

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 August 28, 2023, at 2:00 p.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, Barrett Hobbs, Alfred Degrafinreid II, Dee Patel, and (Norah Buikstra, Ex-Officio)

COMMUNITY RELATIONS, MARKETING & OPERATIONS COMMITTEE MEMBERS NOT PRESENT: Seema Prasad

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

The meeting was opened for business at 2:02 p.m. by 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.

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 October 27, 2022. The motion was seconded by Dee Patel 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 Brian Ivey presented the FY 2024 Sales Goals including anticipated strengths and weaknesses (Attachment #1), and there was discussion specifically related to hotel pattern shifts, the need for space, legislation, and downtown safety.

ACTION: Alfred Degrafinreid II made a motion to approve the FY 2024 Sales Goals 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 and Brian Ivey presented the FY 2024 Incentive Plan (Attachment #1), and there was discussion.

ACTION: Dee Patel made a motion to approve the FY 2024 Sales Incentive Plan 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 shared an update on the dividends of hosting the American Society of Association Executives event in August 2022. Charles Starks stated citywide events continue to be booked because of ASAE.

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 3:02 p.m.

Respectfully submitted,

Charles L. Starks
President & CEO
Convention Center Authority

Approved:

Betsy Wills, Chair
CCA Community Relations, Marketing & Operations Committee
Meeting Minutes of August 28, 2023



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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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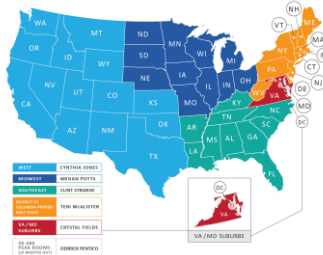
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Sales Map by Region



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Methodology

- FY 2024 Goals are based on the 2-year average of Actual Sales from FY 2022 & FY 2023.
- Actual Sales are comprised of Building Rent and F&B Revenues, broken down by individuals & the team.
- FY 2024 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.

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Opportunities in FY 2024

- 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.

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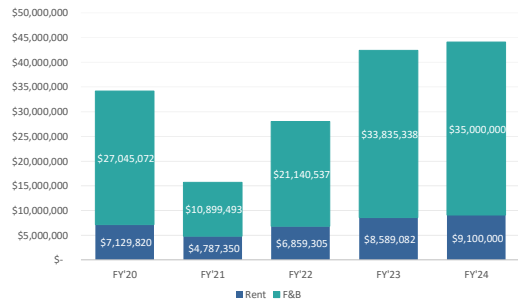
Challenges FY 2024

- **Staffing** - Staffing and overall service issues continue to pose a challenge.
- **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.
- **New Hotels** - New hotels entering the market with meeting and ballroom space compete with MCC for small meetings, as well as social and local events.

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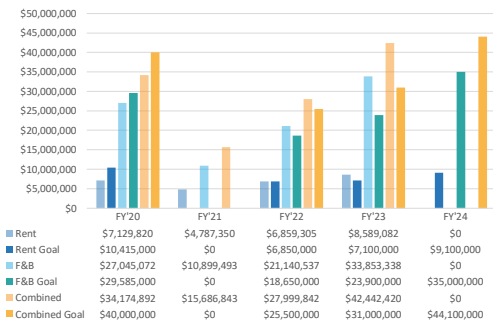
MCC FY COMPARISON



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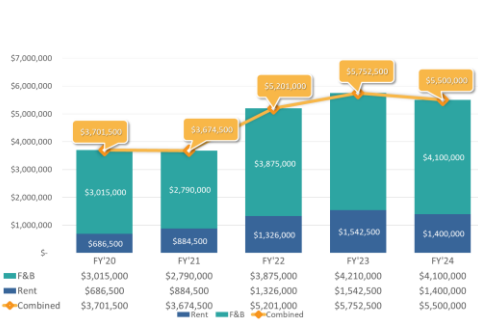
MCC FY COMPARISON



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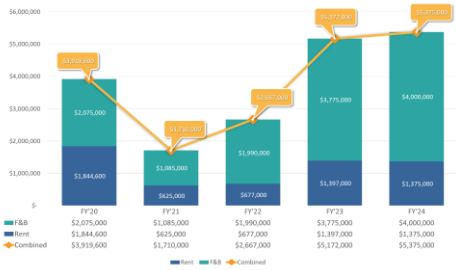
Teri McAlister
 Director of Sales - District of Columbia and East Coast



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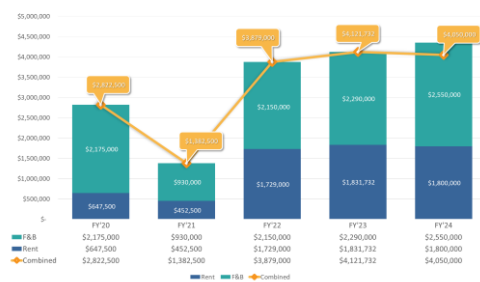
Crystal Fields
 Sales Manager - VA/MD Suburbs



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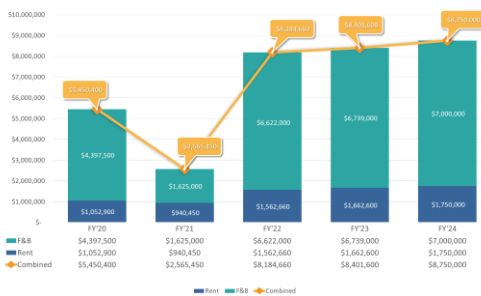
Megan Potts
 Sales Manager - Midwest



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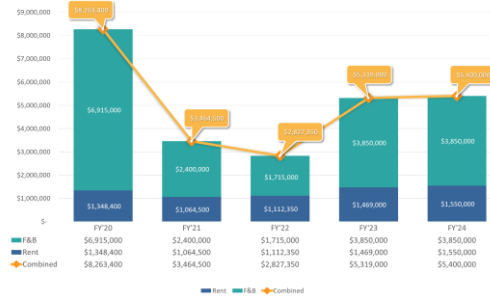
Clint Strange
 Sales Manager - Southeast



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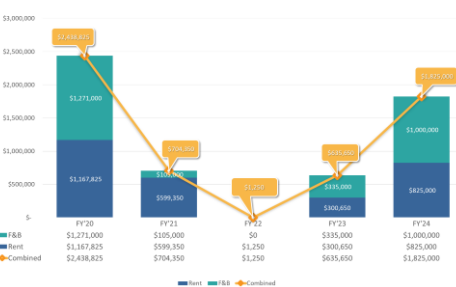
Cynthia Jones
 Sales Manager - West



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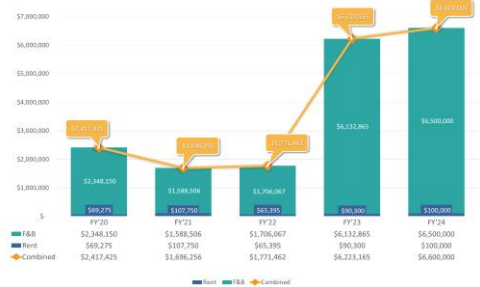
Derrick Pentico
 Sales Manager - Short Term / 50-400 rooms / Inside 24 months



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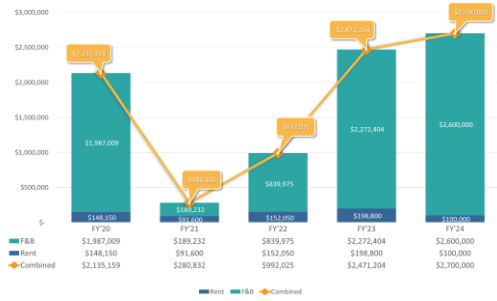
Renae Droege
 Director of Catering



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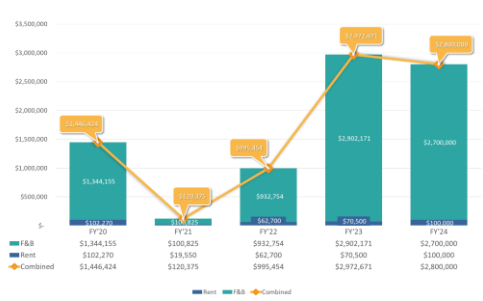
Jenny Brewer
 Senior Catering Manager



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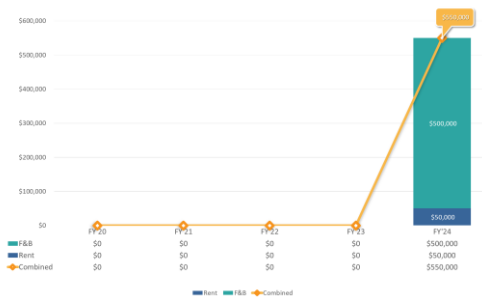
Eileen Adams
 Catering Manager



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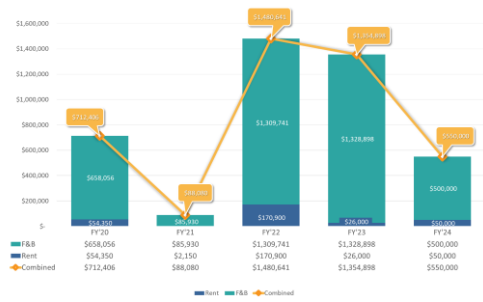
Vacant Position 2
 Catering Manager



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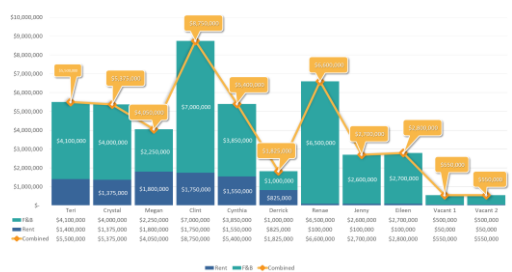
Vacant Position 1
 Catering Manager



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FY 2024 GOALS BY SALES MANAGER



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Music City Center FY 2024 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.

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**Music City Center FY 2024 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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