degrafinreid II and approved unanimously by the committee.

Charles Starks and Brian Ivey presented the FY 2025 Incentive Plan (Attachment #1), and there was discussion.

**ACTION:** Seema Prasad made a motion to approve the FY 2025 Sales Incentive Plan for the Sales Team of the Music City Center as considered this day. The motion was seconded by Barrett Hobbs and approved unanimously by the committee.

Charles Starks shared an update on the website, and there was discussion. The contract for the selected vendor is being finalized.

With no additional business a motion was made to adjourn and with no objection the Community Relations, Marketing & Operations Committee of the CCA adjourned at 10:09 a.m.

Respectfully submitted,

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Charles L. Starks  
President & CEO  
Convention Center Authority

Approved:

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Betsy Wills, Chair  
CCA Community Relations, Marketing & Operations Committee  
Meeting Minutes of October 3, 2024



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**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.*

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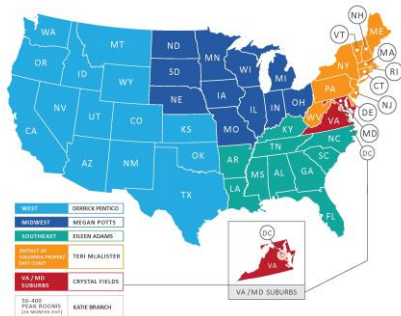
**Music City Center Mission Statement**

The mission of the Music City Center is to create significant economic benefit for the citizens of the greater Nashville region by attracting local and national events while focusing on community inclusion, sustainability, and exceptional customer service delivered by our talented team members.

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**Methodology**

- FY 2025 Goals are based on the 2-year average of Actual Sales from FY 2023 & FY 2024.
- Actual Sales are comprised of Building Rent and F&B Revenues, broken down by individuals & the team.
- FY 2025 Goals reflect the market conditions as they currently exist. We will continue to monitor the effects of the economy and local legislation on our customer's ability to choose Nashville as a destination.

**Opportunities in FY 2025**

- The City of Nashville, as a brand, continues to appeal to meeting and event planners as a destination on a global scale with continued improvements in our lodging capacity, airport improvements, new dining, entertainment venues and shopping in downtown.
- Nashville continues to add to its hotel room inventory, which in turn increases our ability to attract larger events to the city. The addition of a covered stadium will provide more opportunities to attract large marquee events to Nashville and MCC that were not previously possible.
- In FY 2025, we are in the beginning phase of the process to investigate the need to expand the Music City Center by potentially adding more meeting and convention space.
- Ability to collaborate on potential groups that would utilize the new Nissan Stadium and the MCC.

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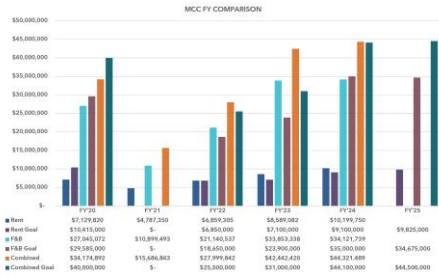
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**Challenges FY 2025**

- **Staffing** – Sales has five new sales professionals this year, along with a new Director of Catering Sales (he was previously the Senior Catering Sales Manager).
- **Need for More Meeting & Ballroom Space** - Increasing demand for dates and space is not feasible due to the limited amount of meeting and ballroom space currently available in MCC. This poses a challenge for our customers to secure dates in the future as it does not consider their growth.
- **Pattern Shifts Required by Hotels** - Pattern shifts required by hotels are being met with resistance from meeting and event planners. Clients are still having issues with limited room blocks.
- **Legislation** - Any legislation that would make Nashville less competitive by threatening its image globally in the meeting and convention industry is a concern.
- **MCC Capital Projects** – Carpet replacement in the KFD has eliminated some short-term revenue opportunities and future planning will take additional space off-line, resulting in an even tighter booking calendar.

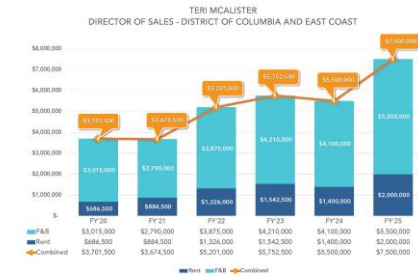
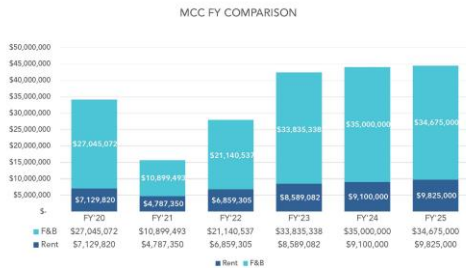
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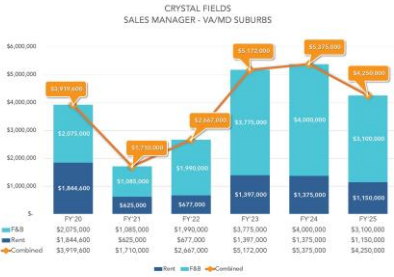
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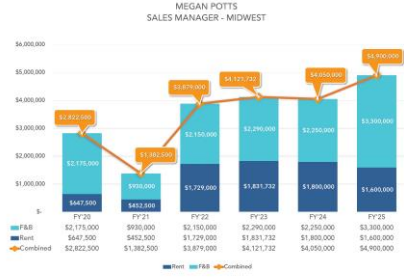
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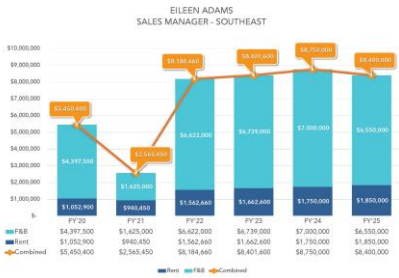




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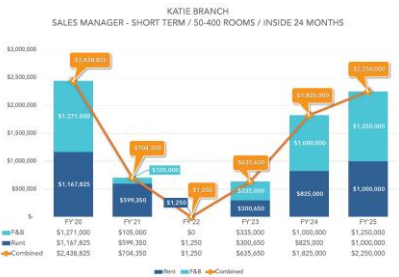
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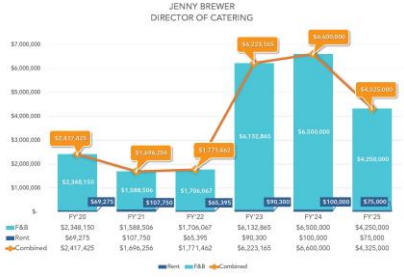
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**Music City Center FY 2025 Sales Department Incentive Plan**

The incentive plan is based on a percentage of the sales manager's base salary. The scale coincides with the Sales Department goals.

- 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 2025 Sales Department  
Incentive Plan**

% 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%

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