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,

________________________________
Charles L. Starks
President & CEO
Convention Center Authority

Approved:

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

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

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.
## MCC FY Comparison

**Rent**

- **FY '17**: $8,398,534
- **FY '18**: $8,481,357
- **Average**: $8,439,946
- **FY '19**: $9,325,000

**F&B**

- **FY '17**: $20,789,376
- **FY '18**: $27,803,859
- **Average**: $24,296,618
- **FY '19**: $25,025,000

**Combined**

- **FY '17**: $29,187,910
- **FY '18**: $36,285,216
- **Average**: $32,736,563
- **FY '19**: $34,350,000

**Rent**

- **FY '16**: $8,534,228
- **FY '17**: $8,398,534
- **FY '18**: $8,481,357
- **FY '19**: $9,325,000

**F&B**

- **FY '16**: $19,291,451
- **FY '17**: $20,789,376
- **FY '18**: $27,803,859
- **FY '19**: $25,025,000

**Combined**

- **FY '16**: $27,825,679
- **FY '17**: $29,187,910
- **FY '18**: $36,285,216
- **FY '19**: $34,350,000

## Teri McAlister Sales Manager (District of Columbia Proper/ East Coast)

**F&B**

- **FY '17**: $1,830,000
- **FY '18**: $2,480,000
- **Average**: $2,155,000
- **FY '19**: $2,200,000

**Rent**

- **FY '17**: $987,160
- **FY '18**: $1,074,500
- **Average**: $1,030,830
- **FY '19**: $1,100,000

**Combined**

- **FY '17**: $2,817,160
- **FY '18**: $3,554,500
- **Average**: $3,185,830
- **FY '19**: $3,300,000

## Crystal Fields Sales Manager (VA/MDD Suburbs)

**F&B**

- **FY '17**: $2,100,417
- **FY '18**: $2,440,000
- **Average**: $2,270,209
- **FY '19**: $2,600,000

**Rent**

- **FY '17**: $2,061,914
- **FY '18**: $1,681,050
- **Average**: $1,871,482
- **FY '19**: $1,800,000

**Combined**

- **FY '17**: $4,162,331
- **FY '18**: $4,121,050
- **Average**: $4,141,691
- **FY '19**: $4,400,000

## Tim Strobl Sales Manager (Midwest)

**F&B**

- **FY '17**: $3,746,500
- **FY '18**: $8,057,500
- **Average**: $5,902,000
- **FY '19**: $5,100,000

**Rent**

- **FY '17**: $1,078,850
- **FY '18**: $944,425
- **Average**: $1,011,638
- **FY '19**: $1,000,000

**Combined**

- **FY '17**: $4,825,350
- **FY '18**: $9,001,925
- **Average**: $6,913,638
- **FY '19**: $6,100,000

## Van Ingram Sales Manager (Southeast)

**F&B**

- **FY '17**: $4,825,350
- **FY '18**: $9,001,925
- **Average**: $6,913,638
- **FY '19**: $6,100,000

**Rent**

- **FY '17**: $3,746,500
- **FY '18**: $6,057,500
- **Average**: $5,902,000
- **FY '19**: $5,100,000

**Combined**

- **FY '17**: $8,592,050
- **FY '18**: $15,059,425
- **Average**: $11,816,063
- **FY '19**: $11,200,000

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**Convention Center Authority**

**September 27, 2018**

**Attachment #1**
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.

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:

<table>
<thead>
<tr>
<th>% of Goal Achieved</th>
<th>MCC Rental</th>
<th>MCC F&amp;B</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 - 94.9%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>95 - 99.9%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>100 - 104.9%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>105 - 109.9%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>110 - 119.9%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>120% +</td>
<td>10%</td>
<td>10%</td>
</tr>
</tbody>
</table>
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 – 88.33% 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

Year Over Year Comparison

Graphs by Category

Survey Results
**Survey Results**

### Customer Service

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>4.20</td>
<td>4.32</td>
<td>4.35</td>
<td>4.29</td>
<td>4.23</td>
</tr>
</tbody>
</table>

### Senior Leadership

<table>
<thead>
<tr>
<th>I believe the Senior Leadership team of the Music City Center is transparent...</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>4.50</td>
<td>4.21</td>
<td>4.60</td>
<td>4.50</td>
</tr>
</tbody>
</table>

### Communication

<table>
<thead>
<tr>
<th>I feel like I am a part of the Music City Center...</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>4.32</td>
</tr>
</tbody>
</table>

**Team Member Survey Results**

### New Questions

**Top & Bottom Five Questions**
**TEAM MEMBER SURVEY RESULTS**

**Top 5 and Bottom 5 Questions**

<table>
<thead>
<tr>
<th>Top 5 Questions</th>
<th>Bottom 5 Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.68 I am proud to be working for the Music City Center.</td>
<td>2.68 I understand the communication between departments is important.</td>
</tr>
<tr>
<td>4.61 I understand how my job aligns with the Music City Center’s overall mission.</td>
<td>3.78 There is open and honest communication between managers and their employees.</td>
</tr>
<tr>
<td>4.60 The city center is committed to providing competitive salaries and benefits to our customers.</td>
<td>2.83 Department/departments perform a vital job communicating information that may affect me or other team members.</td>
</tr>
<tr>
<td>4.60 My department is aware of what customers request of us.</td>
<td>2.88 I am satisfied with the development my organizational members are making with new technologies.</td>
</tr>
<tr>
<td>4.60 I trust my fellow colleagues to know that I trust my department to follow through.</td>
<td>4.07</td>
</tr>
</tbody>
</table>

**YTD CUSTOMER SURVEY RESULTS**

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)