

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

**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 February 28, 2017 at 11:04 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, Randy Rayburn, Luke Simons and Renata Soto

**OTHERS PRESENT:** Charles Starks, Charles Robert Bone, Heidi Runion, Brian Ivey, Mary Brette Wyly, Erin Hampton, Donna Gray, and Andrew Sarta

Committee Chair Irwin Fisher opened the meeting and noted there was a quorum present.

**ACTION:** Willie McDonald made a motion to approve the Marketing & Operations Committee minutes of August 23, 2016. The motion was seconded by Randy Rayburn and approved unanimously by the committee.

\*Denotes the arrival of Renata Soto

Charles Starks discussed proposed changes to the Social Media Policy (Attachment #2), and there was discussion.

**ACTION:** Luke Simons made a motion to approve the revisions and additions to the Social Media Policy as considered this day. The motion was seconded by Renata Soto and approved unanimously by the committee.

Charles Starks presented the Weapons in the Workplace Policy (Attachment #3), and there was discussion.

**ACTION:** Luke Simons made a motion to approve the Weapons in the Workplace Policy as considered this day. The motion was seconded by Renata Soto and approved unanimously by the committee.

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,



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Charles L. Starks  
President & CEO  
Convention Center Authority

Approved:



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

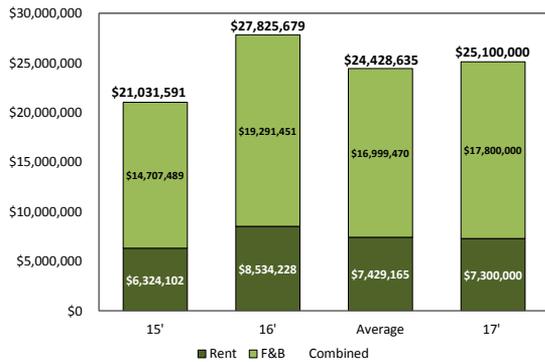
Marketing and Operations Committee  
August 23, 2016



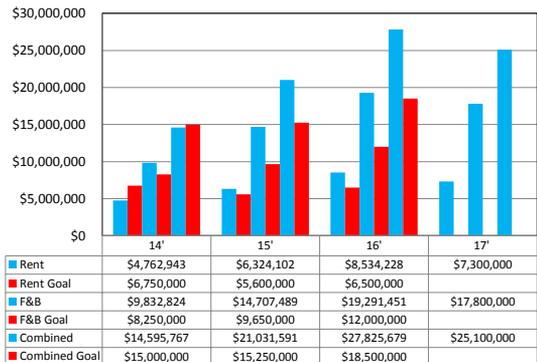
Methodology

- 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.

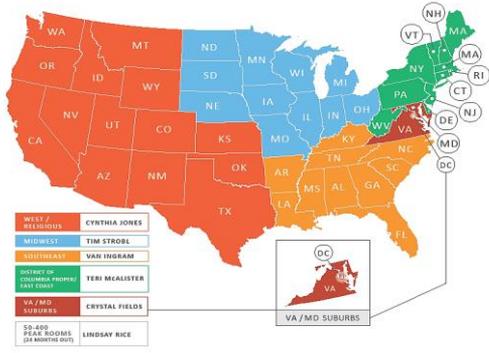
MCC FY Comparison



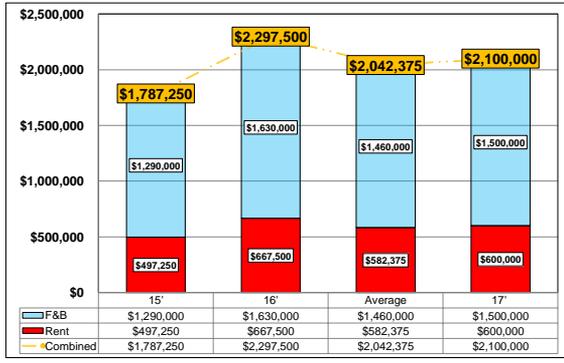
MCC FY Comparison



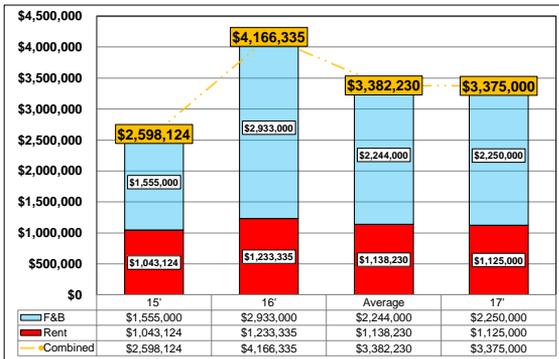
Sales Map by Region



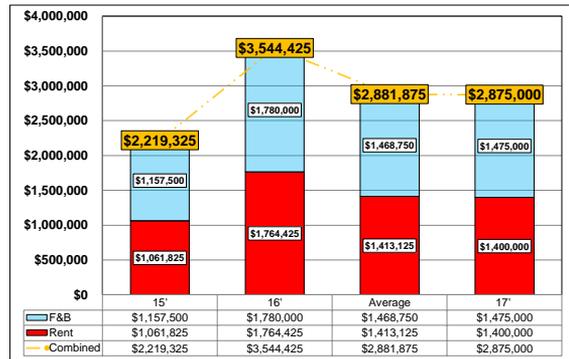
Teri McAlister  
Director of Sales



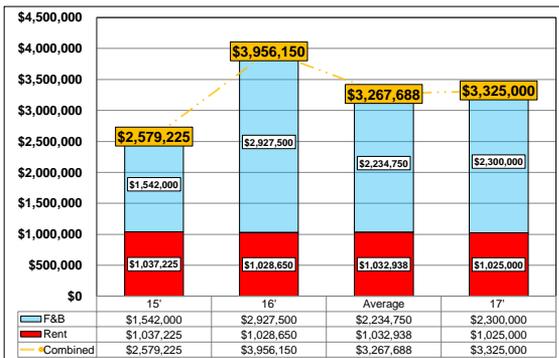
**Crystal Fields  
Sales Manager**



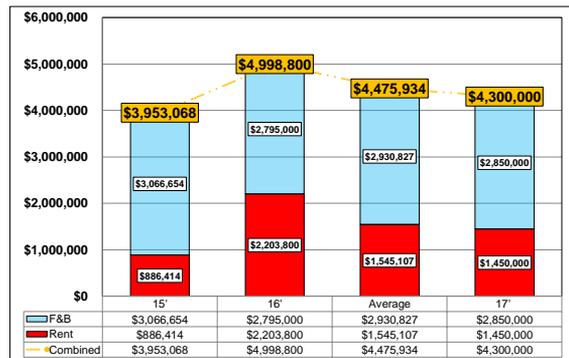
**Tim Strobl  
Sales Manager**



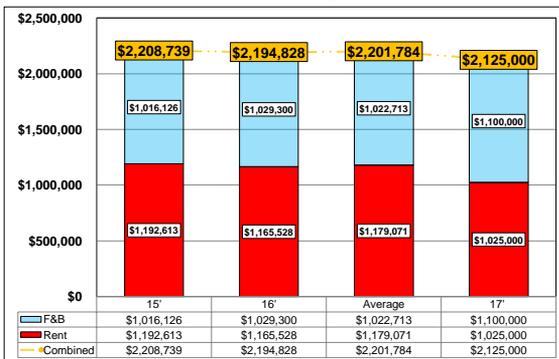
**Van Ingram  
Sales Manager**



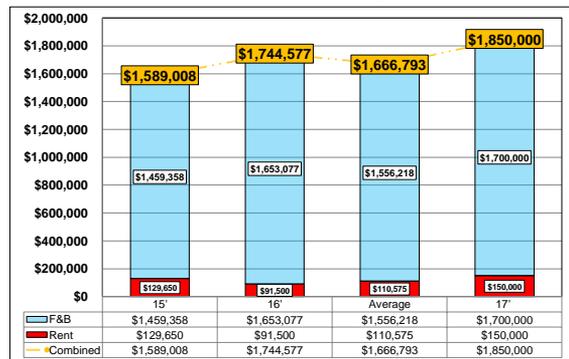
**Cynthia Jones  
Sales Manager**



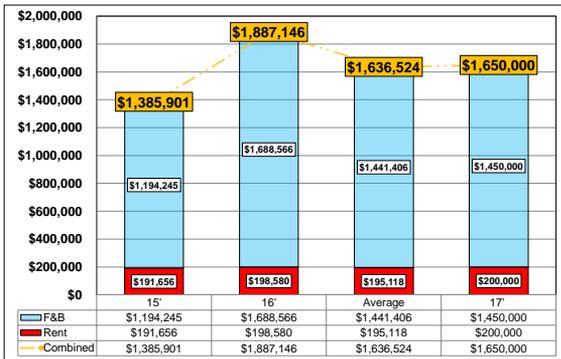
**Lindsay Rice  
Sales Manager**



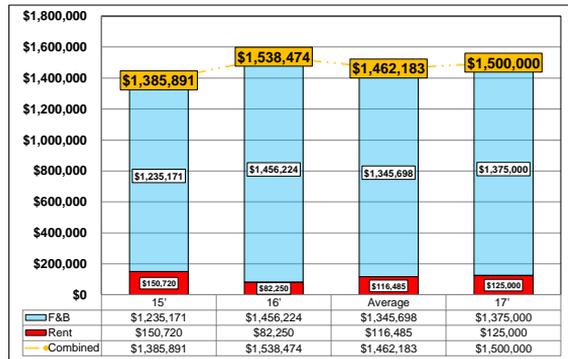
**Renaee Droege  
Director of Catering**



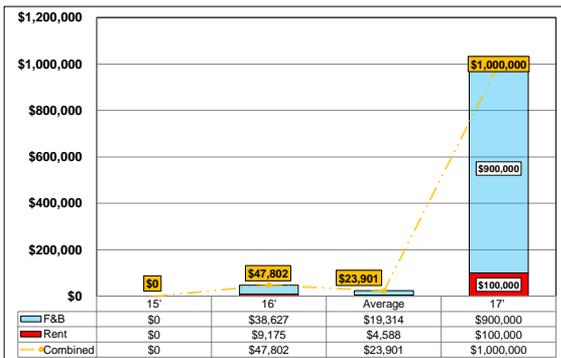
**Meg Nichols  
Senior Catering Manager**



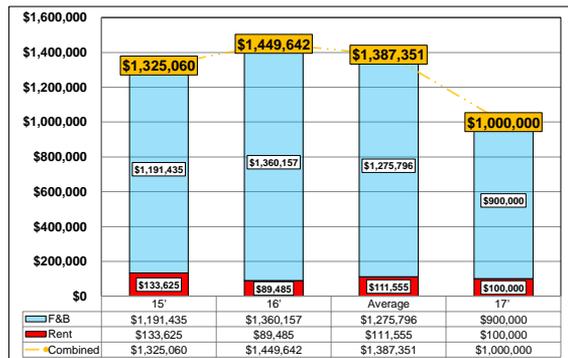
**Jenny Brewer  
Catering Manager**



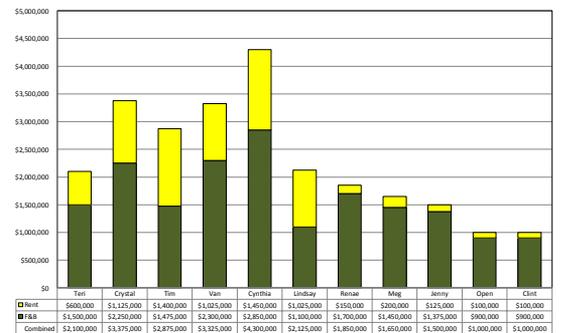
**Open  
Catering Manager**



**Clint Strange  
Catering Manager**



**17' Goals by Sales Manager**



**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
<b>Total:</b>	<b>2,779</b>	

**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:

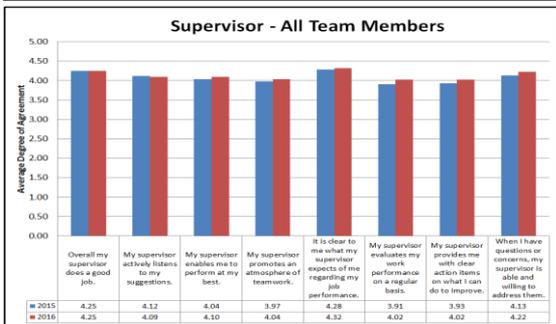
% of Goal Achieved	MCC Rental	MCC F&B
90 - 94.9%	1%	1%
95 - 99.9%	2%	2%
100 - 104.9%	4%	4%
105 - 109.9%	6%	6%
110 - 119.9%	8%	8%
120% +	10%	10%



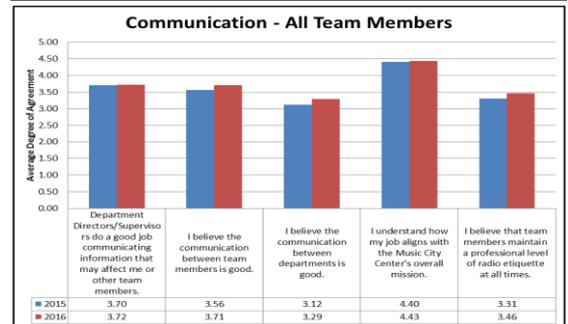
### TEAM MEMBER SURVEY RESULTS

- **Completion Totals:**
  - **Music City Center (minus Food & Beverage)** - 106 team members completed out of a total of 145 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.

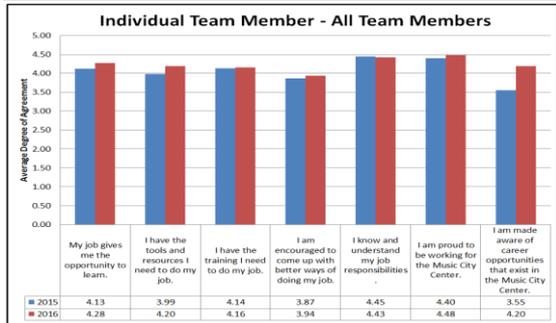
### SURVEY RESULTS



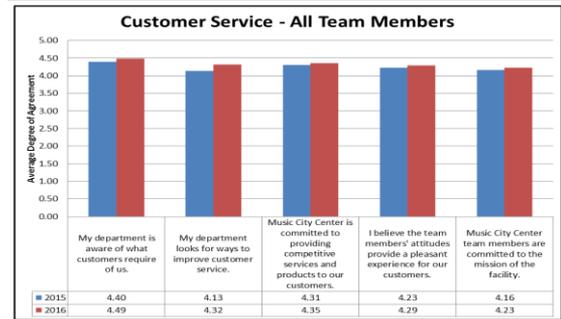
### SURVEY RESULTS



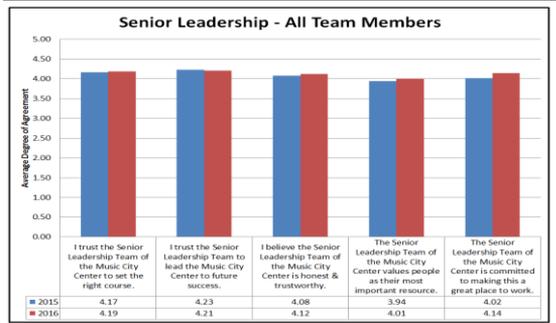
## SURVEY RESULTS



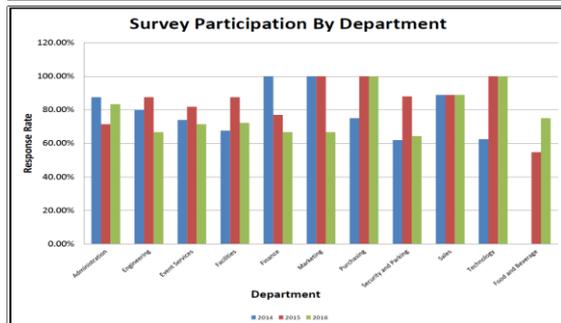
## SURVEY RESULTS



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## SURVEY RESULTS



## SURVEY RESULTS

**All Respondents  
Top Five and Bottom Five 2016**

Top 5 Questions		Bottom 5 Questions	
<b>4.49</b>	My department is aware of what customers require of us.	<b>3.29</b>	I believe the communication between departments is good.
<b>4.48</b>	I am proud to be working for the Music City Center.	<b>3.46</b>	I believe that team members maintain a professional level of radio etiquette at all times.
<b>4.43</b>	I understand how my job aligns with the Music City Center's overall mission.	<b>3.71</b>	I believe the communication between team members is good.
<b>4.43</b>	I know and understand my job responsibilities.	<b>3.72</b>	Department Directors/Supervisors do a good job communicating information that may affect me or other team members.
<b>4.35</b>	Music City Center is committed to providing competitive services and products to our customers.	<b>3.94</b>	I am encouraged to come up with better ways of doing my job.

## SURVEY RESULTS

**Top Five Scores**

2016		2015		2014	
Score	Item	Score	Item	Score	Item
4.49	My department is aware of what customers require of us.	4.45	I know and understand my job responsibilities.	4.47	My department is aware of what customers require of us.
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.	4.43	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**

2016		2015		2014	
Score	Item	Score	Item	Score	Item
3.34	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.	3.79	I am aware of advancement opportunities that exist in the Music City Center.
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.	3.73	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.
3.46	I believe that team members maintain a professional level of radio etiquette at all times.	3.31	I believe that team member 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.
3.29	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

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**July 2016 Year to Date**

- 66 out of 140 surveys returned (47.14% response rate)
- Would you recommend the Music City Center?
  - 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**

**Top Five**

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 Carts - 4.50
5. Sales Experience - 4.44

**Bottom Five**

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

Marketing and Operations Committee  
August 23, 2016

