

**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 January 26, 2012 at 8:55 a.m.in Room 212 at the Nashville Convention Center, Nashville, Tennessee.

**MARKETING & OPERATIONS COMMITTEE MEMBERS PRESENT:** Mark Arnold, Mona Lisa Warren and Marty Dickens, ex-officio

**MARKETING & OPERATIONS COMMITTEE MEMBERS NOT PRESENT:**  
Ken Levitan and Luke Simons

**OTHERS PRESENT:** Bill Martin, Nina Ridley, Tony Holt, Derek Schujahn, Larry Atema, Debbie Frank, Charles Robert Bone, Holly McCall, Natasha Blackshear, Charles Starks and Harriett Royer

Mona Lisa Warren, Chair of the Marketing & Operations Committee, opened the meeting for business and noted there was not a quorum present and that any information presented would be for informational purposes only.

Debbie Frank provided an update on the art project.

Bill Martin, Cushion Employer Services, provided a status update on the compensation & benefit study (Attachment #1).

With no additional business a motion was made to adjourn, with no objection the Marketing & Operations committee of the CCA adjourned at 9:31 a.m.

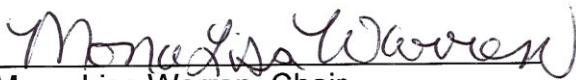
Respectfully submitted,



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Charles L. Starks  
Executive Director  
Nashville Convention Center

Approved:



Mona Lisa Warren, Chair  
Marketing & Operations Committee  
Of January 26, 2012


# Convention Center Authority Marketing & Operations Committee

January 26, 2012




## Convention Center Authority

Compensation Study Status Update  
January 26, 2012




### Agenda

- About Cushion
- Meeting Summary
- Project Plan and Phases
  - Timetables
  - Desired Outcomes
- Meeting Schedule
  - Formal
  - Informal
- Q & A
- Contact Cushion




### About Cushion

- Business Focus: Human Resources Management Solutions Practice
- How Long: Founded in 1996
- Location: Headquartered in Nashville, TN
- Services Offered:
  - HR Compliance and Effectiveness Solutions
  - Employee Benefits Management and Administration Solutions
  - Talent Management Solutions




### Meeting Summary


- Initial Meeting with CCA Team
- Board Chair
- Finance Chair



### Compensation Study Phases



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graph TD; A((Population Analysis)) --> B((Benefits Programs Strategy)); B --> C((Compensation Strategy)); C --> D((Performance Management)); D --> E((Communication)); E --> A;
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## Phase I: Position Analysis & Documentation

<b>Phase 1: Position Analysis and Documentation</b>	1/23/2012	3/16/2012
Analyze Existing Data, Policies, Practices and Structures position profiles and essential tasks	1/23/2012	1/31/2012
Provide CCA with Position Analysis Questionnaire and perform Desk Audits (If Necessary)	2/1/2012	2/6/2012
Test and evaluate each position for compliance with Fair Labor Standards Act	2/7/2012	2/13/2012
Design and Conduct Customized Survey and Compile Results	2/14/2012	3/6/2012
Provide Client Project Team Recommendations for Future Manning Plan	3/12/2012	3/16/2012



## Phase II: Benefit Programs Strategy

<b>Phase 2: Benefit Programs Strategy</b>	2/13/2012	3/20/2012
Gather and analyze current benefit programs data, organizational strategy, philosophy and comparison data.	2/13/2012	2/29/2012
Develop with key client personnel and conduct internal focus groups. Analyze focus group information and comparison organization data to develop benefit carrier strategy. Provide carriers with benefits plan for CCA.	2/27/2012	3/6/2012
Design recommended benefits strategy, including plan designs and vendors for both welfare and retirement benefits	3/7/2012	3/13/2012
Assist with revising, developing and implementing benefits strategy	3/14/2012	3/20/2012



## Phase III: Compensation Strategy Development

<b>Phase 3: Compensation Strategies Development</b>	2/20/2012	3/16/2012
Analyze current compensation data, strategy and philosophy. Gather and Analyze Comparison and survey data.	2/20/2012	2/29/2012
Factor Rate Positions	3/1/2012	3/8/2012
Design recommended salary, classification, pay structure and performance incentives	3/9/2012	3/13/2012
Assist with revising, developing and implementing salary strategy	3/12/2012	3/16/2012



## Phase IV: Performance Management

<b>Phase 4: Performance Management</b>	3/12/2012	3/27/2012
Conduct performance management meeting with key stakeholders	3/12/2012	3/12/2012
Review and Analyze current performance review data, organization policies and procedures, systems and process for consistency and compliance.	3/12/2012	3/19/2012
Design and recommend necessary changes for consistency and continuity with new salary structure	3/19/2012	3/21/2012
Develop process for identifying performance standards	3/21/2012	3/26/2012
Assist with revision of system of performance review as necessary	3/26/2012	3/27/2012
Work with client leadership to implement necessary changes	3/20/2012	3/22/2012



## Phase V: Communication

<b>Phase 5: Communication Plan (Phases 4 &amp; 5)</b>	3/13/2012	4/3/2012
Meet with key personnel regarding communications plan, goals and outcomes. Develop and recommend transition process and presentation strategy.	3/20/2012	3/20/2012
Review process and presentation with key client stakeholders for final changes and develop implementation timeline	3/16/2012	3/19/2012
Finalize approved transition process and presentation	3/19/2012	3/19/2012
Assist with employee orientation sessions	4/2/2012	4/3/2012



## Compensation Study Meeting Schedule

- Initial Meeting with Executive Director and HR Manager – 11/18/11
- Project Plan Review & Revision – 1/18/12
- CCA Marketing and Operations Committee Meeting – 1/26/12
- Phase I
  - Customized Survey Design – 2/14/12
  - Status Meeting – 3/8/12
- Phase II and III
  - Focus Group Meetings – 3/2/12
  - Status Update – 3/14/12
- Phase IV and V
  - Stakeholder Meeting – Performance – 3/12/12
  - Stakeholder Meeting – Communication – 3/20/12
  - Status Update – 3/30/12
- CCA Study Closeout Meeting - 4/26/12



## Questions and Answers



## Cushion Contact Information

- Bill Martin ([bmartin@cushioncorp.com](mailto:bmartin@cushioncorp.com))
- Nina Ridley ([nridley@cushioncorp.com](mailto:nridley@cushioncorp.com))
- Derek Schujahn ([dschujahn@cushioncorp.com](mailto:dschujahn@cushioncorp.com))
- Tony Holt ([aholt@cushioncorp.com](mailto:aholt@cushioncorp.com))

- By Telephone: 615-742-9998



**Convention Center Authority**

## ***Marketing & Operations Committee***

January 26, 2012



