

**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 July 9, 2012 at 8:04 a.m. in Room 207 at the Nashville Convention Center, Nashville, Tennessee.

**MARKETING & OPERATIONS COMMITTEE MEMBERS PRESENT:** Mark Arnold, Ken Levitan, Luke Simons, Mona Lisa Warren, and Marty Dickens, Ex-Officio

**MARKETING & OPERATIONS COMMITTEE MEMBERS NOT PRESENT:**

**OTHERS PRESENT:** Tony Holt, Derek Schujahn, Bill Martin, Charles Starks, Barbara Solari, Natasha Blackshear, Charles Robert Bone, and Holly McCall

Mona Lisa Warren, Chair of the Marketing & Operations Committee, opened the meeting for business.

**ACTION:** Ken Levitan made a motion to approve the Marketing & Operations Committee minutes of March 29, 2012. The motion was seconded by Mark Arnold and approved unanimously by the committee.

**ACTION:** Ken Levitan made a motion to approve the Marketing & Operations Committee minutes of May 31, 2012. The motion was seconded by Luke Simons and approved unanimously by the committee.

Cushion Employer Services were then asked to report on their compensation and benefit study for the Music City Center. (Attachment #1) There was discussion. Some additional information was requested.

**ACTION:** Ken Levitan made a motion to recommend to the full Authority that Charles Starks be authorized to recruit and hire positions necessary at this point for a timely opening of the Music City Center in accordance with the information provided by

Cushion noting those positions would be discussed at the next full Authority meeting. The motion was seconded by Mark Arnold and approved unanimously by the committee.

Luke Simons noted that the Cushion study was an overlap in aggregate with the two previously completed studies.

Charles Starks then gave a technology update. (Attachment #1)

**ACTION:** Ken Levitan made a motion to recommend to the full Authority that Charles Starks be authorized to enter into two subsequent agreements with Presidio for LAN site survey and deployment and for the unified communications deployment which would include purchasing the second phase of technology as presented. The motion was seconded by Luke Simons and approved unanimously by the committee.

Charles Starks gave an update on RFPs. (Attachment #1) There was discussion.

There was additional discussion regarding salaries and the Cushion report.

With no additional business a motion was made to adjourn, with no objection the Marketing & Operations committee of the CCA adjourned at 9:41 a.m.

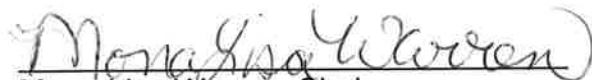
Respectfully submitted,



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Charles L. Starks  
Executive Director  
Nashville Convention Center

Approved:



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Mona Lisa Warren, Chair  
Marketing & Operations Committee  
Meeting Minutes of July 9, 2012

# MARKETING & OPERATIONS COMMITTEE

July 9, 2012




## Convention Center Authority

Compensation and Benefits  
July 9, 2012




### Agenda

- Scope of Service
- Market Breakouts
- Total Compensation Strategy and Philosophy
- Group Health and Welfare Benefits
- Paid Time Off
- Retirement Plans
- Company Perks
- Reward Programs
- Pay Rates




### Scope of Service

- Perform a market study of total compensation in the hospitality industry (compensation and benefits) nationally, regionally and locally within the Music City Center job classifications and descriptions
- Based on an analysis of collected data and Cushion's experience assist the convention center management and CCA with developing a total compensation strategy and philosophy
- Recommend salary, benefit plans, company perks and reward programs



### Market Breakout

- Geographic
  - National
  - South Region
  - Statewide
  - Metropolitan Areas
- Hospitality Industry
  - Convention Centers
  - Hotels
  - Resorts
  - Casinos



### Total Compensation Strategy and Philosophy

- Attracting Quality Employees
- Encouraging Employee Retention
- Benefits and Company Perks
- Rewards for Performance



## Group Health and Welfare Benefits

- Continue to provide all allowable benefits from Metro
- Keep eligibility and requirements in tact
- Offer Flexible Spending Account (FSA)



## Paid Time Off Benefits

- **Vacation**
  - 0 thru 1 year 40 hours
  - 2 thru 4 years 80 hours
  - 5 thru 10 years 120 hours
  - 11 years and beyond 160 hours

Recommended maximum carryover of 80 hours

- **Sick/Personal Days (12)**

Recommend combining sick and personal days; accrue 1 day per month with a maximum carryover of 24 days; 3 days could be used for personal reasons.

- **Holidays (10)**

New Year's Day	Independence Day	Day after Thanksgiving	1 Floating Holiday
Martin Luther King Birthday	Labor Day	Christmas Eve Day	
Memorial Day	Thanksgiving Day	Christmas Day	



## Retirement Plans

- **457(b) Deferred Contribution Plan:**
  - Employee contributes to individual Deferred Compensation Plan for retirement
  - all employee contribution no employer matches
- **Tiered 401(k) Defined Contribution Plan:**
  - Employer matches 100.0% up to 3% of an employee's salary
  - Employer matches 50.0% up to 5% of an employee's salary
  - Vesting

Years of Service	1	2	3	4	5	6
Vesting Portion	0%	20%	40%	60%	80%	100%



## Company Perks

- Tuition Assistance
- Employee Assistance Program (EAP)
- Identity Theft Protection (Employee Contribution)
- Parking Assistance
- Uniforms



## Rewards Programs

*(Incentive Program)*

- Identification and Selection of Incentive-Eligible Positions
- Motivates executive and senior level staff to **exceed** established goals and objectives
  - Significantly contributes toward achievement of major organization-wide objectives
  - Includes only executive management and senior leadership



## Rewards Programs

*(Incentive Program)*

- Performance Measures
- Based on both organizational and individual performance factors
  - Effective and true incentive plans must apply the "stretch"
  - Organizational and individual objectives must be set above and beyond standard goals and expectations
  - Plan must have a minimum, target and maximum amount tied to a percentage of base salary
  - Should seek to minimally apply the most commonly used organizational performance measurement criteria



## Rewards Programs (Incentive Program)

### Criteria to Determine the Award Amount

- Must be enough to instigate motivation
- Must be treated as a special reward for above average individual and organizational performance
- The amount paid for the participant achieving targeted performance levels
- The maximum award is paid for exceeding the targeted performance levels



## Rewards Programs (Bonus Program)

- Bonus award is paid out after the organization-wide "stretch" targets are achieved
- Individual's performance is rated at least satisfactorily based on the performance appraisal system
- Not promised to the employee in advance



## Pay Rates

### What Are Percentile Wages

Percentile wage is the estimated value of a wage below which a certain percent of workers fall.

- Example of a percentile wage:

Percentile	25%	50% Median	75%
Annual Wage	\$31,200	\$41,600	\$49,920

This example indicate that:

- 25% earn less than \$31,200; 75% earn more than \$31,200
- 50% earn less than \$41,600; 50% earn more than \$41,600
  - The 50th percentile is called the Median
- 75% earn less than \$49,920; 25% earn more than \$49,920



## Executive Director Position

### Goal: Attract and Retain

Percentile	25%	50% Median	75%
Executive Director	\$183,600	\$189,200	\$210,900

### 75<sup>th</sup> Percentile



# MARKETING & OPERATIONS COMMITTEE

July 9, 2012



## TECHNOLOGY UPDATE

Items	Cost
Wireless	\$398,864
Phone System	\$174,796
Servers	\$215,000
Employee Equipment	\$128,700
Misc. Equipment, Cables, Connectors	\$67,640
Total:	\$985,000

## RFP UPDATE

- Food and Beverage RFP being evaluated
- DAS being evaluated

### Upcoming RFP's

- Audio Visual
- Security
- Contract Labor
- EMTs
- Valet Parking
- Housekeeping
- Pouring Rights

## MARKETING & OPERATIONS COMMITTEE

July 9, 2012

