

**FRIDAY, AUGUST 11, 2023, 11:30 AM
MANCHESTER-COFFEE COUNTY CONFERENCE CENTER**

ATTENDEES

Members

Zach Lowry
David Bradley
Jake Shelton
Holly Jones
Ken Huddleston
Tiffany Hillsman
Megan Jackson

Office

Chairman
Vice Chairman
Secretary/Treasurer
Public Relations Officer

Guests

Rebecca French
Oslin Gulick
Justin Smith
River Bradley

7 members /4 guests

CALL TO ORDER

The August 11, 2023, regular meeting of the Public Building Authority of the City of Manchester, Tennessee was called to order at 11:30 AM by Zach Lowry, Chairman, presiding. Minutes were recorded by Oslin Gulick.

APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING

- **Jake Shelton moved to approve the June 2023 meeting minutes as presented.** No meeting was held in July. Tiffany Hillsman seconded the motion. With no further discussion, the minutes were approved.

REPORTS

Treasurer's Report: J. Shelton

- Depreciation account is currently at \$26,000. Operations is right at \$25,000.
- \$10 interest earned on all the accounts.
- Contacts need to be updated on the accounts with Coffee Co. Bank.

Conference Center Report: R. French

- GM Report is attached to the minutes. July 2023 and June 2023/End of 22-23 FY
- Mrs. French introduced River Bradley from MCCCC staff.
- P&L is attached to the minutes with notes.
- July and August are historically slower months. Sales continue to rebuild after the pandemic.
- 2020 fixed cost increased due to insurance policies payment responsibility changing from County to MCCCC.
- Travel and Leisure domestically is being driven by domestic travel. Information from state tourism.
- Mrs. French reached out to Rush Bricken to get an interstate sign for MCCCC. Holly Jones has also helped.

-
- Hired a company to handle social media for MCCCC. Mrs. French shared the contract and first month report with the board members.
 - July resulted in 20 event days, 1484 people, and 30 hotel rooms.
 - FY 22-23 resulted in 313 event days, 27,880 people, and 2502 hotel rooms.
 - Local impact includes connecting clients with local businesses. Highlighting Jugheads Juice connection to Bonnaroo.
 - June resulted in 25 event days, 3118 people, and 436 hotel rooms. Most of the hotel rooms were due to the large wedding at the end of the month.
 - YTD Direct Impact is \$523,731.35++. Indirect numbers are not captured.
 - FY 22-23 Recap Key Points:
 - The Center is performing better each year and accountability is shown by the change in variable numbers, gross profit improvement, and overall increased sales and total expense. All factors must be understood vs an improved number representation only. I.E., 10% inflation, 10% raises for hourly staff, 7% increase on insurance, 33% increase on utilities and the numbers still outperformed expectations or standards. Capital Plan must be implemented for sustainability on maintenance and repairs.

OLD BUSINESS

Updates

- QR Code created for guests to take a survey on MCCCC experience.
- AD in Newspaper is included the GM report.
- Liquor License: Mrs. French met with Attorney Brent Keeton. He had her create internal controls for the non-profit. She has followed up since this meeting without response. She is continuing to follow up.

NEW BUSINESS

Absenteeism: Chairman Lowry

- All members present.

MPBA Employee/GM Review Materials provided for September Review

- Mrs. French provided the documentation for her portion of the review process so that it is ready for the review to be given in September.

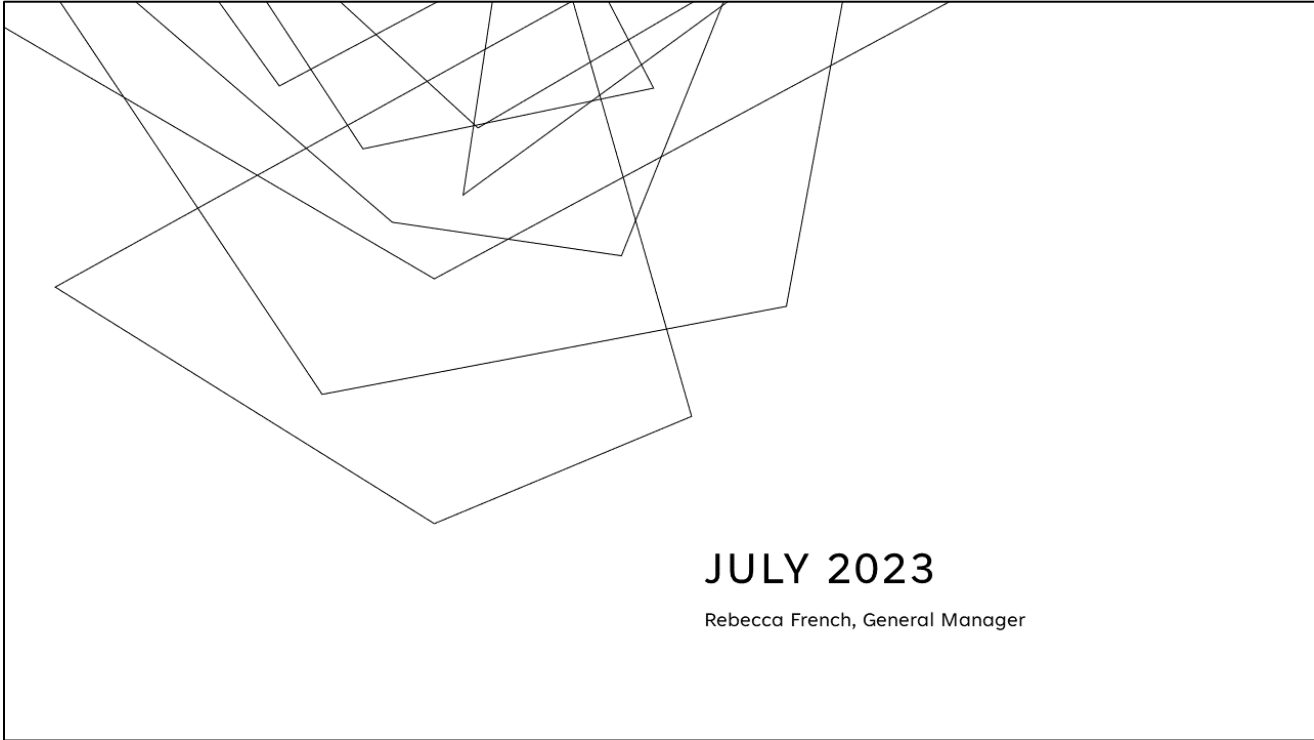
Work Session

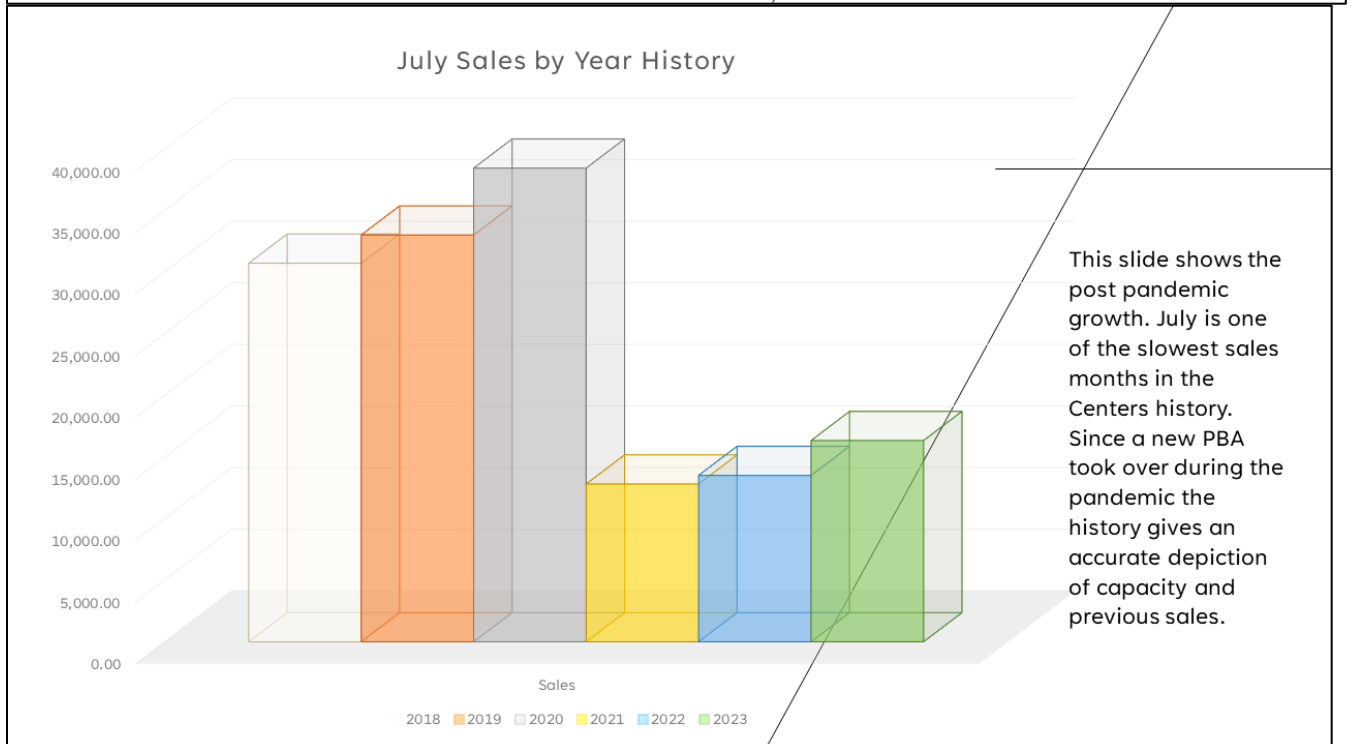
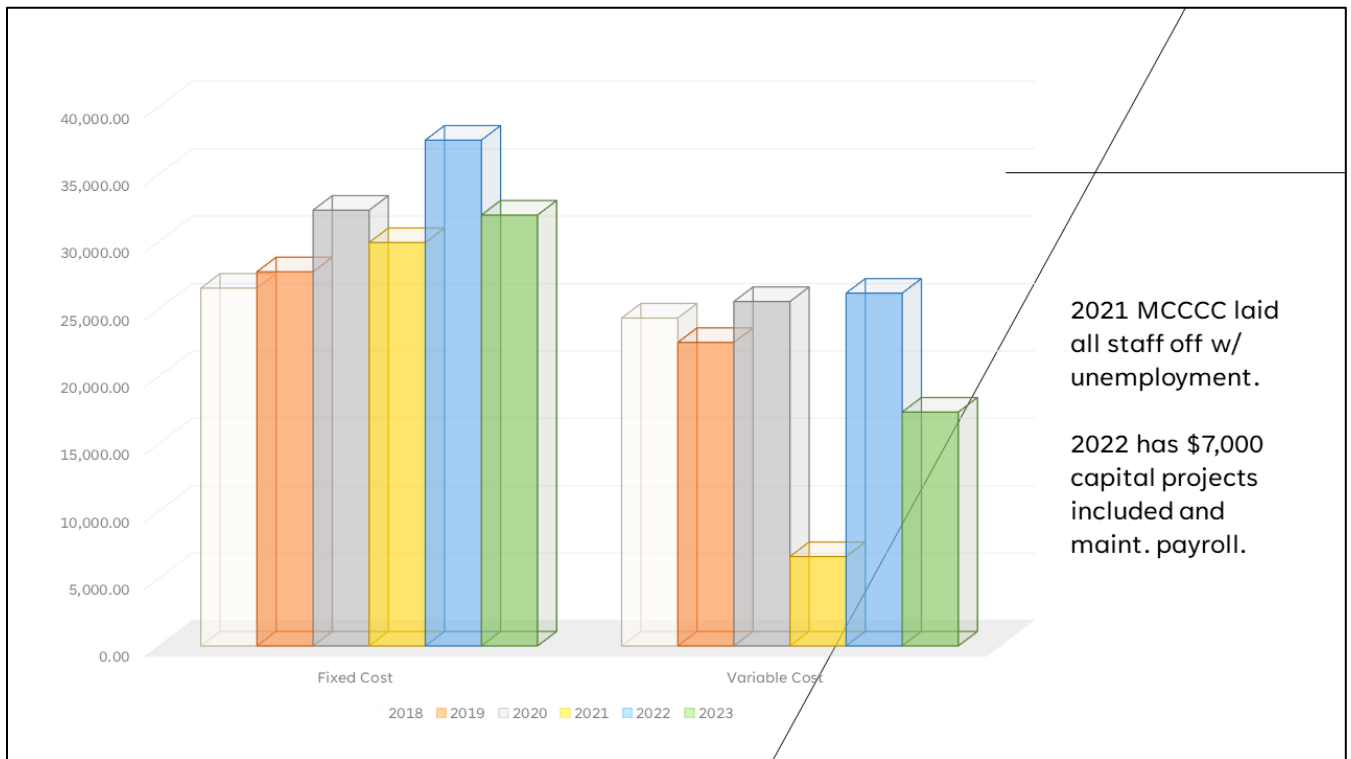
- Scheduled for Monday, September 18, 2023, at 5:00pm at MCCCC. Inviting City and County representatives.

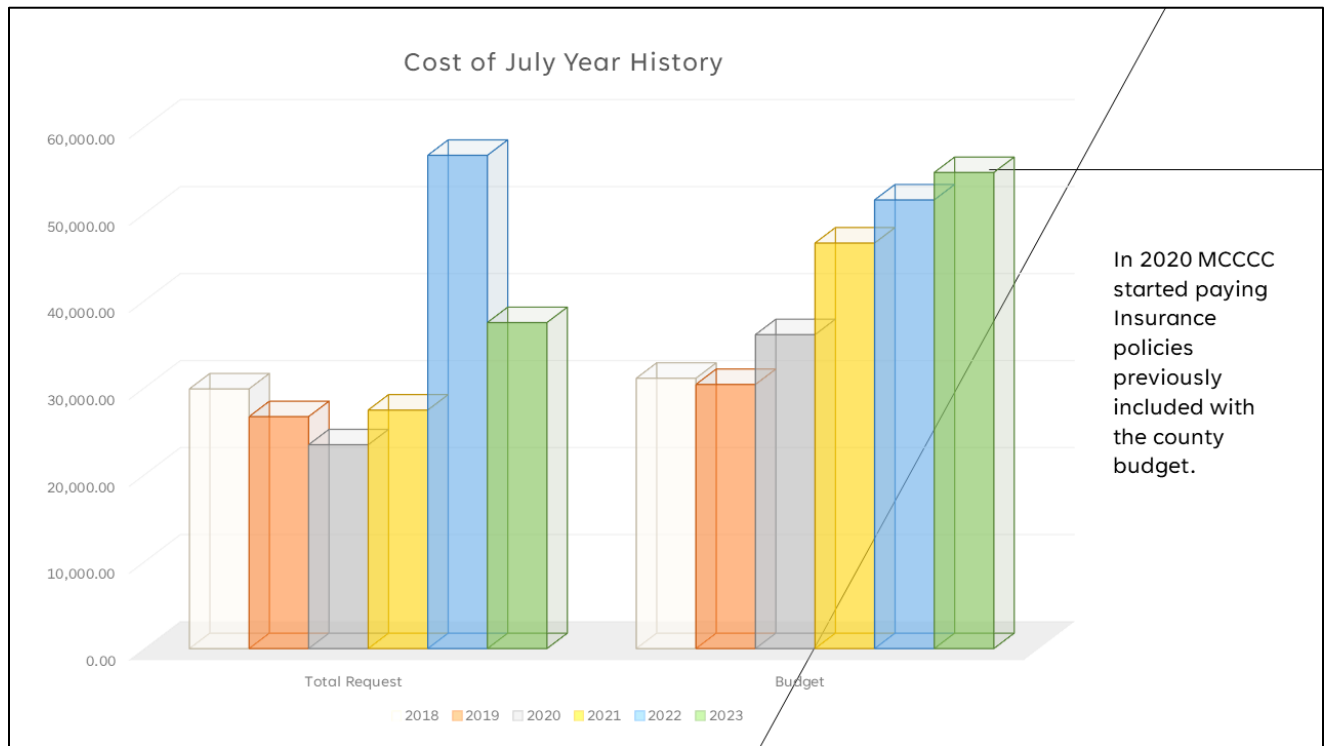
ADJOURN

- Chairman Lowry adjourned the meeting at 12:00 pm.

Signed, Zach Lowry, Chairman







TRAVEL FORECAST | SUMMER 2023

VOLUME

U.S. TRAVEL FORECAST - VOLUME

	ACTUAL				FORECAST			
	2019	2020	2021	2022	2023	2024	2025	2026
Total # of trips	2.40 B	1.60 B	2.04 B	2.30 B	2.39 B	2.49 B	2.58 B	2.64 B
Domestic person-trips	2.32 B	1.58 B	2.02 B	2.25 B	2.32 B	2.41 B	2.49 B	2.55 B
Leisure	1.85 B	1.40 B	1.77 B	1.88 B	1.91 B	1.97 B	2.02 B	2.06 B
Business	464 M	181 M	250 M	371 M	414 M	447 M	469 M	483 M
Auto	213 B	150 B	189 B	208 B	213 B	222 B	228 B	234 B
Air	189 M	79 M	131 M	174 M	188 M	197 M	204 M	207 M
International Arrivals	79.4 M	19.2 M	22.1 M	50.9 M	66.7 M	76.6 M	87.8 M	92.1 M
Canada	20.7 M	4.8 M	2.5 M	14.4 M	21.5 M	22.7 M	24.5 M	25.5 M
Mexico	18.3 M	6.8 M	10.4 M	12.5 M	15.0 M	18.3 M	20.5 M	21.6 M
Overseas	40.4 M	7.6 M	9.2 M	24.0 M	30.2 M	37.6 M	42.7 M	45.0 M

The following travel forecast was provided by U.S. Travel Association which shows **Domestic leisure travel** continues to drive the industry's full recovery and is positioned for continued growth, though at a more normalized pace. **Domestic business travel** is projected to grow by double-digits this year, but at a pace slower than previously expected heading into 2024 and beyond. **International inbound** represents the greatest opportunity as we expect to see a narrowing of the inbound/outbound imbalances which should positively impact and begin to reverse our multi-year travel trade deficit following the pandemic.



REQUESTED RUSH TO GET OUR INTERSTATE SIGN BY REQUEST.

HIRED A THREE-MONTH SOCIAL MEDIA PERSON-POST ARE SIGNIFICANTLY BETTER THAN IN HOUSEWORK. (TYPICALLY, THAT WORK WAS CREATED BY ME).

COMPLETED A SURVEY MONKEY FOR DEMOGRAPHICS FOR STAFF BASELINE.

LEADERSHIP TOOK VACATION TIME DURING OUR SLOW TIME.

CREATED THE QR CODE TO START COLLECTING SURVEYS FROM ATTENDEES.

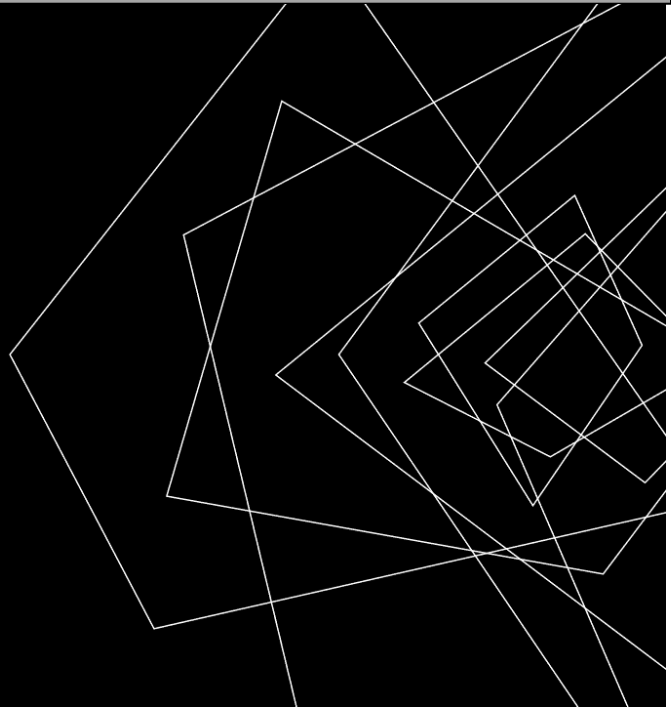


JULY EVENTS

Event Days 20

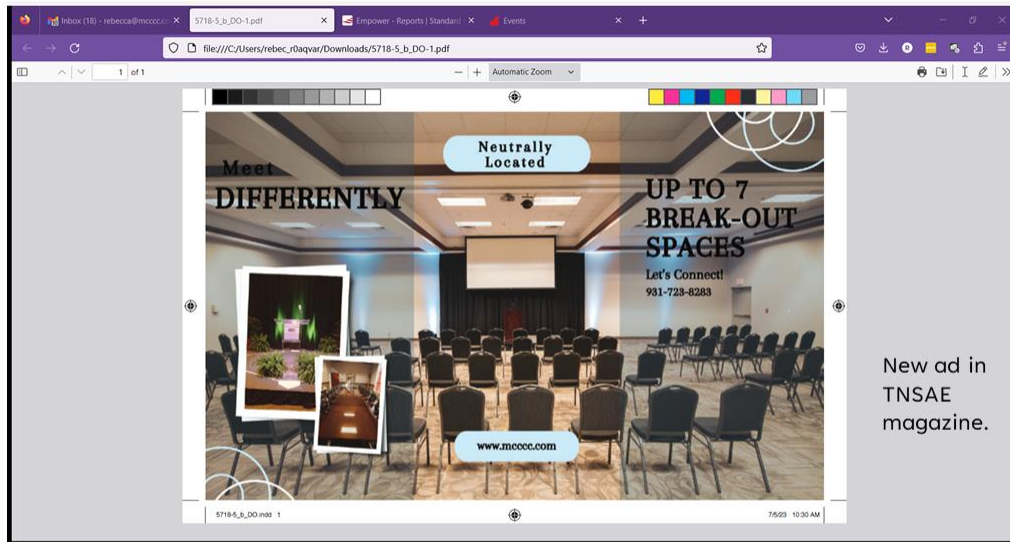
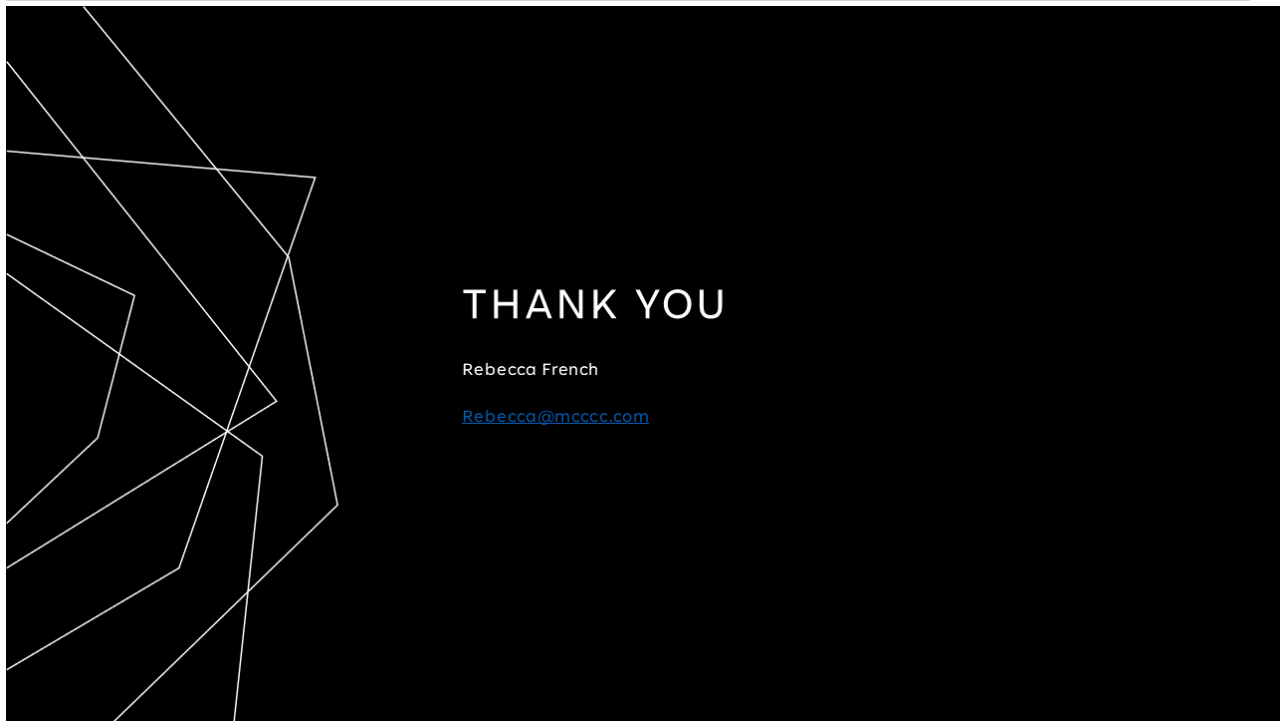
People 1484

Hotel Rooms 30



<p>July</p> <p>Event Days: 20 Hotel Rooms: 30 Guests: 1484 \$ Direct Impact</p>	<p>August</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>	<p>September</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>	<p>October</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>
<p>November</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>	<p>December</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>	<p>January</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>	<p>February</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>
<p>March</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>	<p>April</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>	<p>May</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>	<p>June</p> <p>Event Days: Hotel Rooms: Guests: \$ Direct Impact</p>

“Because Tourism is Real Money”- Commissioner Mark Ezell





- Professional Event Management
- Spacious Ballroom
- Fully Integrated Executive Board Rooms
- Outdoor Event Space

June Monthly Performance Review
25 – Event Days
3,118 – People attended events
436 – Hotel Rooms
(in conjunction to convention center events)



To learn more about the conference center visit www.mccc.com

New ad in Manchester Times.



- Professional Event Management
- Spacious Ballroom
- Fully Integrated Executive Board Rooms
- Outdoor Event Space

July 2022 to June 2023 Performance Review
313– Event Days
27,880 – People attended events
2502 – Hotel Rooms
(in conjunction to convention center events)



To learn more about the conference center visit www.mccc.com

New ad in Manchester Times.

Also put on the sign at the end of the road.



Local Impact:

We partner with local vendors for special events. This vendor “Jug Headz Hemp Juice” was hired to offer their products for one of Bonnaroo's planning meetings.

From that meeting they were hired to cater to select employees and groups at the festival that year and since then have had a booth in the festival.

This is one example of how we match clients with their needs. We have multiple examples of these types of partnerships over the last eight years.

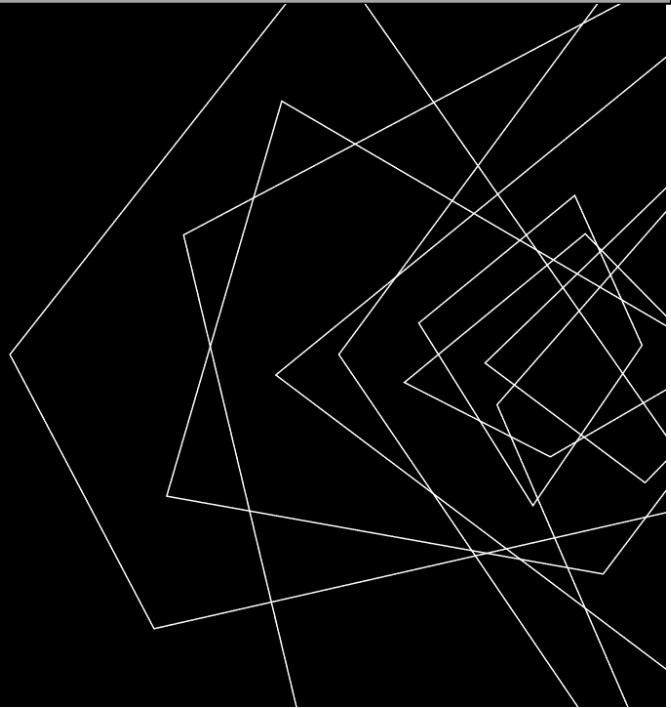
(This was the company's original post on when they started with the festival.)

JUNE EVENTS

Event Days 25

People 3118

Hotel Rooms 436



<p style="text-align: center;">July</p> <p>Event Days: 18 Hotel Rooms: 49 Guests: 1557 \$11,060 Direct Impact</p>	<p style="text-align: center;">August</p> <p>Event Days: 25 Hotel Rooms: 89 Guests: 2416 \$20,088 Direct Impact</p>	<p style="text-align: center;">September</p> <p>Event Days: 22 Hotel Rooms: 86 Guests: 1909 \$19,411 Direct Impact</p>	<p style="text-align: center;">October</p> <p>Event Days: 28 Hotel Rooms: 240 Guests: 1546 \$54,100 Direct Impact</p>
<p style="text-align: center;">November</p> <p>Event Days: 21 Hotel Rooms: 95 Guests: 2188 \$21,443 Direct Impact</p>	<p style="text-align: center;">December</p> <p>Event Days: 31 Hotel Rooms: 120 Guests: 2602 \$27,082 Direct Impact</p>	<p style="text-align: center;">January</p> <p>Event Days: 24 Hotel Rooms: 378 Guests: 2615 \$85,320 Direct Impact</p>	<p style="text-align: center;">February</p> <p>Event Days: 25 Hotel Rooms: 393 Guests: 1871 \$88,706 Direct Impact</p>
<p style="text-align: center;">March</p> <p>Event Days: 31 Hotel Rooms: 118 Guests: 2520 \$26,634.67 Direct Impact</p>	<p style="text-align: center;">April</p> <p>Event Days: 34 Hotel Rooms: 251 Guests: 3096 \$62,419.30 Direct Impact</p>	<p style="text-align: center;">May</p> <p>Event Days: 29 Hotel Rooms: 247 Guests: 2442 \$61,424.58 Direct Impact</p>	<p style="text-align: center;">June</p> <p>Event Days: 25 Hotel Rooms: 436 Guests: 3118 \$523,731.35 Direct Impact</p>

YTD Direct Impact \$523,731.35++ (Indirect Impact \$'s not captured.)

“Because Tourism is Real Money”- Commissioner Mark Ezell

2022-2023 Fiscal Year Recap

Sales

Projected: \$360,696 Actual: \$640,171

Gross Profit

Projected: 81% Actual: 76% Industry Standard for F&B establishments: 70% (restaurants)

Variable Labor

Projected: 45% Actual: 42%

Repairs and Maintenance

Projected: \$27,400 Actual: \$49,462

Total Expense

Projected: \$541,000 Actual: \$467,262

Key Points:

The Center is performing better each year and accountability is shown by the change in variable numbers, gross profit improvement, and overall increased sales and total expense. All factors must be understood vs an improved number representation only. I.E. 10% inflation, 10% raises for hourly staff, 7% increase on insurance, 33% increase on utilities and the numbers still outperformed expectations or standards.
Capital Plan must be implemented for sustainability on maintenance and repairs.

**SMART GOALS FOR 2022-2023 MPBA
EMPLOYEE, REBECCA FRENCH**

1. EXCEED SALES PROJECTIONS 16%-
PROJECTED SALES \$360,696 ACTUAL \$640,171.95
2. STAY WITHIN MCCCC APPROVED MPBA BUDGET
APPROVED MPBA BUDGET \$541,592.00, BOMA APPROVED BUDGET \$500,000.00 ACTUAL MCCCC REQUESTS \$500,000.00
- 3.CREATE A WRITTEN ON THE HORIZON PLAN SUBMITTED
- 4.INCREASED WRITTEN STRUCTURED TRAINING COMPLETED, ADDITIONAL THIRD-PARTY TRAINING GIVEN TO EMPLOYEES INCLUDING FIRE SAFETY, CPR, WINDMILLS.
- 5.HIRE COMPETITIVELY- RETAIN TALENT
TWO HIRES, ONE RETENTION, ONE SUCCESSION PLAN



TRAVEL FORECAST | SUMMER 2023

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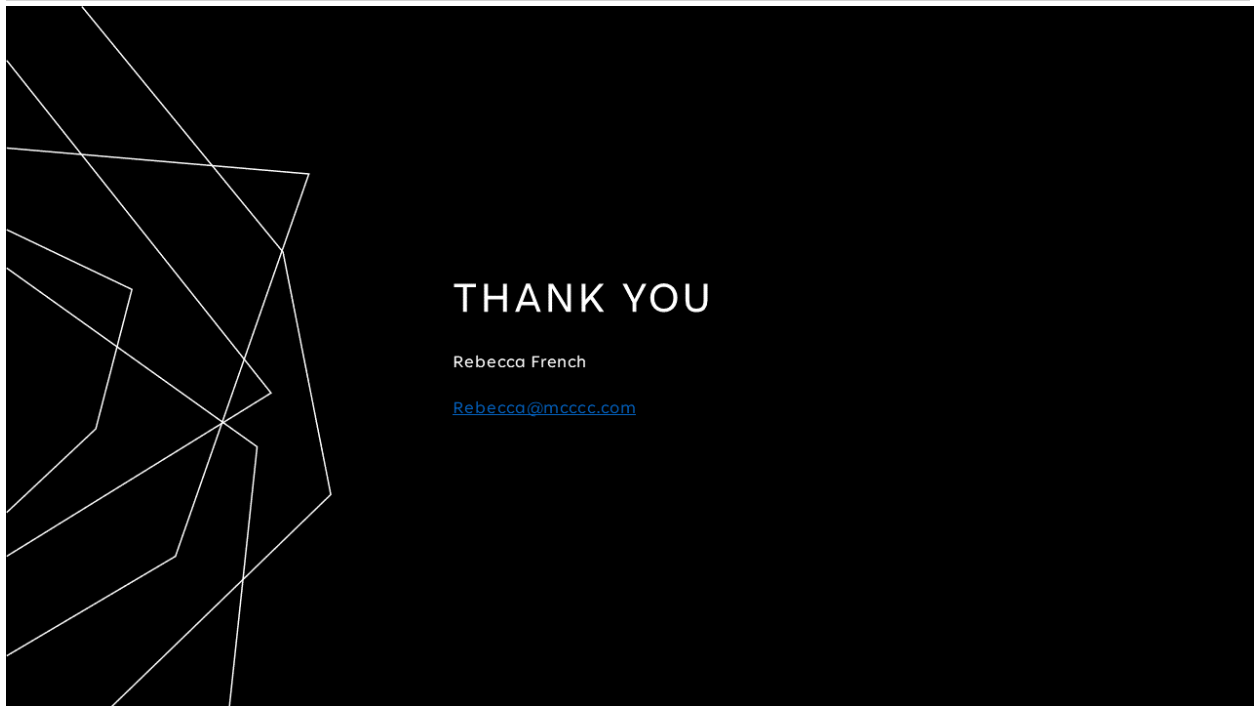


2023 Event Trends:

- Back in person is back- but has a digital option.
- Relevant Content, Personalized Experiences, Improved Quality Sponsorships are required.
- No more business cards- real networking is involved face to face.
- (Pre-function space is a must)
- Virtual events are on the decline.
- Event communities don't work- one stop shops are the answer. Full-service campus.
- AI is coming but the world isn't ready for VR or AI events.
- Privacy and Security at an all-time high standard.
- Accessibility and Sustainability are key initiatives for events.
- Attendee comfort a new initiative- Couches, yoga balls, alternative seating areas.
- Interactive experiences- photo booths, headshot rooms, custom branding, music entrances or welcoming at the doors or gates, yoga, or interactive learning experiences to visually see an impact.
- Technology

Industry Challenges-

- Data privacy
- Talent Retainment
- Managing Budget and allocating budget in a fraught economy. Event specialists will have to have honest conversations with their bosses and clients about how far their budget will go for their event and what the market will hold for fees and pricing.
- Focus on a neurodivergent community and open-air spaces.
- Clients asking "how high will you jump for me"
- Event leaders will need to focus on capacity, burn out, stress, and mental health.



9 PM
8/23
Annual Basis

Public Building Authority of the City Of Manchester Tennessee
Profit & Loss Budget Performance
July 2022 through June 2023

	Jul '22 - Jun 23	Budget	Jul '22 - Jun 23	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income	640,171.95	360,696.00	640,171.95	360,696.00	360,696.00
Cost of Goods Sold	148,539.88	69,100.00	148,539.88	69,100.00	69,100.00
Gross Profit	491,632.07	291,596.00	491,632.07	291,596.00	291,596.00
Expense					
Contact Concessionaire	4,886.00		4,886.00		
Contract Hosting Fees	9,519.59		9,519.59		
Fuel Surcharge	836.66		836.66		
505 · Labor (variable)	273,488.85	162,400.00	273,488.85	162,400.00	162,400.00
509 · - Hourly Accounting	4,364.70		4,364.70		
580 · Payroll Administrative (fixed)	356,406.87	366,596.00	356,406.87	366,596.00	366,596.00
585 · Contract Labor	11,541.32	2,612.00	11,541.32	2,612.00	2,612.00
602 · Advertising	16,333.23	8,800.00	16,333.23	8,800.00	8,800.00
605 · Automobile Expense	411.66	0.00	411.66	0.00	0.00
610 · Bank Service Charges	20.00	0.00	20.00	0.00	0.00
611 · Cash Short/Over	-2.72	0.00	-2.72	0.00	0.00
612 · Credit Card Fees	5,182.73	0.00	5,182.73	0.00	0.00
617 · Computer Expenses	7,380.71	2,390.00	7,380.71	2,390.00	2,390.00
625 · Depreciation Expense	3,505.49	0.00	3,505.49	0.00	0.00
630 · Dues and Subscriptions	3,259.62	4,850.00	3,259.62	4,850.00	4,850.00
635 · Equipment Rental	2,605.00	0.00	2,605.00	0.00	0.00
640 · Insurance Expense	13,093.36	19,200.00	13,093.36	19,200.00	19,200.00
644 · Interest Expense	301.85	0.00	301.85	0.00	0.00
649 · Office Supplies	1,653.99	2,180.00	1,653.99	2,180.00	2,180.00
650 · Licenses and Permits	0.00	1,240.00	0.00	1,240.00	1,240.00
655 · Miscellaneous	4,834.87	3,600.00	4,834.87	3,600.00	3,600.00
66000 · Payroll Expenses	14,423.18		14,423.18		
662 · Penalties	0.00	0.00	0.00	0.00	0.00
665 · Postage and Delivery	301.79	324.00	301.79	324.00	324.00
66900 · Reconciliation Discrepancies	0.00	7,700.00	0.00	7,700.00	7,700.00
66901 · *Reconciliation Discrepancies	-37,031.79		-37,031.79		
675 · Professional Fees	28,208.80	24,600.00	28,208.80	24,600.00	24,600.00
685 · Repairs and Maintenance	49,462.04	27,400.00	49,462.04	27,400.00	27,400.00
695 · Travel & Entertainment	9,724.98	2,800.00	9,724.98	2,800.00	2,800.00
700 · Utilities	63,426.15	59,300.00	63,426.15	59,300.00	59,300.00
720 · Supplies	14,410.35	10,100.00	14,410.35	10,100.00	10,100.00
720.5 · Durable Supplies	12,919.57	52,600.00	12,919.57	52,600.00	52,600.00
725 · Laundry & Linen	1,004.85	820.00	1,004.85	820.00	820.00
745 · Petty Cash Reimbursement	0.00	0.00	0.00	0.00	0.00
760 · Lease Agreements	0.00	0.00	0.00	0.00	0.00
775 · Alarms & Monitoring	0.00	300.00	0.00	300.00	300.00
Total Expense	876,473.70	759,812.00	876,473.70	759,812.00	759,812.00
Net Ordinary Income	-384,841.63	-468,216.00	-384,841.63	-468,216.00	-468,216.00
Other Income/Expense					
Other Income	501,434.50	195,642.20	501,434.50	195,642.20	195,642.20
Other Expense	80,584.58	117,200.00	80,584.58	117,200.00	117,200.00
Net Other Income	420,849.92	78,442.20	420,849.92	78,442.20	78,442.20
Net Income	36,008.29	-389,773.80	36,008.29	-389,773.80	-389,773.80

Dep. 29,376.⁰⁰
Capital Projects 53,045
82,421.00
\$ 467,262.80

	Notes
Sales	Almost doubled the sales projections.
Cost of Goods	23% Cost of Goods to Sales. Healthy margins- once drilling into pricing and looking into market trends we finished the fiscal year with new menu, room, and add on pricing.
Expense	
Line 505	Within industry standard even with adversity faced including: higher cost of new hires, increased wages to mirror the City 10% blanket raise for hourly employees, the industry pay gap, and competition from fast food. This number also includes turnover cost with new hire training, maintaining the building, new training for hourly leadership, and par level scheduling.
Line 580	Spot on.
Line 602	Need to spend money strategically to make money and also build community understanding and engagement.
Line 617	Not budgeted in the last 8 years- all of our old computers and purchasing systems needed to be replaced to continue business.
Line 640	Insurance cost-
Line 66900 Line 66901	Requires the CPA to Correct.- Where the bookkeeping made journal entries and the CPA ledger entries that overlap
Line 685	This will only continue until a proactive approach is made with synergy for sustainability.
Total Expense	This line doesn't include Capital Projects \$53,045 Purchased and Depreciation \$29,376.00 Total Expense: \$467,262.63

FY 22-23

Rtrench

~~are~~ unaudited
personal notes

8 AM
8/23
Actual Basis

**Public Building Authority of the City Of Manchester Tennessee
Profit & Loss Budget vs. Actual
July 2023**

	Jul 23	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income	16,339.73	16,000.00	339.73	102.1%
Cost of Goods Sold	3,958.00	5,584.00	-1,626.00	70.9%
Gross Profit	12,381.73	10,416.00	1,965.73	118.9%
Expense				
Fuel Surcharge	17.80			
505 · Labor (variable)	11,075.65	14,000.00	-2,924.35	79.1%
509 · - Hourly Accounting	1,643.25			
580 · Payroll Administrative (fixed)	25,633.97	28,467.00	-2,833.03	90.0%
585 · Contract Labor	3,366.66	120.00	3,246.66	2,805.6%
602 · Advertising	1,925.81	4,000.00	-2,074.19	48.1%
610 · Bank Service Charges	0.00	0.00	0.00	0.0%
611 · Cash Short/Over	0.00	0.00	0.00	0.0%
612 · Credit Card Fees	156.90	0.00	156.90	100.0%
617 · Computer Expenses	654.21	600.00	54.21	109.0%
630 · Dues and Subscriptions	99.00	1,800.00	-1,701.00	5.5%
635 · Equipment Rental	810.00	0.00	810.00	100.0%
640 · Insurance Expense	0.00	1,700.00	-1,700.00	0.0%
644 · Interest Expense	0.00	0.00	0.00	0.0%
649 · Office Supplies	0.00	200.00	-200.00	0.0%
650 · Licenses and Permits	20.00	0.00	20.00	100.0%
655 · Miscellaneous	0.00	100.00	-100.00	0.0%
66000 · Payroll Expenses	1,003.29			
665 · Postage and Delivery	0.00	54.00	-54.00	0.0%
66900 · Reconciliation Discrepancies	0.00	600.00	-600.00	0.0%
675 · Professional Fees	0.00	1,950.00	-1,950.00	0.0%
685 · Repairs and Maintenance	923.21	3,300.00	-2,376.79	28.0%
695 · Travel & Entertainment	124.62	0.00	124.62	100.0%
700 · Utilities	4,707.62	4,800.00	-92.38	98.1%
720 · Supplies	458.65	450.00	8.65	101.9%
720.5 · Durable Supplies	0.00	300.00	-300.00	0.0%
725 · Laundry & Linen	0.00	100.00	-100.00	0.0%
775 · Alarms & Monitoring	0.00	150.00	-150.00	0.0%
Total Expense	52,620.64	62,691.00	-10,070.36	83.9%
Net Ordinary Income	-40,238.91	-52,275.00	12,036.09	77.0%
Other Income/Expense				
Other Income	39,124.72	0.00	39,124.72	100.0%
Other Expense	0.00	2,448.00	-2,448.00	0.0%
Net Other Income	39,124.72	-2,448.00	41,572.72	-1,598.2%
Net Income	-1,114.19	-54,723.00	53,608.81	2.0%

	Notes
Sales	
	Hit projected goal
Cost of Goods	
	Cost of goods better than projected. Excellent.
Expense	
Line 509 Line 580	These areas were built with the highest payroll scenario due to the center being the political topic and budget amendments frowned upon for MCCCC.
Line 675	Accounting should fall under this line item- I have requested the CPA to correct this person billing.
Line 640	Insurance cost-
Line 685	This number will be fluid all year.
Total Expense	Under budget. Excellent work by all.

July

Ptrench
Personal notes.