

2002

COLUMBUS CONVENTION & VISITORS BUREAU

Columbus, Georgia

Board Handbook

COLUMBUS CONVENTION & VISITORS BUREAU

Board Handbook

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Welcome Aboard!

A Letter from the Executive Director

Thank you for agreeing to serve on the Board of Commissioners of the Columbus Convention and Visitors Bureau. As I'm sure you know, our mission is the promotion of tourism, trade shows and conventions in Columbus. Our vision of the future of our agency is to have an organization that manages and markets our tourism product, create and deliver remarkable experiences, increase opportunities to increase our quality of life, support a single image or brand, and be fiscally responsible with the public funds that are entrusted to our operation.

The CCVB was created by state legislation and local ordinance in 1981 (originally we had been a part of the Chamber of Commerce). As with any organization, the original organizers felt the importance of a single mission in order to keep our focus on the main purpose of promoting our city's tourism product.

The Mayor makes up the Board's membership of appointees (with approval from the Council), of citizens from Columbus (eligible to vote). The majority of the fifteen-member board is appointed "at-large". There are, however, four seats that must represent the hotel industry, the Chamber of Commerce, a restaurant owner, and the Historic Columbus Foundation – all major stakeholders in the hospitality industry in our City.

The CCVB is funded through a percentage of hotel/motel tax levied on visitors who occupy rooms. This tax is currently at 7% (one of the highest in the State of Georgia), of which the CCVB receives 3%. This room occupancy tax generated \$1.9 million dollars in FY2001 and is completely received by the City. Other benefactors of this tax are the Civic Center (2% for operations); RiverCenter for the Performing Arts (1%) and the Trade Center (1%). Other sources of income include grants, sponsorships, logo merchandise, and a room reservation service.

Over the past ten years, the CCVB has taken a leadership role in developing special events such as; the Quincentennial Celebration, the Olympics, the Uptown Jam, and the Millennium Celebration. We have and continue to serve on various boards and committees throughout the community including, the Chamber of Commerce, Uptown Columbus, Inc., Voyage of Discovery, Riverfest to name a few.

As a citizen volunteer, you are committing your time and talents to making this important aspect of our community's economic development of vital importance. Please accept this sincere "thank you!"

Executive Director

The Vision

Columbus Consolidated Government

The Columbus Consolidated Government will strive toward continual improvement in terms of providing services and supporting development to ensure opportunities for its citizens the economic, social, political, and educational sectors in order to maintain its leadership among comparable sized cities in the southeastern United States.

Columbus Convention & Visitors Bureau

Our vision is to have an organization which:

- Leads the effective management and marketing of our tourism product.
- Coordinates the tourism industry and its partners to create and deliver remarkable experiences.
- Create opportunities to enhance the quality of life.
- Supports a single image or brand.
- Remains fiscally responsible.

The Mission

Columbus Convention & Visitors Bureau

Our mission is to market and promote Columbus as a competitive meeting and leisure destination encompassing its unique blend of culture and heritage in a manner that supports the interests of both our local hospitality industry and our residents thereby encouraging economic growth for our community.

Code of Ethics for Board Members

Oath

“I do solemnly swear that I am duly qualified to serve as a member of the Columbus Convention and Visitors Bureau Board of Commissioners; that I will, to the best of my ability, faithfully discharge all of the duties and obligations devolving upon me as a member of said Board without fear, favor and affection, and as will sub serve the best interests of Columbus, Georgia, so help me God.”

As a member of the board I will:

- Listen carefully to my teammates, and the constituents I serve.
 - Respect the opinions of my fellow board members.
 - Respect and support the majority decisions of the board.
 - Recognize that all authority is vested in the board when it meets in legal session and not in individual board members.
 - Keep well informed of developments that are relevant to issues that may come before the board.
 - Participate actively in board meetings and actions.
 - Call to the attention of the board any issues I believe will have an adverse effect on the bureau or our constituents.
 - Attempt to interpret the needs of constituents to the bureau and the action of the bureau to its constituents.
 - Refer constituents of staff complaints to the proper level on the chain of command.
 - Recognize that the Board member’s job is to assure that the bureau is well managed, not to manage the bureau.
 - Vote to hire the best possible person to manage the bureau.
 - Consider myself a “trustee” of the bureau and do my best to ensure that the bureau is well maintained, financially secure, growing, and always operating on the best interests of constituents.
 - Always work to learn more about the board member’s and how to do the job better.
 - Declare any conflicts of interest between my personal or business life and my position on the board, and avoid voting on issues that appear to be a conflict of interest.
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As a member of the board I will not:

- Be critical, in or outside of the board meeting, of fellow board members of their opinions.
- Discuss the confidential proceedings of the board outside the board meeting.
- Promise prior to a meeting how I will vote on any issue in the meeting.
- Interfere with the duties of the executive director or undermine his/her authority.

Board Duties

President of the Board

Presides at all meetings of the Board of Directors and Executive Committee, if present. Provides leadership to the Board in reviewing and deciding upon matters that exert major influence on the Bureau's business. Acts in a general advisory capacity to the Executive Director. Respects the confidentiality of Board discussions and publicly support actions taken by the Board.

RESPONSIBILITIES:

- Advises and gives counsel to the Executive Director and other officers and chairpersons of the Bureau. Reviews major activities and plans with the Executive Director to ensure conformity with the Board's view on policy.
- Conducts and presides over monthly meetings.
- The President and the Executive Committee establishes the management objectives of the Executive Director and measures performance against them.
- Participates in outside activities that will enhance the Bureau's visibility and fulfill the Bureau's public obligations as a member of the community.
- Selects the Chair and members of the Nominating Committee
- Directs the Board of Directors in formulating policies that will further the goals and objectives of the Bureau.
- Reveals any potential conflicts of interest and removes oneself from the votes on those issues.

Vice President

Assumes the responsibility of the President in his or her absences. Assists the President in carrying out the functions of that office and performs specific duties delegated by the President. Ensures that the mission, goals and strategic plan of the Bureau are fulfilled by participating, deliberating and making decisions that are in the best interests of the Bureau, the industry and the common good of the community. Respects the confidentiality of Board discussions and publicly supports actions taken by the Board.

RESPONSIBILITIES:

- Assumes the duties of the President in his/her absence.
 - Serves as a member of the Board of Commissioners and Executive Committee.
 - Represents the Bureau with other organizations as requested by the President.
-

- Reveals any potential conflicts of interest and removes oneself from the votes of those issues.
- Enhance the Bureau's public image.

Secretary/Treasurer (may be separated)

Ensures the integrity of the fiscal affairs of the Bureau. Ensures that records are maintained of all Bureau, Board and Executive Committee meetings. Serves on the Board of Commissioners and the Executive Committee. Ensures that the mission and goals of the Bureau are fulfilled by participating, deliberating and making decisions that are in the best interests of the Bureau, the industry and the common good of the community. Respects the confidentiality of Board discussions and publicly supports actions taken by the Board.

RESPONSIBILITIES:

- Ensures that the records are maintained for all meetings of the Bureau, the Board of Commissioners and the Executive Committee.
- Ensures that the Bureau maintains accurate financial records, and presents these to Executive Committee and Board at each meeting. Maintains comprehensive knowledge of the financial analysis and reporting processes.
- Ensures that provisions are made for an independent annual audit of Bureau finances.
- Performs other duties assigned by the President, including serving as Chair of the Finance Committee.
- Represents the Bureau with other organizations as assigned by the President.
- Reveals any potential conflicts of interest and removes oneself from the votes on those issues.

Board Member

Acts as a voting member of the Board with full authority and responsibility to develop policies, procedures and regulations for the operation of the Bureau; assists with monitoring of the Bureau's financial health, programs and overall performance; provides the President with resources to meet the needs of those the Bureau serves.

RESPONSIBILITIES:

- Attends all Board meetings and activities, including special events.
- Becomes knowledgeable about the Bureau and hospitality industry.
- Prepares for and contributes to Board meetings by being well informed on agenda issues and expressing his/her point-of-view.

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- Serves on at least one committee (as appointed).
- Represents the Bureau to individuals, the public and other organizations.
- Assumes Board leadership roles when asked.
- Keeps the President informed about any concerns the community has expressed.
- With the diversity makeup of the board, acts as trustees for community stakeholders.
- In the case of the appointed industry partners, (i.e. Chamber, Historic Columbus Foundation, Restaurant and Hotel) keeps the President informed of industry related issues and concerns by rendering advice and guidance. Reports to each of the segments, as represented, policies and strategies of the Board.
- Ex-officio members act as liaisons to their boards keeping the CCVB updated on community needs.

Committee Chair

Directs the members and activities of the committees (as appointed) to ensure that it meets its goals and objectives. Ensures that the mission and goals of the Bureau are fulfilled by participating, deliberating and making decisions that are in the best interests of the Bureau, the industry and the common good of the community. Respects the confidentiality of Board discussions and publicly supports actions taken by the Board.

RESPONSIBILITIES:

- Assists in developing the Committee objectives and serves as liaison between the appropriate Bureau department and the Board.
- Inform Committee members of established objectives and their expected individual contributions and responsibilities.
- Presides over Committee meetings to ensure adherence to the major issues and purposes.

Bylaws of the Commission

ARTICLE I: NAME

The governing body shall be called the Columbus Convention and Visitors Board of Commissioners (hereinafter referred to as the "Board"). The operating body shall be called the Columbus Convention and Visitors Bureau (hereinafter referred to as the "Bureau").

ARTICLE II: PURPOSE

The purpose and objectives of the Bureau shall be to promote the convention and visitors industry, promote the use of the Columbus Iron Works Convention and Trade Center and the Columbus Civic Center and encourage the managed development of tourism in the Columbus Metropolitan Area with particular emphasis on tourism as it relates to riverfront development and events. The Bureau shall promulgate the highest principles and best practices of civic salesmanship. It shall follow good business practices; and the policies set forth by the Board and these By-laws.

ARTICLE III: FUNDING

The Columbus Convention and Visitors Commission has been created by Ordinance No. 80-51 of the City of Columbus. Funding shall be provided by a 3% Hotel-Motel Tax (ordinance no. 75-126) and other sources deemed proper by the Mayor and Council.

ARTICLE IV: OFFICERS

The officers of the Board shall be a President, a Vice-President, a Secretary and a Treasurer. The offices of Secretary and Treasurer may be combined if the Board so elects. The Board may employ an Executive Director to carry on and direct the activities of the Bureau and to perform such other duties as may be assigned to him/her by the Board. The Executive Director shall serve at the will of the Board.

SECTION 1 -- TERMS

The Board members shall serve without compensation and be selected and serve terms as follows:

Except for the members of the first board to serve, the term of office of each member shall be for three (3) years, and members shall continue in office until a successor is named and appointed. The selection for the first members of the Board may be held at any regular meeting of Council after the effective date of the Act authorizing the creation of such Board or at any regular meeting thereafter.

At such meeting the Mayor shall appoint, with the consent of Council, three (3) members to serve until the first day of January next following and until each member's successor is named and appointed, three (3) to serve until the first day of January thence next following and until each member's successor is named and appointed, so that the term of office of only three (3) members will expire each year. As the respective terms of office of

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each member of the Board expire, the Mayor shall appoint, with the consent of Council, at a regular meeting held in July of each year prior to the expiration of the term of each member, a successor to each member of the Board whose term expires in January following thereafter, who shall be selected for a term of three (3) years, so that the term of three (3) members of said Board shall end on January 1 of each year and three (3) members shall be selected to succeed to such new term. The Board shall be selected to best represent the hospitality and travel industry and shall be constituted as follows: One (1) member shall be the owner or manager of a hotel or motel; one (1) member shall be selected from the food service industry; one (1) member shall be selected from the Board of Directors of the Columbus Chamber of Commerce; one (1) member shall be selected from the Board of Directors of the Historic Columbus Foundation; five (5) members shall be selected at large.*(amended to nine)* The Mayor of Columbus, Georgia shall serve as an ex officio member of the Board during his incumbency and be entitled to vote. In addition, the Executive Director of the Commission shall serve on the Board during his/her incumbency and shall be entitled to speak and be heard at meetings, but the Executive Director shall not be entitled to vote.

SECTION 2 -- OFFICERS

The Board President shall appoint a nominating committee at the regular December Board Meeting. The nominating committee shall present their nominations to the Executive Committee prior to the regularly scheduled meeting in January.

The Officers of the Board shall be elected by the Board Members to serve a term of one (1) year, with the election of the said officers to be held at the first scheduled meeting in January.

The Executive Director shall open the January meeting and present the slate of nominations prepared by the nominating committee. The floor shall then be open for additional nominations. Upon receiving the nominations, a vote shall be called for to elect said officers. Following the vote, the new officers shall take office and the Executive Director will relinquish the chair to the newly elected President. The Officers of the Board shall not serve more than two consecutive terms in each office.

Vacancy of office shall be filled by nomination and election by the Board of the next regularly scheduled Board Meeting following the resignation of said officer.

ARTICLE V: EXECUTIVE COMMITTEE

A. The Executive Committee shall consist of the Elected Officers and the Executive Director and shall meet at least once monthly prior to the regularly scheduled monthly Board Meeting. It shall act for the Board on matters demanding attention between board meetings of the Board. Such will be subject to approval at the next regularly scheduled meeting of the Board. Two elected members are required for a quorum.

B. The Executive Committee shall be empowered to negotiate and execute contracts and agreements for and on behalf of the Bureau as approved or directed by the Board. The Executive Director's and one Officer's signature shall be required on any contractual type agreement other than those routine agreements necessary to the general operation of the Bureau. In the absence of the Executive Director any two Officers may sign.

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The Executive Committee Meeting can be called by the Executive Director, the President, or the Vice-President. Notice by telephone for Executive Committee Meetings shall be given members no less than 24 hours to the time of the meeting.

ARTICLE VI: BOARD MEETING

FREQUENCY

The Board shall hold regularly scheduled monthly meetings.

MEETING NOTICES OF TIME AND PLACE

The meeting time and place to be announced by the President, or in his absence by the Vice-President or Executive Director in writing mailed at least five days prior to time of meeting.

SPECIAL MEETINGS

The Board may convene for "Special Meetings" when the President or any three Board Members shall mail written notice to the other Members of the Board at least five (5) days prior to the time of meeting.

QUORUM

A Quorum is present when a majority of the Board Members are present. Approval by Board requires a majority of those present.

ATTENDANCE

Any Board Member who misses three regularly scheduled monthly meetings in succession is required to show good cause in writing (to be decided by the Executive Committee) or submit a resignation to the Executive Committee for the good of the organization. If neither is forthcoming, any such Board Member shall stand automatically removed from the Board and the item shall be placed on the agenda at the next regularly scheduled meeting and steps taken to notify all interested parties of the vacancy. The vacancy shall be filled by appointment and at the discretion of the Mayor of Columbus, Georgia. The appointee shall serve the remainder of the unexpired term of the vacancy.

ARTICLE VII: COMMITTEES

The President shall appoint such committees as the Board creates and the work of the Bureau requires. Committee appointments are subject to reconfirmation at the first regular meeting after the meeting at which new officers are elected. Committee persons need not be members of the Board and shall serve until assigned project is completed or are dismissed by the President or the Board.

ARTICLE VIII: EXECUTIVE DIRECTOR

The Board shall be empowered to employ, and terminate employment of, an Executive Director to carry out the functions, operations, and purposes of the Bureau. The Board shall delegate to the Executive Director all authority and responsibility necessary to properly administer the business of the Bureau, within policies set by

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the Board and subject to its review. The Executive Director shall have full charge of the Bureau offices and also all of the Employees including authority to employ and terminate employment of the Bureau employees.

During April of each year the Executive Director shall notify the Mayor of Columbus, Georgia of the respective Board Members whose terms will expire on the first day of January thence next following, thus allowing the Mayor adequate time to make his new appointments.

ARTICLE IX: BUDGET

The fiscal year shall be from July 1st through June 30th. The Executive Director shall prepare his/her recommended budget during the month of February and present to the Executive Committee. The proposed budget as recommended by the Executive Committee shall be presented to the Board in March for approval so that it may be presented to the proper agencies by April 1st.

SECTION 1 -- STATEMENTS-OPERATING

The Executive Director shall also submit to the Board a monthly operating statement covering income and expenses by month, to date and status on each account. The Board in turn shall submit an annual report to the City Council.

SECTION 2 -- EXPENDITURES

All expenditures in behalf of the Bureau shall be by purchase order requisition signed by the Executive Director for amounts not to exceed \$5,000 and a member of the Executive Committee for amounts in excess of \$5,000. In the absence of the Executive Director, any two members of the Executive Committee may sign purchase orders.

ARTICLE X: AMENDMENTS

These bylaws shall become effective as amended on March 16, 1994, and may be amended by two-thirds (2/3's) vote at any regular meeting of the Board held after giving at least ten (10) days of written notice of intention to consider any proposed amendment.

Approved and Adopted March 16. 1994

Ten Basic Responsibilities of Nonprofit Boards

1. Determine the organization's mission and purpose.
 2. Select the executive.
 3. Support the executive and review his or her performance.
 4. Ensure effective organizational planning.
 5. Ensure adequate resources.
 6. Manage resources effectively.
 7. Determine and monitor the organization's programs and services.
 8. Enhance the organization's public image.
 9. Serve as a court of appeal.
 10. Assess its own performance.
-

Board Development Assessment Tool

Internal Procedures

Indicator	Done?	Needs improvement?		
	✓	None/ N.A.	Some	Much
1. The organization has a clear sense of who they are and has spent time thinking about the kinds of people they want on their board.				
2. The organization has completed a formal review of its current board profile and has identified deficiencies (i.e. by using an instrument such as the board profile worksheet).				
3. The organization has identified individuals that have the characteristics that are lacking on the board and have developed a recruitment strategy.				
4. The organization has a nominating committee in place.				
5. Have there been any major changes in the mission of the organization that might require a change in the make-up of the board?				
6. The organization and governing board have spent time talking about the advantages of having a diverse board.				
7. The organization cooperates with other nonprofits in the community in the development and maintenance of a board bank.				

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<p>8. Potential board members are recruited from within the organization (volunteers, past employees, members, etc.) as well as outside the organization.</p>				
<p>9. The board chair and staff (if any) have developed “tools” that keep the board meetings interesting, fun, and productive. Meetings are evaluated for productivity at least occasionally.</p>				
<p>10. Board members serve without payment unless the agency has a policy identifying reimbursement out-of-pocket expenses.</p>				
<p>11. Board members are accessible to stakeholders and to staff (volunteer and paid).</p>				
<p>12. The Board plays an active role in developing and reviewing a strategic plan for the organization.</p>				

Operational Procedures

Indicator	Needs improvement?			
	Done?	None/ N.A.	Some	Much
	✓			
1. The roles of the board are clearly stated and communicated. Board members commit to those responsibilities by signing a board commitment letter.				
2. Board meetings are well attended.				
3. When a board member misses a board meeting without announcing a reason, another board member or the director of the organization calls them.				
4. Potential board members are interviewed before they are asked to serve.				
5. The board members receive orientation, regular training, and information about their responsibilities. Orientation includes information on the organization’s mission, bylaws, policies, practices, and programs, as well as their governance roles and responsibilities as board members.				
6. The board has a nominating process that ensures that the board remains appropriately diverse with respect to ethnicity, gender, economic status, culture, disabilities, age, skills, and/or expertise.				
7. Each Board member has a board operations manual that summarizes responsibilities (including job descriptions for officers) and operation procedures. This manual includes a copy of the organization’s bylaws.				
8. The number of current board members is consistent with what is required in the bylaws or state statutes.				

<p>9. The board reviews the bylaws on at least an annual basis. Bylaws should clearly state the organization’s purpose, service area, defined members, defined board of directors, specific meeting guidelines, defined officers, defined committees, guidelines for amending bylaws, guidelines for dissolution of the organization, guidelines for financial and legal procedures.</p>				
<p>10. The board has developed an annual meeting calendar with tasks that routinely need to be done at specific board meetings...i.e. review bylaws in January, Prepare for Audit in August. Nomination committee prepares slate of nominations in November etc.</p>				
<p>11. The board has a policy and procedure for handling urgent matters between regularly scheduled meetings.</p>				
<p>12. The organization maintains a conflict-of-interest policy and all board member and staff review and sign to acknowledge and comply with the policy (could be part of the Board Commitment letter).</p>				
<p>13. The board has a written policy prohibiting employees and members of their immediate families from serving as board chair or treasurer.</p>				
<p>14. All Board meetings have written agendas and materials that are given to the board in advance of the meetings. Board reports/minutes are recorded and action taken on the minutes of all meetings.</p>				

Fiscal Management

Indicator	Done?	Needs improvement?		
		None/ N.A.	Some	Much
	✓			
1. Board members have made a strong individual financial commitment to the organization.				
2. The board takes the leadership role in fundraising and financial management.				
3. The board oversees the annual audit and uses it to strengthen the organization’s financial policies.				
4. The board is doing a good job of insuring that the organization is fulfilling its regulatory and financial requirements.				
5. A financial plan has been developed to ensure financial stability for 3-5 years and is consistent with the organizations strategic plan.				
6. The board understands the annual budget.				
7. The board reviews monthly reports of expenditures and revenues.				
8. The board compares actual revenues and expenditures to budgeted revenues and expenditures on a monthly basis.				
9. Adjustments to the budget during the year are made based on actual or anticipated changes. The board approves all adjustments/revisions to the budget.				

Job Descriptions – Samples

Executive Director

The Executive Director will be directly responsible to the Bureau's Board of Commissioners and will function as the chief executive officer of the Bureau. The Executive Director will plan, direct and coordinate the promotion and marketing of the City of Columbus as a convention and tourist destination; performing such responsibilities as assigned by the Board of Commissioners; being responsible for the internal organization, administration and operation of the Bureau staff; responsible for employment, direction, supervision, performance, evaluation, salary determination and termination of all Bureau personnel. He/she will develop and supervise an annual budget for support of these activities and will be responsible for monthly financial reports and annual audit reports in accordance with written financial procedures approved by the Board.

Deputy Director

The Deputy Director will be directly responsible to the Executive Director and will function as the chief executive officer in the absence of the Executive Director. The Deputy Director will develop and supervise master listings of conventions and exhibits and special events scheduled to be held in Columbus. Supervise and monitors work flow and dissemination of information and will act as human resource manager for the Bureau. Write promotional literature as required. Participate and maintain memberships in local state regional, national and international organizations and attend their respective meeting. Write annual reports of performance. Under the general supervision of the Executive Director, is responsible for the development, implementation and management of the Bureau's communications with the public, media, industry professionals, and other civic and community advertising organizations. Also responsible for the development, production and distribution of marketing tools including the publicity programs, audio-visual aids publications and exhibits.

Director of Communications

Reports directly to the Deputy Director. Acts as editor on all communications projects including but not limited to, newsletters, and news and feature releases. Consults with other department heads on their communication needs, suggesting or proposing appropriate uses of communication resources. Serves as liaison with the media. This responsibility requires the coordination of all external communications to inform the local and national news and travel media of local activities and developments and to ensure that inaccuracies, errors or misunderstandings are eliminated. Organize and implement travel writer familiarization tours. Participates in special promotional projects and events as appropriate. Is the staff liaison between the Executive Director and the Board of Commissioners. Is responsible for all meeting notices, board and committee minutes, maintaining an updated list of Board members contact information, including terms of appointment. Record visitor information messages on telephone hot line and broadcasts for Bureau radio stations.

Director of Tourism

Reports directly to Executive Director. Promotes Columbus as a visitor destination to individuals and tour groups. In addition to specific duties of Account Executive-Tourism, is responsible for submission of monthly reports of activities for Board of Commissioners. Supervises Account Executives (Tourism), makes trade show assignments, personal sales calls agendas, telemarketing to tour operators and visitors in general. Supervises

Information Specialist and Weekend Coordinator and maintains records on all local visitors attractions to consolidate for weekly and quarterly reporting. Ensures that all visitors' inquiries from mail, walk-in and telephone are answered in a prompt and courteous manner. Maintains brochure rack distribution areas at Ft. Benning, Visitors Center(s), Metropolitan Airport, Bureau Offices and Trade Center. Direct and train all personnel under their supervision in all matters pertaining to Tourism Sales and Service

Director of Convention Sales

Reports directly to the Executive Director. In addition to the specific duties of an Account Executive, the Director of Convention Sales will direct and train Sales Managers in all matters pertaining to Convention Sales. Read and approve all memos and bulletins pertaining to Convention Sales before they go out of the office. Read, approve and sign all firm, tentative and cancellation of date letters. Is liaison with Trade Center regarding expansion and business already on the books for future years. Reassign files whenever necessary. Review files that are to be deleted. Send out letters to new prospects. Assign all new accounts. Submit information for monthly report for the Board of Commissioners. Other responsibilities as assigned by Executive Director.

Sales Manager - Convention Sales

Reports directly to Director of Convention Sales. Promotes Columbus as a destination for conventions, trade shows and corporate meetings by soliciting assigned sales accounts. Responsible for achieving individual sales goals assigned annually. Under general supervision of Director of Sales identifies recruits and encourages local people affiliated with state, regional, national and international organizations to hold future activities here (bookings). Makes presentations and prepares bid packets to organization; sends bulletins/borders to hotel/motel (s) providing facilities with all information regarding groups' history and current data; represents Bureau with appropriate industry groups for the purpose of generating interest in as a destination or promoting attendance at events already scheduled for this area. Holds memberships with selected trade organizations and exhibits or attends trade shows or events. Participates in familiarization tours of area. Maintains working knowledge of facilities, attractions and services available to customer and acts as liaison between these entities and the customer. Holds pre/post-convention meetings with customers and appropriate representatives of local organizations involved in servicing the group. Works in a cohesive way with other Bureau personnel to ensure unified and effective promotional efforts. Other duties as assigned by Director of Convention Sales and Executive Director.

Sales Manager - Tourism

Reports to Director of Tourism. Sells and promotes Columbus as a destination by aggressively working with tour operators, travel agencies and tour groups by direct or indirect selling through personal contact, telephone and written correspondence. Send leads and requests for information to hotels/motels; follows up with clients to make sure all information is received. Makes presentations to prospective clients, maintains up-to-date information on hotels/motels, local attractions, and regional information. Participates in familiarization tours with travel writers and tour operators. Holds memberships in trade organizations and attends trade shows and/or events. Works in a cohesive way with other Bureau personnel to ensures unified and effective promotional efforts. Other duties as assigned by Director of Tourism and Executive Director.

Administrative Assistant

Serves as the Administrative Assistant to the Executive Director. Types and prepares all correspondence for the Director. Maintains current information about health care benefits, retirement benefits, vacation and sick leave data and any other human resources activity deemed necessary by the Executive Director. Responsible for accounting activities of the CCVB including, but not limited to, bill verification, check writing and other bookkeeping functions as deemed necessary by the auditing firm. Has extensive knowledge of computer system and trains other personnel on usage. Maintains a current cash balance available for review at all times. Prepares minutes from Board of Commissioners meetings, agendas and notices, attendance confirmation, and budget analysis. Maintains office supply inventory and purchase order system. Other duties as assigned by Executive Director.

Information Specialist

Reports directly to Director of Tourism. Greets visitors to office and maintains full knowledge of local and regional attractions and events. Directs callers to appropriate staff or assists callers with information as necessary. Maintains Calendar of Events and prepares weekly and monthly bulletins. Prepares inventory control of brochures for Director of Tourism and submits purchase requisitions to renew stock. Assists Director of Tourism and Executive Director as deemed necessary.

