

**PUBLIC BUILDING AUTHORITY**



**MINUTES**

**City of MANCHESTER, TENNESSEE**

1 of 19

**FRIDAY, SEPTEMBER 13, 2024, 11:30PM  
MANCHESTER-COFFEE COUNTY CONFERENCE CENTER**

**ATTENDEES**

**Members**

Megan Jackson  
Zach Lowry  
Jake Shelton  
Tiffany Hillsman  
Megan Jackson

**Office**

Chairman  
Vice Chairman  
Secretary/Treasurer

**Guests**

Rebecca French  
Oslin Gulick  
Sheila Carter  
Wes Carter  
Tanner Brisbane  
John Cofelt  
Taylor Holmes  
Kiara Betke  
Kammie Greenwell  
Ethan Nunley  
Chaplan Lynn Jones, TN State Guard  
Chaplan Harget, TN State Guard  
Daniel Epright, TN State Guard  
Sandra Bennett

5 members /14 guests

**CALL TO ORDER**

The September 13, 2024, regular meeting of the Public Building Authority of the City of Manchester, Tennessee was called to order at 11:30 AM by Megan Jackson, Chairman, presiding. Minutes were recorded by Oslin Gulick from recording.

**CITIZEN COMMENTS**

- Chaplan Harget commented that it was a lovely facility that we have here. Chairman Jackson responded with “thank you.” Zach Lowry added that it was the first citizen comment since requiring this to the agenda and that it needs to be framed.

**APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING**

- **Jake Shelton moved to approve the August 2024 meeting minutes as presented.** Zach Lowry seconded the motion. With no further discussion, the minutes were approved.

**SPECIAL PRESENTATION**

TN State Guard came to recognize Sheila Carter for her outstanding service to their division banquet in January of 2024. A snow storm occurred the week of their event and it prevented members from being able to attend. One of those attendees were responsible for the Missing Man Table. Sheila Carter rose to the occasion and collected all the items required for that table displayed in the event. It is an important part of any military banquet.

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Two of the gentlemen from the State Guard traveled from Memphis and the other from Middle Tennessee.

They presented Sheila with a framed award of appreciation and a picture from the event. Sheila Carter was surprised and commented that she was, “Just doing my job.”

## **REPORTS**

### **Treasurer’s Report: J. Shelton**

- Typical balances in the accounts except for depreciation. Maintenance repairs have been up.
- Total cash on hand is \$27,800. Total interest earned \$14.32.

### **Conference Center Report: R. French**

- P&L was provided.
- August resulted in 27 events. 2646 guests. 392 hotel rooms. This room count does not include the Carden Fire residents’ occupancy.
- One event was moved to First Baptist. If MCCCC had not opened during the tragedy for the residents of Carden Estates, First Baptist would have had to open. If they had opened, they would have had to close their daycare for a week to accommodate the need. That was the factor that made the decision to move the event there and open the facility to fire victims.
- Historical sales for August: 2021, right after the pandemic, was \$5,900 for the month. 2022 was \$25,000. 2023 was \$42,000. 2024 was \$47,000. The goal was \$51,000.
- Underbudget for the month in total. Notably payroll was underbudget for both salaried and variable labor.
- Repairs and maintenance is under budget for the month. One A/C is completely out. No heat or air conditioning.
- In October, Mrs. French will represent MCCCC and Coffee County/Manchester at Small Market Meetings.
- Before the end of the year, the Chamber had an opportunity to partner with SCATTA using State tourism money. With that money, they had a video made. Played for the meeting. It will be used at Small Market Meetings in video sponsorship.
- Red Cross was housed at MCCCC during the Carden Estates fire along with 72 residents for 6 days. Mrs. French wanted it to be recorded in history. Red Cross had so much positive feedback for the community and MCCCC for their responsiveness to the situation.
- \$739,000 for the end of year. \$56,000 donated in kind to community groups in addition to sales total.
- Annual Report packet was created and give to all members.
- The statement used by the industrial board at the founding of MCCCC states that MCCCC exists to generate significant economic benefits for Tennessee’s Midstate area, expanding business opportunities, and hosting regional and national events. Conference Center is governed by a board of professionals with a variety of skills and knowledge to help propel the Center in its overall impact.
- MCCCC finished the fiscal year by using \$350,000 allocated. More was initially requested, but the difference was returned once reconciled. A note about being funded from the discretionary funds rather than hotel/motel tax.
- MPBA budget and City allocation did not match from the beginning of the budget cycle. Decreased spending, including no staff raises, an unreasonable goal was achieved.

- 
- The Center’s maintenance was included in the operating budget and totaled \$93,000 this fiscal year.
  - Fiscal year breakdown. 295 event days. 27,000 visitor. 2,388 hotel rooms on campus—if a guest chose to use another hotel besides the Holiday Inn Express, Comfort Suites, or Laquinta, it was not included in this count. The impact is greater than this, but it cannot be verified so it is not included.
  - In Kind donations to local organizations was \$56,000 that would be collectable if charged.
  - Performance based leadership and goals is part of MCCCC’s accountability efforts.
  - Every year for the last 6 years, maintenance has been the number one concern of the Coffee County PBA and Manchester PBA. It still has not been addressed and continues to increase with the building’s age. Employee engagement has not prevented success even though dealing with these issues pulls staff away from the regular positions.
  - Mrs. French served her final year of her 2 terms on the State Rehabilitation Council (SRC). She was appointed by Governor Lee. The second term Mrs. French was the Chair. The state and federal reports lists MCCCC as a part of their reports.
  - How much Mrs. French should volunteer was brought up as a concern last year. Mrs. French’s involvement with Coffee Cares led to three bookings from that organization. And when Mrs. French attended their golf tournament, she got two additional bookings from a client that hadn’t held events with MCCCC since 2019. While a booking did not result from the SRC, her experience on that board gave her the ability to build the apprenticeship program.
  - MCCCC is a Certified Apprenticeship Site for Culinary. Registered in 2024, but this program has existed at MCCCC since 2017. 11 registered apprentices currently. MCCCC apprentices have been invited to the GM plant for an apprenticeship conference.
  - TN State Comptrollers gave a report on the pros and cons of apprenticeship programs. The link was provided to the full report. Over 900 registered apprenticeships in Tennessee, but only half are active. MCCCC is the first culinary program in Middle Tennessee.
  - 2023 Inclusive Employer Award recipient was MCCCC.
  - Report was given for elective officials that was not attended. The presentation was still given.
  - Revisited catering market research. MCCCC does not allow outside catering to the facility, but it also does not require a food and beverage minimum. This encourages guests to eat locally.

**OLD BUSINESS:**

**Performance Goals**

- Copy was given of the completed chart.

**NEW BUSINESS**

**Absenteeism: Chairman Jackson**

- **Jake Shelton moved to approve of the absence of David Bradley and Holly Jones.** Ken Huddleston seconded the motion. With no further discussion, the motion passed.

**October Meeting Date Moved to 10/18/24**

- Wanting to reschedule due to Fall Break.
- **Jake Shelton moved to approve the motion of changing the October meeting date to Friday, October 18, 2024.** Tiffany Hillsman seconded the motion. With no further discussion, the motion was passed.

**ADJOURN**

- Chairman Lowry adjourned the meeting at 11:57 pm.

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Signed, Megan Jackson, Chairman

Minutes completed and typed by Oslin Gulick October 18, 2024.





## AUGUST EVENTS

28 Event Days

3646 People

392 Hotel Rooms

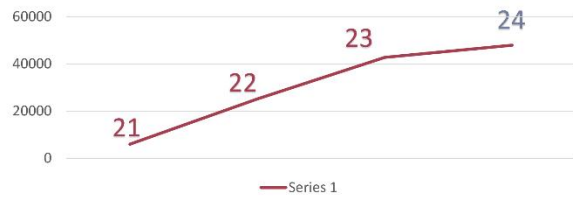
### Carden Fire Information:

Red Cross+ Displaced families 45-74 people per day including Red Cross Volunteers, community volunteers, displaced families, and officials. 30-32 hotel rooms for 6-7 nights (**not included** in the above count up to 192 total rooms)





## HISTORICAL AUGUST SALES



2021	\$ 5,956.90
2022	\$ 25,156.53
2023	\$ 42,801.00
2024	\$ 47,952.98

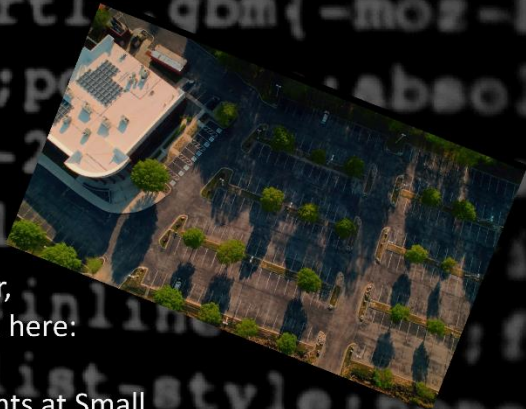
## AUGUST PROFIT AND LOSS EXPLAINED

- Almost made projections.
- Payroll was underbudget.
- Repairs and Maintenance finally had a break- one unit is completely out heat or ac.
- Overall month under budget- great work by all.

## THE POWER OF COMMUNICATION

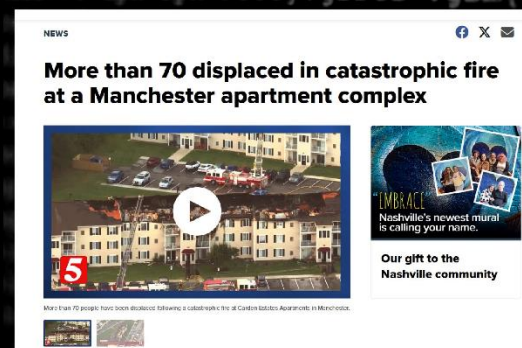
- Small Market meetings is upon MCCCC!
- The video made in partnership with the Chamber, Tourism Commission, SCTTA, and MCCCC is linked here:

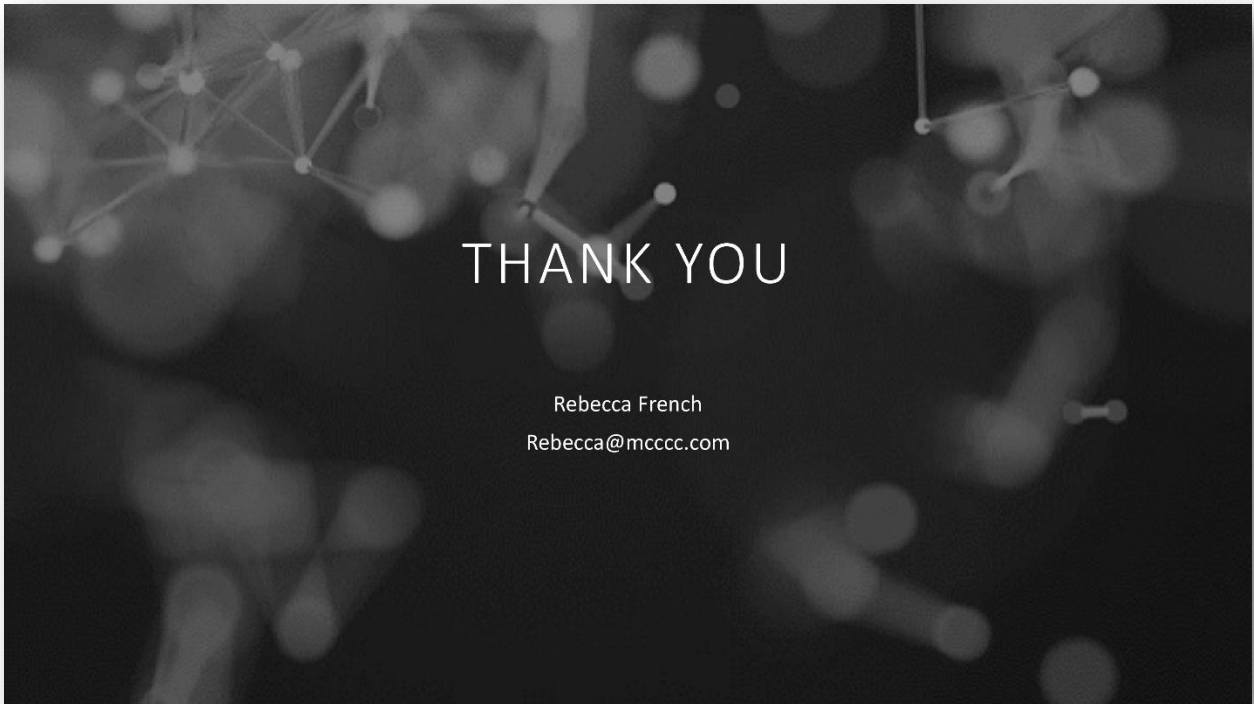
This video will play before the market appointments at Small Market Meetings. It will be a perfect segway to conversations about bookings. Outside of the building and parking lot have areas for improvement in future videos. (Grass median and parking lot resurfacing and painting)



## THE POWER OF COMMUNICATION

MCCCC HOUSED THE AMERICAN RED CROSS AND 72 PEOPLE FROM THE CARDEN ESTATES FIRE.





32 PM

1/10/24

Accrual Basis

**Public Building Authority of the City Of Manchester Tennessee  
Profit & Loss Budget Performance  
August 2024**

	Aug 24	Budget	Jul - Aug 24	YTD Budget	Annual Budget
<b>Ordinary Income/Expense</b>					
Income	47,952.98	51,000.00	65,168.33	74,000.00	729,000.00
<b>Cost of Goods Sold</b>	<b>7,535.76</b>	<b>12,250.00</b>	<b>11,653.12</b>	<b>17,480.00</b>	<b>180,230.00</b>
<b>Gross Profit</b>	<b>40,417.22</b>	<b>38,750.00</b>	<b>53,515.21</b>	<b>56,520.00</b>	<b>548,770.00</b>
<b>Expense</b>					
Contact Concessionaire	0.00	0.00	0.00	0.00	0.00
Contract Hosting Fees	0.00		0.00		0.00
Employee Meeting	0.00	0.00	89.27	0.00	0.00
Fuel Surcharge	31.00	0.00	43.00	0.00	0.00
505 - Labor (variable)	15,724.81	18,000.00	41,842.02	33,000.00	267,750.00
509 - - Hourly Accounting	0.00	0.00	0.00	0.00	0.00
580 - Payroll Administrative (fixed)	22,578.02	34,957.32	55,958.88	67,914.64	419,487.84
585 - Contract Labor	550.00	0.00	700.00	0.00	5,850.00
602 - Advertising	599.00	3,333.33	1,906.48	6,666.66	44,000.00
610 - Bank Service Charges	0.00	0.00	0.00	0.00	0.00
611 - Cash Short/Over	0.00	0.00	0.00	0.00	0.00
612 - Credit Card Fees	154.05	0.00	397.43	0.00	0.00
617 - Computer Expenses	0.00	0.00	0.00	0.00	0.00
625 - Depreciation Expense	0.00	2,448.00	0.00	4,896.00	29,376.00
630 - Dues and Subscriptions	2,160.82	1,800.00	2,852.04	1,800.00	4,000.00
635 - Equipment Rental	860.00	0.00	1,526.48	0.00	0.00
640 - Insurance Expense	917.77	1,416.67	3,087.35	2,833.34	17,000.00
644 - Interest Expense	0.00	0.00	0.00	0.00	0.00
649 - Office Supplies	0.00	400.00	79.62	800.00	4,800.00
650 - Licenses and Permits	0.00	0.00	26.00	0.00	2,000.00
655 - Miscellaneous	0.00	0.00	0.00	0.00	0.00
66000 - Payroll Expenses	8,130.05		12,197.73		
665 - Postage and Delivery	9.96	35.00	133.96	70.00	350.00
66900 - Reconciliation Discrepancies	0.00	0.00	0.00	0.00	0.00
66901 - *Reconciliation Discrepancies	0.00	0.00	0.00	0.00	0.00
675 - Professional Fees	2,474.50	2,766.67	4,443.25	4,866.67	41,866.66
685 - Repairs and Maintenance	2,708.17	6,250.00	14,049.55	12,500.00	75,000.00
695 - Travel & Entertainment	429.44	1,000.00	1,354.16	1,500.00	11,700.00
700 - Utilities	4,058.04	5,250.00	8,727.65	10,500.00	63,300.00
720 - Supplies	1,367.44	1,500.00	1,501.19	3,000.00	18,000.00
720.5 - Durable Supplies	10.29	1,500.00	29.79	3,000.00	18,000.00
725 - Laundry & Linen	0.00	0.00	0.00	0.00	0.00
745 - Petty Cash Reimbursement	0.00		0.00		0.00
775 - Alarms & Monitoring	0.00	0.00	0.00	0.00	0.00
801-1 - 401K non matching employee only	0.00	0.00	0.00	0.00	0.00
<b>Total Expense</b>	<b>62,763.36</b>	<b>80,656.99</b>	<b>150,839.83</b>	<b>153,347.31</b>	<b>1,022,480.50</b>
<b>Net Ordinary Income</b>	<b>-22,346.14</b>	<b>-41,906.99</b>	<b>-97,324.62</b>	<b>-96,827.31</b>	<b>-473,710.50</b>
<b>Other Income/Expense</b>					
Other Income	80,213.90	0.00	125,396.24	15,000.00	15,000.00
Other Expense	31,055.44	0.00	36,150.45	0.00	0.00
<b>Net Other Income</b>	<b>49,158.46</b>	<b>0.00</b>	<b>89,245.79</b>	<b>15,000.00</b>	<b>15,000.00</b>
<b>Net Income</b>	<b>26,812.32</b>	<b>-41,906.99</b>	<b>-8,078.83</b>	<b>-81,827.31</b>	<b>-458,710.50</b>

30 PM  
/10/24  
:crual Basis

**Public Building Authority of the City Of Manchester Tennes**  
**Profit & Loss**  
**August 2024**

	<u>Aug 24</u>
Ordinary Income/Expense	
Income	47,952.98
Cost of Goods Sold	7,535.76
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Expense	62,763.36
Net Ordinary Income	-22,346.14
Other Income/Expense	
Other Income	80,213.90
Other Expense	31,055.44
Net Other Income	49,158.46
Net Income	<u>26,812.32</u>



# 2023 Annual Report

*Prepared and Presented by*

Rebecca M. Bordenet-French  
General Manager



## THE BOARD AND ITS EXISTENCE.



Manchester Coffee County Conference Center exists to generate significant economic benefits for Tennessee's mid-state area by expanding business opportunities and hosting local, regional, and national events, meetings, conventions, trade shows, civic and private events in a superior facility, supported by a talented and professional full-service staff.

The Manchester Coffee County Conference Center is governed by a Board of Directors appointed by the City of Manchester. The Public Building Authority is a volunteer group of professionals with a variety of knowledge, skills, and education to help propel the Center and its overall impact. The PBA has one employee, the General Manager.

## WHERE WE ARE NOW- FINANCIAL HIGHLIGHTS/ BARRIERS

The MPBA holds a monthly meeting open to the public on the second Friday of each month at 11:30am.

Several items are discussed at each meeting including the monthly profit and loss report from its bookkeeping system. There is time for public comments at the beginning of each meeting however there were no citizens in attendance this year.

MCCCC initially requested more than the City allocated for its budget but repaid the amount once reconciled. The Center ended the fiscal year using \$350,000 in City of Manchester discretionary funding. The MPBA budget and the City allocation did not match from the beginning of the budget cycle. Increased sales, decreased expenses including no staff raises were ways that this unreasonable goal was achieved. The Centers maintenance is included in their operating budget and was \$93,414.00 this fiscal year.

**MCCCC HOSTED 295 EVENT DAYS  
WELCOMING  
27,480 VISITORS  
GENERATING  
2,688 HOTEL ROOMS ON CAMPUS  
GENERATED \$739,000 IN GROSS SALES  
MCCCC DONATED \$56,469.00 TO LOCAL ORGANIZATIONS VIA "IN-KIND"**

### Budget Impacts

- Annual Budget was not fully funded
  - **FY23:** Requested \$576K, received \$500K      **FY24:** Requested \$548K, received \$350K
- During CY23 – 11 of 12 months, the Conference Center provided over half of the income to cover expenses
- Lack of a **Capital Project Plan** is a significant burden to the budget due to the age and condition of the building.
  - Due to budget cuts, the focus is overhead and fixed costs vs planning for capital maintenance projects.
  - **PBA work session** - September 18, 2023, overview and discussion for local leaders on prioritizing capital projects that have a high-risk and high-impact to the building.
- Lack of budget for a **Marketing Plan** directly limits the online marketing channels that have a higher potential to target out-of-town events.
  - Example – National event planners access international associations to search for venues. Our conference center would have a desirable market; however, the marketing opportunities are not included in the budget.
  - Limits not only the conference center's exposure but also direct economic benefits for Coffee County businesses based on tourism dollars.
  - **Lunch-n-Learn session** – TN Commissioner of Tourism provided detailed information from the State of TN on July 25, 2023



# CERTIFIED CULINARY APPRENTICESHIP LOCATION

There has been a lot of excitement surrounding the Certified Culinary Apprenticeship accredited this year. The program has existed since 2017. MCCCC finished the year with 11 registered apprentices.

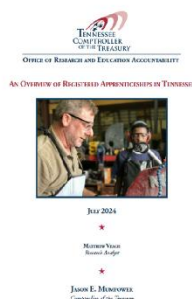


[www.ApprenticeshipTN.com](http://www.ApprenticeshipTN.com)

Apprenticeship/ Certified Apprenticeship



The comptroller reported on Apprenticeships this year. The details are included from their report.



After reviewing apprenticeships in Tennessee, OREA came to several conclusions:


- Total active registered apprentices have almost doubled since 2014. The total grew especially rapidly from federal fiscal year 2021 through federal fiscal year 2023 when the number of active apprentices grew by a total of 2,076.<sup>8</sup>
- The growth in Tennessee's active apprentice population has been greater than projected since the creation of the Office of Apprenticeship and the Apprenticeship TN initiative.
- Despite recent growth among Tennessee's registered apprentice population, various limitations remain including a general lack of awareness and early up-front costs that reduce the ability of small and rural businesses to create registered apprenticeships.
- Apprenticeships in Tennessee are concentrated in a few industries and occupations.
- Roughly half of apprentices who begin a program complete their apprenticeships.
- Wages have grown consistently since 2014.
- Tennessee's Grow Your Own registered teacher apprenticeship initiative is a model for other states.
- There are opportunities to develop other calculations of apprenticeship program performance, collect additional data, and evaluate outcomes.

## GENERAL MANAGER


Rebecca finished her second term serving in one of four Business and Industry Seats on the SRC, appointed by Governor Lee. During her tenure she served two terms as Chair, and concurrent terms as Co-Chair for the Diversity, Equity, and Belonging committee.

Her "Letter from the Chair" is a cover page located inside the State report sent to the federal government annually.

- Ethical hospitality goes beyond the confines of the establishment and extends into the local community. Engaging with the community through support for local initiatives, charities, and events demonstrates social responsibility. By being active corporate citizens, hospitality businesses foster positive relationships, strengthen the community, and enhance their own reputation. -Source- Holistic Training





MANCHESTER COFFEE COUNTY  
CONFERENCE CENTER  
WWW.MCCCC.COM



Manchester

Take the Easy Road...Exit 114 on I-24

63 miles from BNA, 75 miles from CHA  
MCCCC is a one stop shop for your guests to rest.  
We can create custom snacks, to-go meals, and elegant dinners at our facility.  
Three brand name hotels on campus with bus parking.

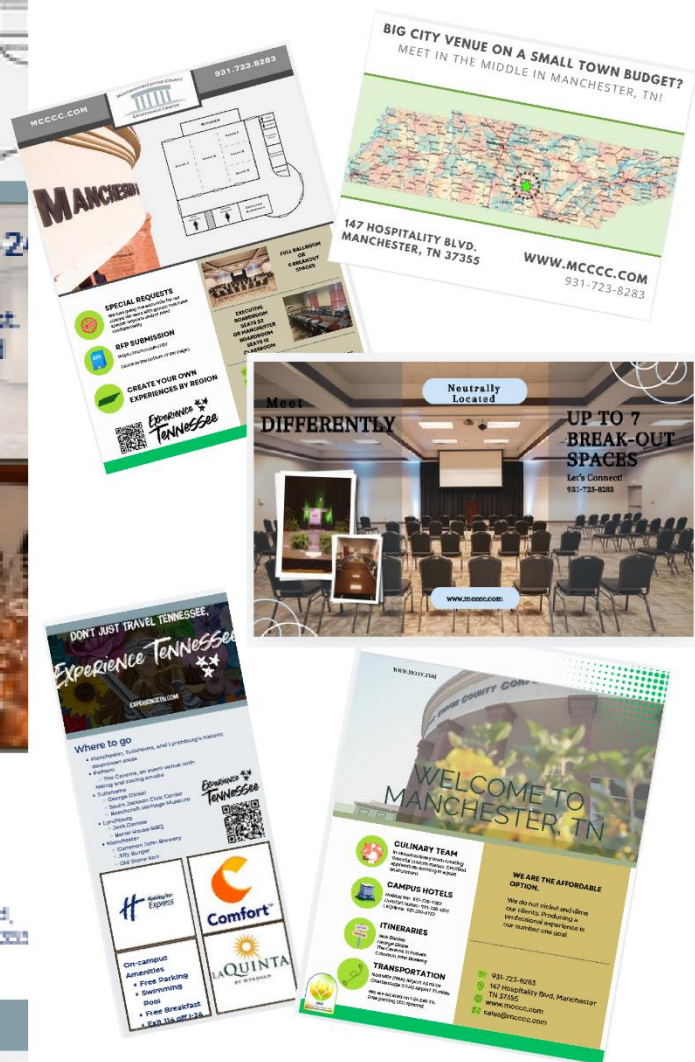
**Contact**

- 931-723-8283
- www.mcccc.com
- 147 Hospitality Blvd, Manchester, TN 37325

## PUBLICATIONS AND PRINTED MATERIALS

MCCCC sent out direct market mailers to leads across the Country with emphasis on the State of Tennessee and the Tri-State area.

MCCCC participated in Small Market Meetings, American Bus Tours Conference, and a legal Symposium Directory.



**BIG CITY VENUE ON A SMALL TOWN BUDGET?**  
MEET IN THE MIDDLE IN MANCHESTER, TN!

147 HOSPITALITY BLVD.  
MANCHESTER, TN 37355  
WWW.MCCCC.COM  
931-723-8283

**Neutrally Located**

Meet DIFFERENTLY

UP TO 7 BREAK-OUT SPACES

Let's Connect  
931-723-8283

WWW.MCCCC.COM

**WELCOME TO MANCHESTER, TN**

**CULINARY TEAM**  
We do not rest and offer our clients something a little different in our kitchen.

**CAMPUS HOTELS**  
We do not rest and offer our clients something a little different in our kitchen.

**ITINERARIES**  
We do not rest and offer our clients something a little different in our kitchen.

**TRANSPORTATION**  
We do not rest and offer our clients something a little different in our kitchen.

**Where to go**

- Historical, Southern, and Tennessee's historic atmosphere
- Live Country, live music with world class acts
- Palace
- George Dyer
- Manchester City Center
- Manchester Heritage Museum
- Live Country
- Live Country
- Manchester
- Manchester
- Manchester

**On-campus Amenities**

- Free Parking
- Evening Pool
- Free Breakfast
- 931.723.8283

**Comfort**

**LAQUINTA**  
by Wyndham

**Experience Tennessee**

**Don't Just Travel Tennessee, Experience Tennessee**

931-723-8283

WWW.MCCCC.COM

# WE WON AN AWARD!



The Tennessee Employment First Inclusive Employer Award Business recognizes a company or state agency for exemplary implementation of policies, strategies and initiatives that have resulted in a measurable impact in the areas of disability inclusiveness in their workplaces.

A **State of the Center** address was created and delivered. The presentation covered much needed collaboration between the City and County and presented facts supported from the Department of Tourism and the Department of Revenue.

Full details were included in the **State of the Center** address. Available on the City's website and the presentation was emailed to all elected officials in the City and County.



### THE MARKET

**MARKET GAP**  
Few, if any, products on the market help customers like we do. We are the only full-service venue within 50 miles to offer our product, both in-house and off-site.

**CUSTOMERS**  
We have a large area of potential customers. According to the 2021 US Census Bureau, there are 581,890 people that live in Coffee County and the Counties that border us. That includes Warren (41,523), Grandy (13,622), Cannon (16,533), Bedford (51,119), Franklin (43,215), Moore (6,644), and Rutherford (352,182).

**MARKET AREA**  
Within 50 miles of MCCCC, there are multiple event venues that are spaces to rent, all other aspects of the event have to be contracted. These venues have preferred vendors they use all year, including caterers. MCCCC offers unique food and service. The potential for wedding business is huge. The State of Tennessee ranks 14<sup>th</sup> in the country for weddings. In 2022, TN had 58,060 weddings with an average price paid of \$19,896.

MCCCC General Manager gave a Conference Center report where all elected officials for the City and County were invited. While attendance was extremely poor, the presentation was still presented. The main concern in the budget cycle, all presentations throughout the year, and meetings with elected officials was an emphasis on direct funding and money for capital projects.

Chef Erica gave a presentation at one of the MPBA meetings discussing the market for catering, the current gaps and opportunities for MCCCC. MCCCC has catered outside of the Center since 2001. This business model is widely used for full service event venues. Additionally MCCCC does not allow outside catering and does not have a food and beverage minimum for week day events encouraging guests to eat locally.

Performance Goals	YR Plan	FYTD Actual	FY Forecast	Threshold	Target	Stretch	Long Stretch
Convention Center Gross Income	\$ 499,000			\$499,000.00	\$691,200.00	\$746,500.00	\$806,200.00
						Income \$739,401.95 In-kind \$56,469.49	Combined total \$795,871.44
Hotel Rooms	2,300			2,300	2,700	2900	3100
					Final 2,688 Rooms		
Maintain Ratio of Income to Expense Expenditures Not including Maint/ Depr.	*			1.15	1.3	1.45	1.6
Book new multi-day events that new business.	< recruit new multi-day conferences in partnership with the hotels on campus.	T****,B*****, C*****,  D*****,C*****, L*****,C**** *****, L*****	Bid on three Conferences we did not get. Reasons were: -Wanted Nashville/ Murfreesboro shopping,- other venue cheaper, - venue not large enough.	1	2	3	4
							8 total events
Sustainability/ DEI/ Accessibility/ Inclusion Projects with at least \$10k in Impact	1 completed project	1.Inclusive Employer Award, 2.ADA ramp area, 3.Pod ramp for safety,4 . New Led Conversion for inside and outside, 5.Apprenticeship certification, 6.DOL employment program,7.,8.,9. Applied for three new funding or grant resources.		1	2	3	4
							9 total

\*Maintain Ratio of Income to Expense Expenditures was not calculated in this chart, but all totals were provided to the board to do the calculations.