

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 16, 2025, 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: Norah Buikstra, Alfred Degrafinreid II, Vonda McDaniel, Dee Patel, and Seema Prasad

COMMUNITY RELATIONS, MARKETING & OPERATIONS COMMITTEE MEMBERS NOT PRESENT: Barrett Hobbs (Ex-Officio)

OTHERS PRESENT: Charles Starks, Brian Ivey, Kelli Donahoe, Heather Jensen, Elisa Putman, and Barbara Solari

The meeting was opened for business at 2:01 p.m. by Committee Chair Norah Buikstra 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 Norah Buikstra read the Mission Statement of Music City Center (Attachment #1).

There were no public comment requests received for this meeting. (Attachment #1)

ACTION: Dee Patel made a motion to approve the Community Relations, Marketing & Operations Committee minutes of October 3, 2024. The motion was seconded by Alfred Degrafinreid 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 team was recognized for their excellent work last year and they were dismissed from the meeting. The committee discussed the team and their areas of responsibility.

Charles Starks, Brian Ivey, and Kelli Donahoe presented the FY 2026 Sales Goals (Attachment #1), and there was discussion.

Next, Mr. Ivey and Mr. Starks presented the FY 2026 Incentive Plan (Attachment #1), and there was discussion.

ACTION: Seema Prasad made a motion to approve the FY 2026 Sales Goals for the sales team of the Music City Center as considered this day. The motion was seconded by Dee Patel and approved unanimously by the committee.

ACTION: Alfred Degrafinreid made a motion to approve the FY 2026 Sales Incentive Plan for the sales team of the Music City Center as considered this day. The motion was seconded by Vonda McDaniel and approved unanimously by the committee.

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 2:59 p.m.

Respectfully submitted,

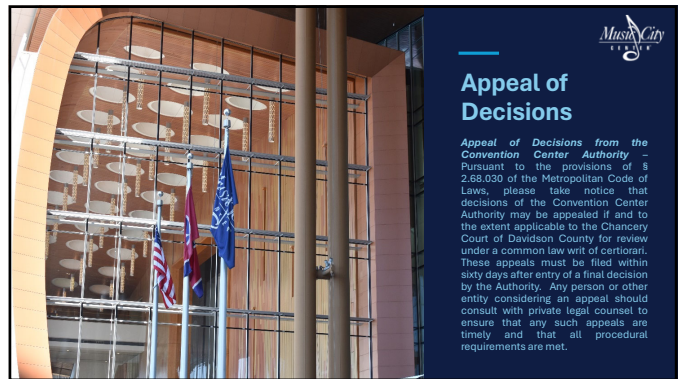
Charles L. Starks
President & CEO
Convention Center Authority

Approved:

Norah Buikstra, Chair
CCA Community Relations,
Marketing & Operations Committee
Meeting Minutes of October 16, 2025



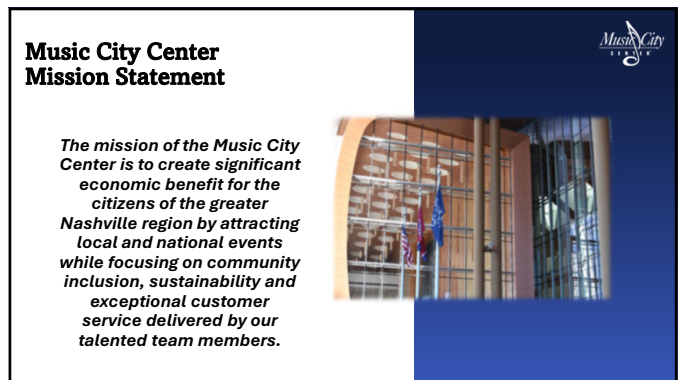
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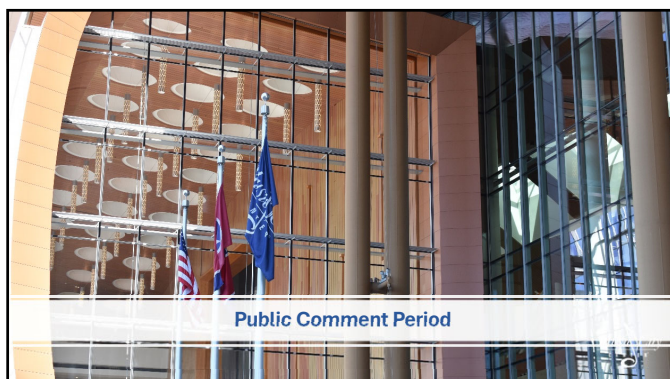
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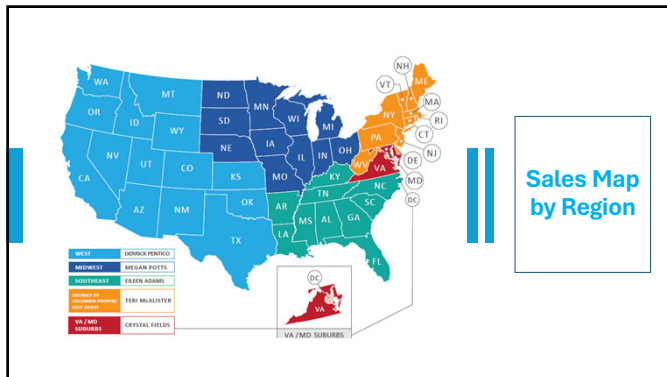
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Methodology

- FY 2026 Goals are based on a slight increase over the actual sales from FY 2025 based on changes in leadership in the department.
- Actual sales are comprised of Building Rent and F&B Revenues, broken down by individuals and the team.
- FY 2026 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.
- Included in the Incentive Plan will be the Chief Sales Officer for the first time since its inception.
- Goals for the CSO will be based on team performance in both rental and food and beverage sales for FY26 against the goals outlined in the plan.

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Opportunities in FY 2026

- The Nashville 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 completed the first phase of the process to expand the Music City Center. In FY26, the next phase will require securing enough property to meet the demands outlined in the study.
- FY25 the MCC sales team successfully integrated 7 new team members into new roles, producing \$55,694,251 in sales setting up FY26 for another successful year.

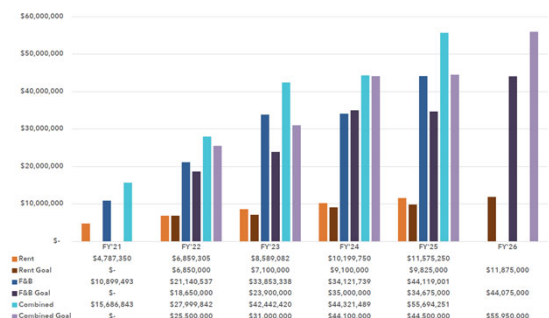
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Challenges in FY 2026

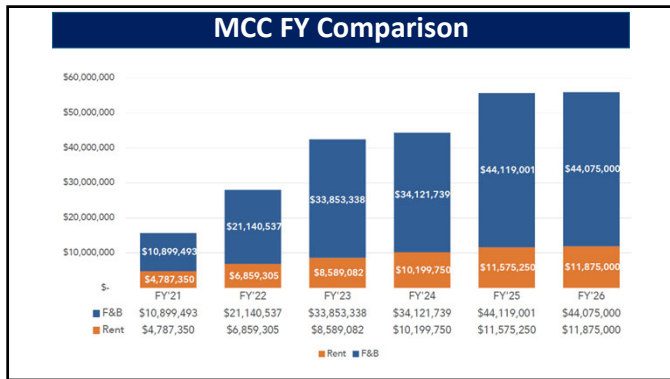
- Staffing** - Sales team has new leadership for the first time since the opening of the Music City Center
- Need for More Meeting & Ballroom Space** - Increasing demand for dates and space is not feasible due to the limited amount of meeting and ballroom space currently available in MCC. This poses 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/Economy** - Any legislation that would make Nashville less competitive by threatening its image globally in the meeting and convention industry is a concern. Uncertainty surrounding the economy and international travel will need to be monitored in FY26.
- MCC Capital Projects** - Carpet replacement continues in FY26 and may affect the placement of short-term business opportunities.

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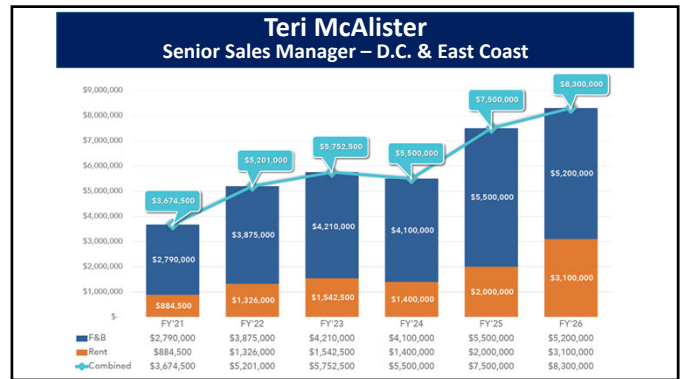
MCC FY Comparison



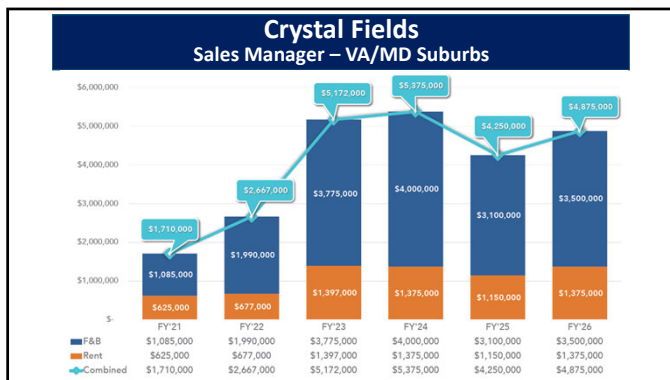
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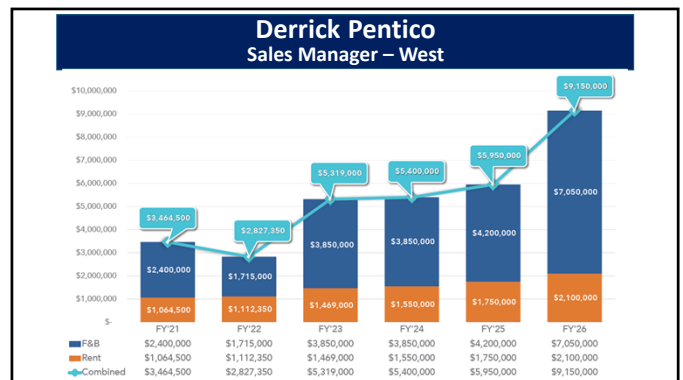
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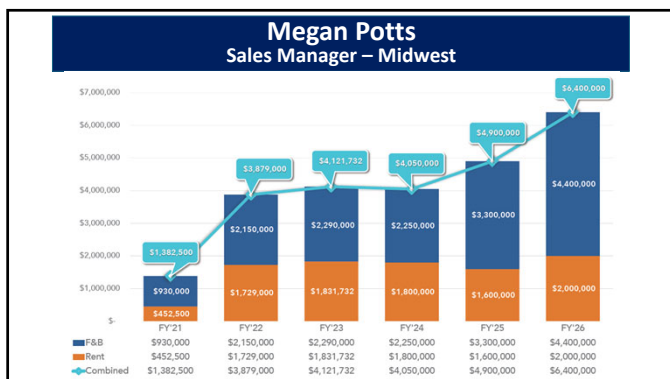
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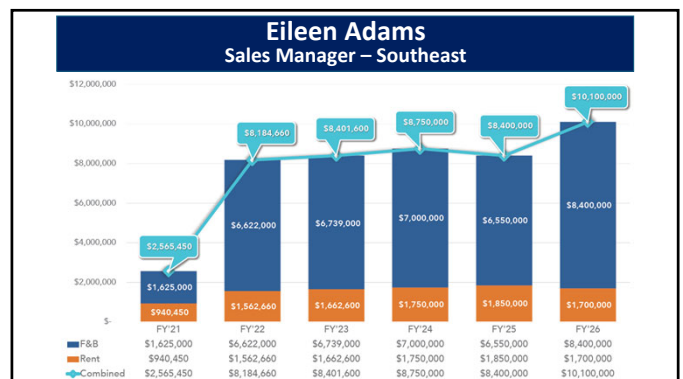
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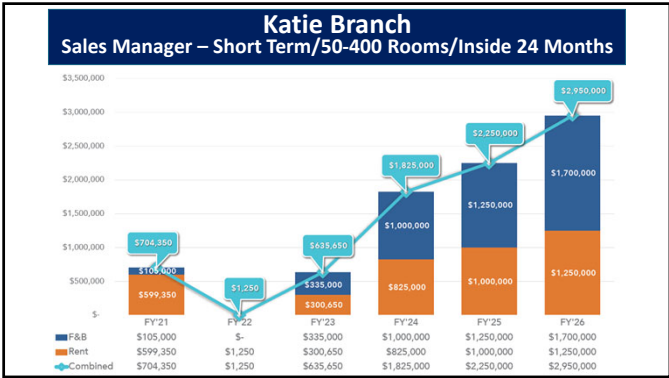
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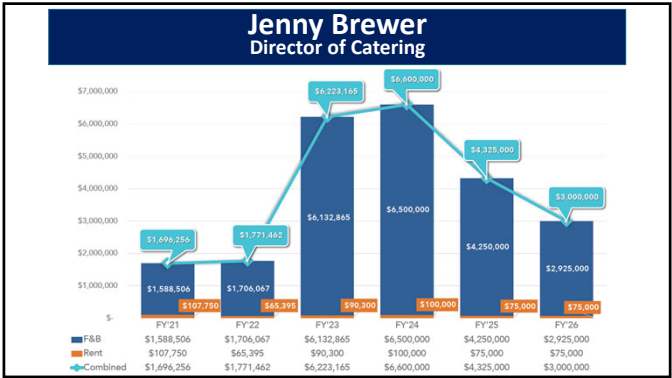
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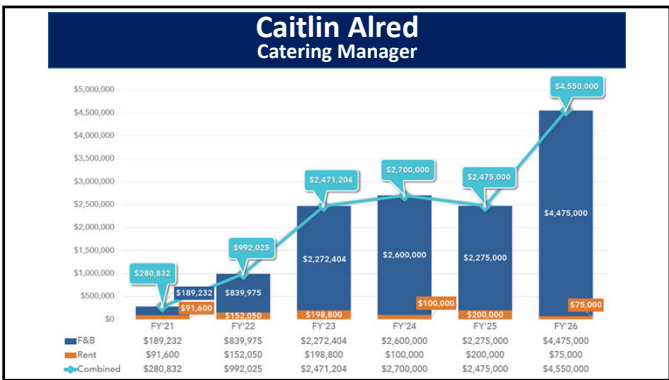
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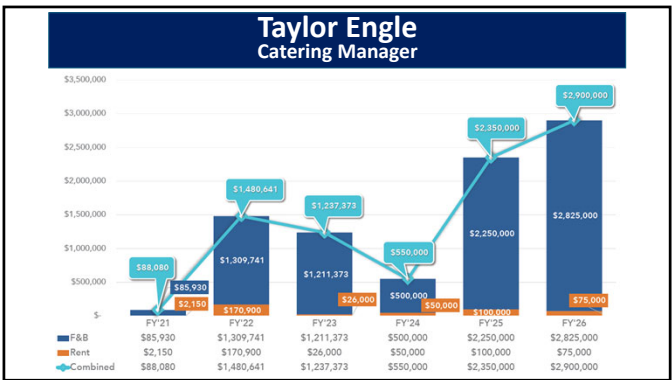
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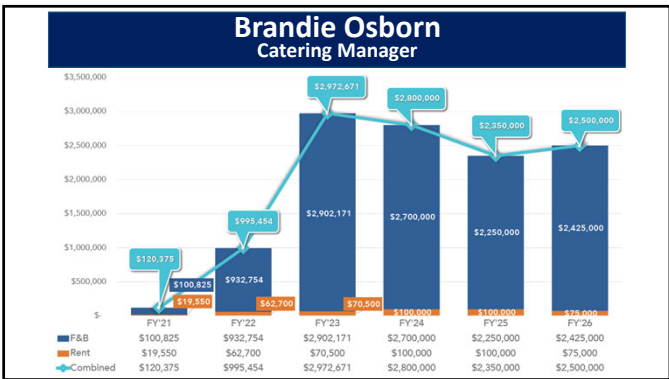
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Music City Center FY 2026 Sales Department Incentive Plan

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 2026 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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Music City Center FY 2026 Sales Department Incentive Plan

- For FY26 MCC will include the Chief Sales Officer in the MCC Department Incentive Plan.
- The incentive payout for the Chief Sales Officer will be based on the following scale:

Combined Rental and F&B Goal Achieved	Chief Sales Officer Payout
100-109.9%	10%
110-119.9%	15%
120% +	20%

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