

**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 29, 2015 at 3:00 p.m. in the Admin Board Room of the Administrative Offices at the Music City Center, Nashville, Tennessee.

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

**MARKETING & OPERATIONS COMMITTEE MEMBERS NOT PRESENT:** Irwin Fisher, Luke Simons

**OTHERS PRESENT:** Charles Starks, Brian Ivey, Mary Brette Clippard, Erin Hampton, Beverly Bennett, and Steve Ritter.

The meeting was opened for business at 3:01 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 February 4, 2015. The motion was seconded by Renata Soto and approved unanimously by the committee.

Charles Starks introduced the Sales Team.

Brian Ivey presented the FY 2016 Sales Goals and Incentive Plan (Attachment# 1). There was discussion.

**ACTION:** Renata Soto made a motion to approve the FY 2016 Sales Goals. The motion was seconded by Willie McDonald and approved unanimously by the committee.

**ACTION:** Renata Soto made a motion to approve the FY 2016 Sales Incentive Plan. The motion was seconded by Willie McDonald and approved unanimously by the committee.

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

Charles Starks presented the Francis S. Guess Bridge to Equality Fund and there was discussion.

**ACTION:** Willie McDonald made a motion [i] approving an annual luncheon hosted and sponsored by the MCC in conjunction with the Community Foundation for the Francis S. Guess Bridge to Equality Fund for 3 years with an option to extend based on board approval. The motion was seconded by Renata Soto and approved unanimously by the committee.

With no additional business a motion was made to adjourn, with no objection the Marketing & Operations committee of the CCA adjourned at 4:13 p.m.

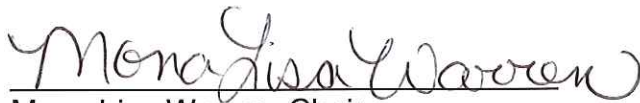
Respectfully submitted,



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Charles L. Starks  
President & CEO  
Convention Center Authority

Approved:



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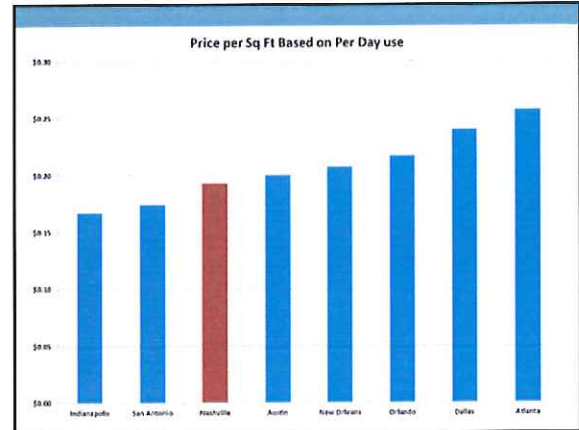
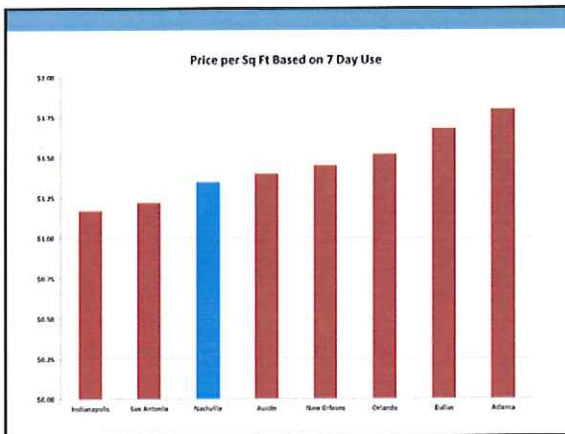
Mona Lisa Warren, Chair  
CCA Marketing & Operations Committee  
Meeting Minutes of September 29, 2015

**MARKETING & OPERATIONS COMMITTEE**  
**SEPTEMBER 29, 2015**



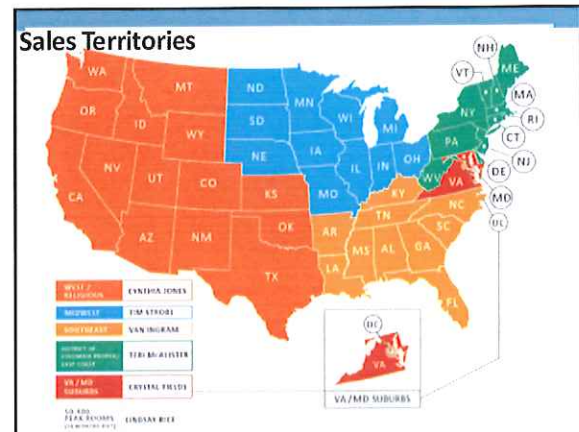
**Building Rental Rates**

- Comp Set Surveyed
  - Indianapolis
  - San Antonio
  - Nashville
  - Austin
  - New Orleans
  - Orlando
  - Dallas
  - Atlanta



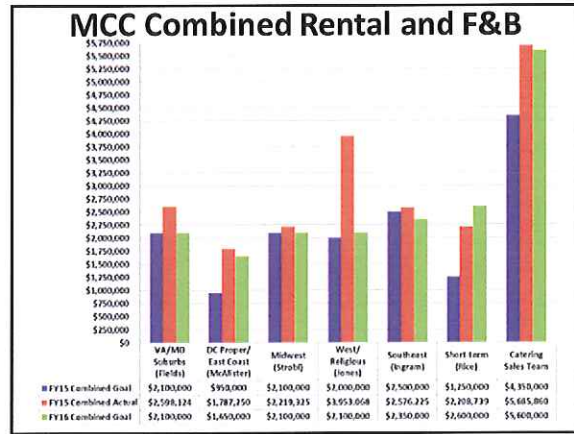
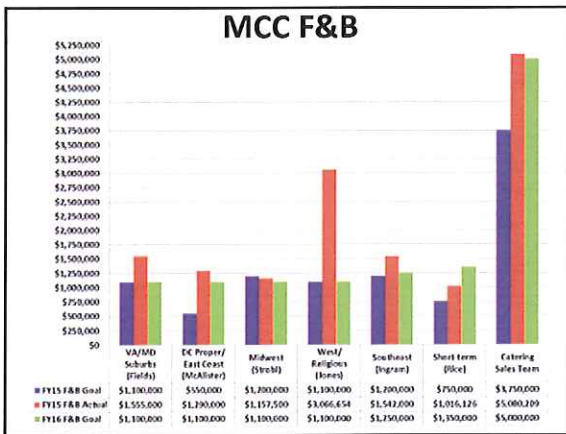
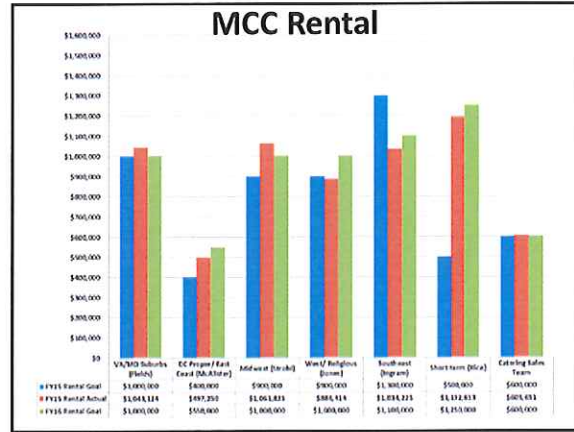
**MCC SALES GOALS**  
**FY 2015-2016**

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### MCC Sales Goals FY 2016

	FY 2015 Goal		FY 2015 Actual		FY 2016 Goal	
	FY15 Rental Goal	FY15 F&B Goal	FY15 Combined Actual	FY15 F&B Actual	FY15 Rental Goal	FY15 Combined Goal
<b>VA/MD Suburbs (Fields)</b>	\$1,500,000	\$1,100,000	\$2,600,000	\$1,643,000	\$1,145,000	\$2,190,000
<b>DC/Prager/ East Coast (McAllister)</b>	\$400,000	\$150,000	\$550,000	\$431,200	\$1,200,000	\$1,160,000
<b>Midwest (Diverse)</b>	\$500,000	\$1,200,000	\$2,100,000	\$1,691,800	\$1,100,000	\$2,100,000
<b>West/ Religious (Jones)</b>	\$500,000	\$1,100,000	\$2,000,000	\$998,400	\$1,000,000	\$2,100,000
<b>Southwest (Program)</b>	\$1,200,000	\$1,200,000	\$2,600,000	\$1,834,200	\$1,100,000	\$1,260,000
<b>Short Term (Pike)</b>	\$100,000	\$100,000	\$200,000	\$100,000	\$100,000	\$200,000
<b>Catering Sales Team</b>	\$500,000	\$3,700,000	\$4,200,000	\$500,000	\$500,000	\$4,000,000
<b>Total</b>	\$1,600,000	\$9,000,000	\$15,200,000	\$6,371,900	\$12,210,000	\$18,500,000



### Proposed FY '16 Sales 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.

### Proposed FY '16 Sales Incentive Plan

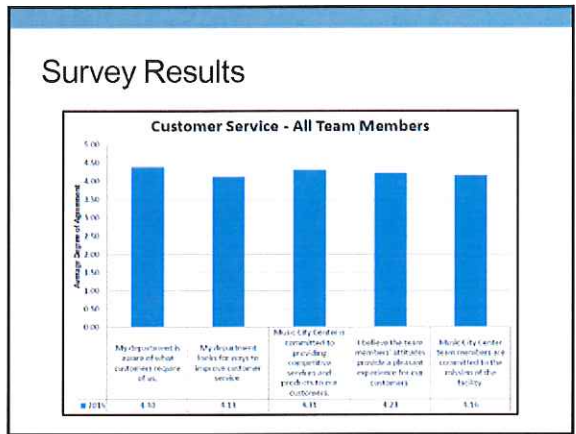
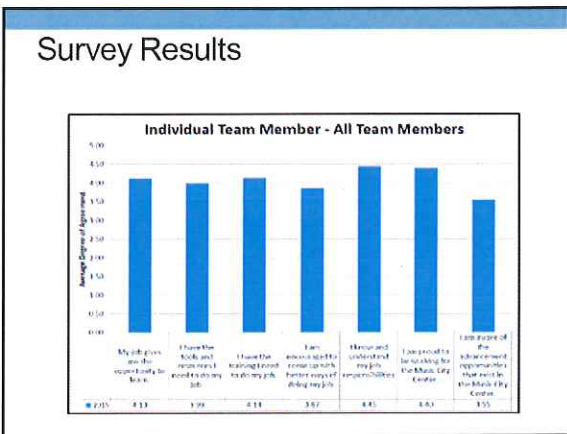
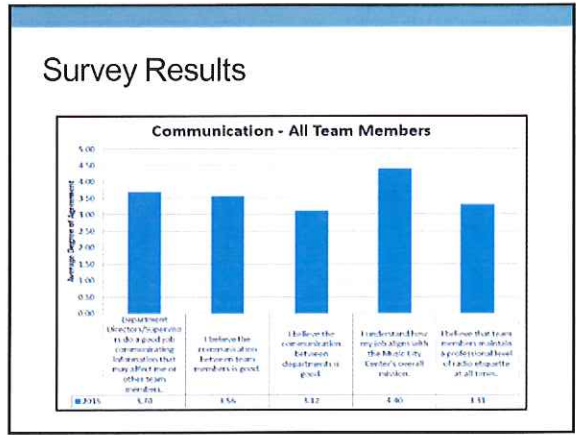
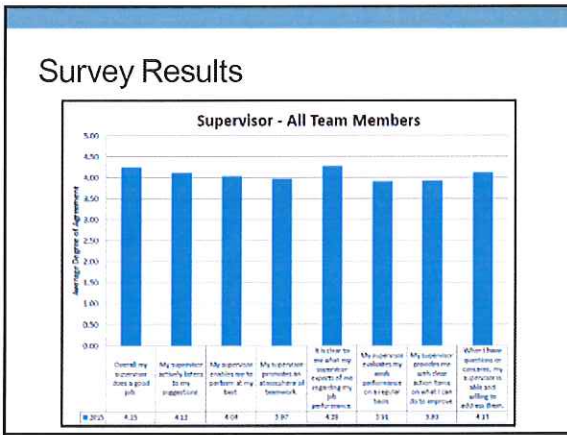
Once the plan is activated sales managers will be paid the following percentage of their base salary based on percentage of each goal obtained on the following chart:

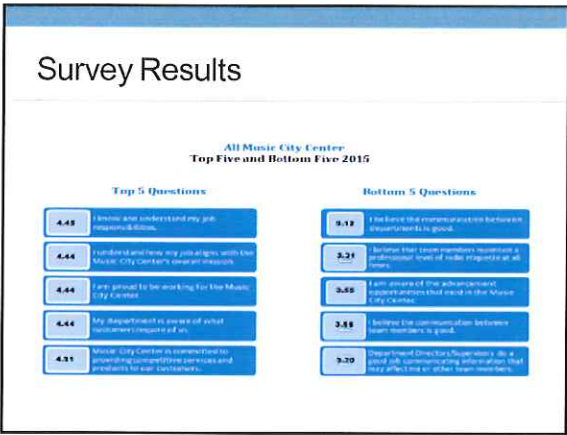
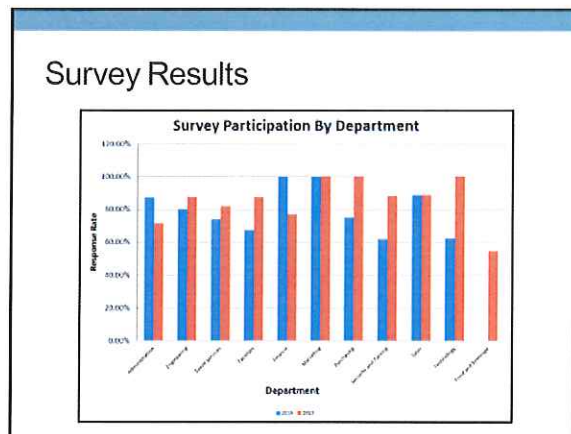
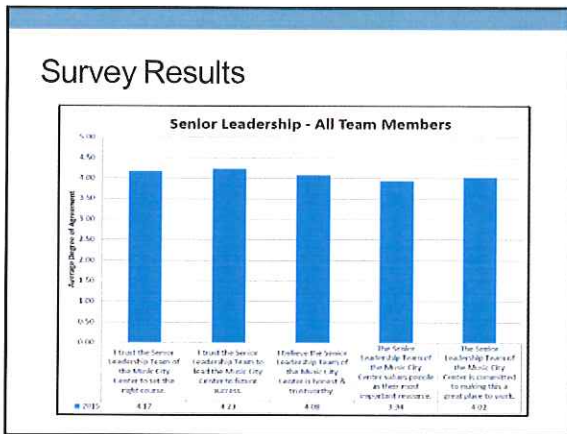
% of Goal Achieved	MCC Rental	MCC F&B
90 - 94.9%	1%	1%
95 - 99.9%	2%	2%
100 - 104.9%	4%	4%
105 - 109.9%	6%	6%
110 - 119.9%	8%	8%
120% +	10%	10%

## Team Member Survey

### Team Member Survey Results

- **Completion Totals:**
  - **Music City Center (minus Food & Beverage)** – 126 team members completed out of a total of 146 team members – 87% response rate
  - **Music City Center (Including Food & Beverage)** – 161 team members completed out of a total of 210 – 77% response rate
  - **Food & Beverage** – 35 completed out of a total of 64 – 53% response rate





### Survey Results

#### Top Five Scores

2015		2014	
Score	Item	Score	Item
4.45	I know and understand my job responsibilities.	4.47	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 am proud to be working for the Music City Center.
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.
4.44	My department is aware of what customers require of us.	4.33	I know and understand my job responsibilities.
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

2015		2014	
Score	Item	Score	Item
3.70	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 in the Music City Center.
3.56	I believe communication between team members is good.	3.73	I believe that 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.
3.31	I believe that team members maintain a professional level of radio etiquette at all times.	3.57	I believe that team members maintain a professional level of radio etiquette at all times.
3.12	I believe the communication between departments is good.	3.2	I believe that communication between departments is good.

- ### Survey Results
- #### Next Steps:
- Focus Group for 2015 – 2016 has been selected from a random selection of team members who participated in the Team Member Satisfaction Survey
  - First meeting will be held on October 7, 2015

## Customer Surveys

AUGUST YTD

- 68 out of 151 surveys returned (45%)
- Would you recommend the MCC?  
67 yes / 1 no
- Overall Grade: 12.25 = A (based on a score of 1 – 13)

## Social Media

- Facebook: 7,689 likes
- Twitter: 13,200 followers
- Instagram: 1,310 followers
- Pinterest: 233 followers

## Website Stats FY14-15

- Visits: 297,753
- Unique Visitors: 219,606
- Page Views: 936,462

Francis S. Guess  
Bridge to Equality  
Fund



**MARKETING &  
OPERATIONS  
COMMITTEE**

**SEPTEMBER 29, 2015**

