

# Forward 5

## Strategic Issues and Strategies to Address

How will we increase and stabilize our reserve fund?

- Complete a fee study and develop pricing plan
- Develop a revenue policy
- Establish cost-of-service for mandated services and other large-scale events
- Develop business plans for self-produced events

How will we position ourselves within the Metro Nashville event market to become the venue of choice?

- Update marketing materials including building floor plans with amenities
- Establish relationships with community and cultural agencies
- Monitor event RFI, RFP sites to identify new business opportunities
- Research trends in venue and event management
- Establish a recognizable presence in the southeast event venue industry

What is our story and how will we tell it?

- Develop a fun and interactive social media presence to bring recognition to the property and engage visitors and
- Develop a marketing plan
- Document the property's history
- Explore updates to the existing website to enhance user experience
- Calculate the economic impact of our events

What are the optimal organizational structure and workforce development investments needed for success?

- Evaluate the use of temporary staff
- Develop a staffing plan
- Develop a compensation plan
- Establish a procedure and format to ensure a consistent approach to employee performance appraisals
- Review and update existing job descriptions for all full- and part-time positions
- Create an internship program and partner with local universities and schools

How will we maintain the property to fulfill our mission?

- Develop a life-cycle inventory of our assets to aid in budget preparation, capital replacement, and preventative maintenance scheduling
- Develop a plan for the removal of barriers to ensure equal access
- Develop maintenance and care standards for buildings and grounds
- Develop a fleet management plan

How will we leverage available technology to improve processes?

- Implement new or updated software to help manage rentals, permits, event contracts, and reservations
- Develop and implement work-order system
- Provide training for staff

How will we improve processes to be more efficient, effective, and provide consistent and reliable service?

- Develop a comprehensive policy and procedure manual with timetable for review of documents
- Develop a records management procedure to address retention, disposal, access, disclosure and distribution
- Develop a contract compliance review plan and schedule
- Become active members in industry groups such as venue management and exposition associations

How can we best evaluate our services and processes?

- Develop measures for monitoring performance against targets
- Develop a systematic evaluation process for events, facilities, operational and customer service
- Benchmark and evaluate like venues for best practices
- Engage neighbors, customers, guests, and other interested parties through public meetings and surveys