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## A Descriptive Analysis of Convention and Visitor Bureaus in North Carolina and Surrounding States

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A DESCRIPTIVE ANALYSIS OF CONVENTION AND VISITOR BUREAUS  
IN NORTH CAROLINA AND SURROUNDING STATES

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ABSTRACT

The purpose of the study was to gain a better understanding of the administrative practices, operations, future priorities and clientele of convention and visitor bureaus in North Carolina and surrounding states.

Thirty-five cities were surveyed in the states of North Carolina, Georgia, South Carolina, Virginia, Tennessee and Kentucky. Two surveys were used to gather data. One survey was sent to the CVB in each city and one survey was sent to the Chamber of Commerce in each city.

The response rate was 48%. The data was analyzed using means and percentages by total sample and by subgroups. Subgroups were determined by size of yearly operating budget.

Results showed that the larger the budget a bureau had the more staff, resources, room tax, salaries and clientele (visitors) they had. The main priority for most CVBs would be viable agencies for recreation majors' internships.

A DESCRIPTIVE ANALYSIS OF CONVENTION AND VISITOR BUREAUS  
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INTRODUCTION

"In 1895, a group of Detroit businessmen put a full-time salesman on the road to invite conventions to their city. They simply wanted to sell Detroit. But at the same time, they unknowingly launched a movement that has resulted in billions of dollars in revenue for convention-holding cities".(1) In essence, it was the beginning of a billion dollar industry. With the growth of convention business came the creation of an organization that exists for the purpose of promoting conventions and tourism to cities all over the United States. This organization is

better known as the convention and visitor bureau.

What is a convention and visitor bureau? It is a non-profit umbrella organization that represents a city or urban area in the solicitation and servicing of all types of travelers to that city or area, whether they visit for business, pleasure or both.(2) It acts as a liaison between city governments, meeting planners, motels/hotels, convention centers and visitors to the host city. It is probably the only organization that serves as a clearinghouse for information about what a city has to offer in the way of accommodations, meeting space, transportation, food and beverage services and tourism opportunities.

The history of convention and visitor bureaus (CVBs) date back to the formation of the International Association of Convention and Visitor Bureaus (IACVB) in 1914. It existed originally to sell convention business, but eventually branched out to include tourism and added "visitors" to their name in 1974.(1) There are now more than 320 CVBs in the international organization representing 25 countries.

Although, CVBs have been around for quite some time, only major metropolitan and tourist areas have had the services of these organizations. It has only been in the last few years that CVBs have been formed (usually out of a Chamber of Commerce) in smaller communities and less popular tourist destinations.

Tourism and conventions is big business. Most states are seeing a tremendous growth in tourism dollars (4), as well as convention business dollars. Average travel expenditures by tourists in each state is over a billion dollars a year. In North Carolina alone, tourism is a five billion dollar industry.(1) While tourism may generate income for states, it is the convention business that generates income for cities. In a study done by the IACVB (1986), the conventions generated an average income of \$787.54 per convention attendee to each host community. Not only are tourism and conventions big in dollars and cents, they also provide tremendous employment opportunities. The travel industry in the United States employs approximately seven million people.(2) Since CVBs are very much a part of the travel industry and they are experiencing new growth throughout the U.S., it stands to reason that job opportunities are also increasing in the CVB area as well.

This study was concerned with gaining a better understanding of CVBs in North Carolina and surrounding states. More specifically, the purpose was to learn more about their administrative practices and policies, funding sources and yearly operating budgets, personnel, physical and natural resources, tourism visitors and convention attendees, and priorities for future progress.

#### DATA COLLECTION

Thirty-five CVBs located in the states of North Carolina, Georgia, South Carolina, Virginia, Tennessee and Kentucky were used in this study. All CVBs in North Carolina and selected CVBs in the other states were surveyed. Two surveys were developed to collect the data (upon the

recommendation of experts in the convention bureau field). One (see Appendix A) was sent to the CVBs and the other (see Appendix B) was sent to the chambers of commerce in each CVB city. The CVB survey consisted of areas of questions including administrative processes, personnel demographics, funding and operating budgets, convention/meeting resources, numbers of convention attendees and tourists and future priorities. The chamber of commerce survey consisted of cluster questions concerning population demographics and the physical and natural resources of each city.

Each survey was accompanied by a cover letter and a self-addressed stamped envelope. The data was collected in the months of July and August, 1988.

## DATA ANALYSIS

The CVB survey data was analyzed using means and percentages for the total sample and for subgroups based on yearly operating budgets. The following survey question areas were analyzed using the total population by percentages: administrative location, respondents breakdown, physical location, funding sources, fees for services, room tax, bureau areas of emphasis, staff time devoted to each area, percent budget devoted to each area, demographic breakdown of board of directors and personnel.

Subgrouping data was analyzed using means and percentages for the following question areas: personnel years of experience and salary range, full and part-time staff, meeting space, convention attendees, special events and tourism visitors and guest rooms.

The future priorities question was analyzed using a rank order listing of topics rated in decreasing order from one to ten. An average score for each topic was determined and then ranked from one to ten.

The Chamber of Commerce survey data was analyzed using means and percentages for the total sample and by subgroupings for the following question areas: county and city population, percent city racial breakdown, average family income and percent age breakdown. The following question areas were analyzed using percentages: destination attractions and natural resources.

## RESULTS

A total of 70 surveys were sent (35 to CVBs and 35 to chambers of commerce). Sixteen CVB surveys and thirty-one chamber surveys were returned. For the purpose of this study, the data was analyzed using only the surveys returned from both the CVB and the chamber. There was a total of sixteen sets of surveys returned for a response rate of 48%. The Results are printed in Tables 1 through 13.

## SUMMARY

The purpose of the study was to gain a better understanding of convention and visitor bureaus in North Carolina and surrounding states. More specifically, the study was designed to learn more about their administrative practices and policies, funding sources and yearly operating budgets, personnel, physical and natural resources, tourism visitors and convention attendees, and priorities for future progress.

Thirty-five cities were surveyed located in the states of North Carolina, Georgia, South Carolina, Virginia, Tennessee and Kentucky. Two surveys were developed to gather data for the study. One survey was sent to the CVB for each city and one survey was sent to the chamber of commerce.

The response rate was 48%. The data was analyzed using means and percentages by total sample and by subgroup. Subgroups were determined by size of yearly operating budget. The breakdown was as follows: \$0-\$3000,000, \$300-\$1 million, over \$1 million.

For the most part, it was found that the CVBs with larger budgets had more staff resources, physical and natural resources, bigger percentage of room tax, larger salaries and more visitors to the city. Increasing funding sources was the biggest priority for all CVBs. The second biggest priority was increasing the number of convention attendees and number of visitors. Judging from the number of contract and part-time staff used, CVBs could be a viable resource for recreation majors internships.

## REFERENCES

1. International Association of Convention and Visitor Bureaus, Champaign, Illinois, 1988, 1986, and 1980.
2. McIntosh, R.W., and C.R. Goeldner, Tourism Principles, Practices, Philosophies, John Wiley and Sons, Inc., New York, New York, pp. 20, 52, 1986.
3. North Carolina Travel Study, Technical Report, North Carolina Division of Travel and Tourism, Raleigh, North Carolina, 1986.
4. University of Colorado, Business Research Division, Tourism Top Twenty, University of Colorado and the U.S. Travel Data Center, Boulder, Colorado, 1984.

APPENDIX A

CONVENTION AND VISITORS BUREAU DESCRIPTIVE SURVEY

Please answer the following questions concerning your Convention and Visitor Bureau and the area served.

I. Bureau Profile

A. Your administrative location is under which of the following:

- Chamber of Commerce
- Tourism Development Authority
- County Government
- City Government
- Other (Please explain)

B. The Physical location of your facilities/offices are in which of the following:

- \_\_\_\_\_ Own Building
- \_\_\_\_\_ Government Complex
- \_\_\_\_\_ Chamber of Commerce
- \_\_\_\_\_ Tourist Center
- \_\_\_\_\_ Other (Please explain)

C. Your bureau is funded by:

- \_\_\_\_\_ City or County Taxes
- \_\_\_\_\_ Hotel/Motel Room Tax. City or county? Circle one.
- \_\_\_\_\_ Combined Room Tax/Membership fees
- \_\_\_\_\_ Combined Room Tax/Chamber of Commerce Funds
- \_\_\_\_\_ Chamber of Commerce Funds

D. Does your CVB charge fees for any services, if so list:

\_\_\_\_\_

\_\_\_\_\_

E. If you answered room tax above, please indicate below what percent is charged and how much of that does your bureau receive.

\_\_\_\_\_ % Room Tax

\_\_\_\_\_ % Room Tax your CVB receives

\_\_\_\_\_ Total Room Tax including sales/miscellaneous taxes

F. Yearly operating budget is approximately:

\_\_\_\_\_ Under \$100,000

\_\_\_\_\_ \$100,000 - \$300,000

\_\_\_\_\_ \$300,000 - \$500,000

\_\_\_\_\_ \$500,000 - \$1,000,000

\_\_\_\_\_ More than \$1,000,000

F. Please illustrate the bureau's organizational structure (i.e., an organizational chart depicting the administrative heirarchy).

G. What is the mission statement of your convention and visitors bureau?

H. Which of the following program areas does your bureau emphasize?

\_\_\_\_\_ Conventions (sales)

\_\_\_\_\_ Tourism (attractions & visitors)

\_\_\_\_\_ Special Events

\_\_\_\_\_ Other (Please explain)

I. If you checked two or more of the answers above, please answer the following:

1. What percent staff time does your bureau direct to each area checked?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. What percent of your total yearly operating budget is allocated to each area checked?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Does each area have it's own job position/title?

\_\_\_\_\_ no, how are they combined: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ yes

J. How long has your bureau been in operation? \_\_\_\_\_

II. Bureau Personnel

A. Professional Staff

1. Please list the full-time professional staff positions by title below. For each position listed, fill in the following information:

- a. General Job Description
- b. Education (of the person now in that position)
- c. Years bureau experience or related field
- d. Approximate starting salary range, put appropriate #:  
1) \$0 - \$15,000, 2) \$15,000 - \$30,000, 3) \$30,000 - \$45,000,  
4) more than \$45,000.

Title	Job Description	Education Degree	Years Experience	Salary Range



B. Contract/Part-time Staff

1. Please check which of the following are used at the bureau.

	Yes	How many	Full	Part
Paraprofessionals	_____	_____	_____	_____
Administrative Assistants	_____	_____	_____	_____
Student Interns	_____	_____	_____	_____
Contract Services	_____	_____	_____	_____
Receptionist	_____	_____	_____	_____
Other _____	_____	_____	_____	_____

C. Socio-Economic Characteristics

1. For the BOARD OF DIRECTORS, indicate the number of the following:

Race:           Caucasians \_\_\_\_\_ Blacks \_\_\_\_\_ Other \_\_\_\_\_  
 Age:            Under 30 \_\_\_\_\_ 30yr - 50yr \_\_\_\_\_ Over 50yr \_\_\_\_\_  
 Sex:            Men \_\_\_\_\_ Women \_\_\_\_\_

2. For the PROFESSIONAL STAFF, indicate the number of the following:

Race:           Caucasians \_\_\_\_\_ Blacks \_\_\_\_\_ Other \_\_\_\_\_  
 Age:            Under 30 \_\_\_\_\_ 30yr - 50yr \_\_\_\_\_ Over 50yr \_\_\_\_\_  
 Sex:            Men \_\_\_\_\_ Women \_\_\_\_\_

3. For the CONTRACT/PART-TIME STAFF, indicate the number of the following:

Race:           Caucasians \_\_\_\_\_ Blacks \_\_\_\_\_ Other \_\_\_\_\_  
 Age:            Under 30 \_\_\_\_\_ 30yr - 50 yr \_\_\_\_\_ Over 50 \_\_\_\_\_  
 Sex:            Men \_\_\_\_\_ Women \_\_\_\_\_

III. Area Meeting and Convention Resources

A. Accommodations/Convention Centers

1. Please indicate the number of each in your service area, leave item blank if it does not apply).

Type of Accommodations	# of Guest Rooms	# of 1st Class	Located downtown area Yes/No	Located Major Hwy. Yes/No	Located Near Airport Yes/No
------------------------	------------------	----------------	---------------------------------	------------------------------	--------------------------------

Hotels \_\_\_\_\_

Motels \_\_\_\_\_

Bed & Breakfast \_\_\_\_\_

Resorts \_\_\_\_\_

Convention Centers \_\_\_\_\_

Type of Accommodations	# of Meeting Rooms	Total Sq. Ft. Meeting Space	Food Places Within 1 Block Yes/No
------------------------	--------------------	-----------------------------	--------------------------------------

Hotels \_\_\_\_\_

Motels \_\_\_\_\_

Bed & Breakfast \_\_\_\_\_

Resorts \_\_\_\_\_

Convention Centers \_\_\_\_\_

2. Please check the following facilities that are available at any of the accommodations listed below.

Type	Swimming Pool	Sauna/Jacuzzi	Weight Room	Tennis Courts	Golf	Dining Area	Night Club	Racquet Ball
------	---------------	---------------	-------------	---------------	------	-------------	------------	--------------

Hotel & Motel \_\_\_\_\_

Resort \_\_\_\_\_

3. With regards to Total Guest Rooms available in your bureau area, how many are there? \_\_\_\_\_

4. Aside from those meeting and convention facilities mentioned above, list any other facilities available for conventions and their carrying capacity.

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IV. Program Areas

Please answer the following questions about your bureau's program emphasis.

- A. Special Events (For the year 1987, please make the correct response regarding the following.)

Event Name	Approx. # Attending
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

- B. Tourism (visitors for area attractions, year 1987)

Main Attractions	Approx. # Visitors
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

- C. Conventions (for the 1987 year)

Kind of Convention (religious, trade, business, etc.) or meeting	# Participants	# Days
_____	_____	_____
_____	_____	_____

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

V. Future Directions

Rank order the following from most important priority to least important for the future growth of your bureau.

1 = Most important                      10 = Least important

- \_\_\_\_\_ 1. Providing in-service training for professional staff.
- \_\_\_\_\_ 2. Increasing the number of full-time professional staff.
- \_\_\_\_\_ 3. Increasing funding sources.
- \_\_\_\_\_ 4. Diversifying program areas.
- \_\_\_\_\_ 5. Increasing number of convention participants.
- \_\_\_\_\_ 6. Increasing number tourism visitors.
- \_\_\_\_\_ 7. Increasing number of city/county wide special events.
- \_\_\_\_\_ 8. Increasing community awareness about visitor and convention bureaus.
- \_\_\_\_\_ 9. Educating board members about role expectations.
- \_\_\_\_\_ 10. Increasing support staff.

Other priorities not mentioned: \_\_\_\_\_

Thank you for your time and cooperation with this research project.

If you would like a copy of the results of this study please put your name and address below.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Chamber of Commerce Area Profile Survey

I. Chamber of Commerce Area Profile

A. Population Characteristics

Please respond in the appropriate manner for the following:

- 1. Total County Population \_\_\_\_\_  
Total City/Town Population \_\_\_\_\_
- 2. Percent Caucasian \_\_\_\_\_  
Percent Black \_\_\_\_\_  
Percent Other \_\_\_\_\_
- 3. Approximate Average Income per Family \_\_\_\_\_
- 4. Percent under 20yr age \_\_\_\_\_  
Percent 20yr - 50yr age \_\_\_\_\_  
Percent over 50yr age \_\_\_\_\_
- 5. Primarily urban or rural \_\_\_\_\_
- 6. In general, how would you describe the people living in your area? (conservative, liberal, religious, etc.)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- 7. In your opinion, how knowledgeable are the people about your agency and what it does?  
 Not at All  
 Somewhat  
 Very

B. General Community Characteristics

- 1. Check the following that are in your service area.  
National Business/Industrial Offices \_\_\_\_\_ # of \_\_\_\_\_  
Regional Business/Industrial Offices \_\_\_\_\_ # of \_\_\_\_\_
- 2. Approximately how many clubs, organizations and/or

associations are in your City/Town? \_\_\_\_\_

II. Area Attractions

A. Natural Resources (Please check the following in your area).

- \_\_\_\_\_ Lakes, Rivers, & Streams
- \_\_\_\_\_ Mountains
- \_\_\_\_\_ Forest Areas
- \_\_\_\_\_ National Parks
- \_\_\_\_\_ State Parks
- \_\_\_\_\_ Scenic Sites/Natural Wonders
- \_\_\_\_\_ Beaches/Oceans
- \_\_\_\_\_ Other (please explain) \_\_\_\_\_

B. Destination Attractions (Please check the following which apply).

- \_\_\_\_\_ Amusement/Theme Parks
- \_\_\_\_\_ Historical Sites
- \_\_\_\_\_ Cultural Activities (Opera, Theater, etc.)
- \_\_\_\_\_ City/County Wide Special Events
- \_\_\_\_\_ Museums
- \_\_\_\_\_ Shopping Malls/Outlets
- \_\_\_\_\_ Participant Sports (Golf, Tennis, Hang Gliding, etc.)
- \_\_\_\_\_ Sporting Events (Olympics, Golf Tourneys, Semi-Professional, etc.)
- \_\_\_\_\_ Animal Preserves/Zoological parks
- \_\_\_\_\_ Resorts
- \_\_\_\_\_ Other (Please explain) \_\_\_\_\_

C. Transportation

1. Please indicate yes or no for each of the following types of transportation within your service area.

	Yes	No
Major regional airport	_____	_____

Small regional airport	_____	_____
Town-city airport	_____	_____
Taxi service	_____	_____
Motor coach	_____	_____
City bus	_____	_____
Amtrack	_____	_____
Ship	_____	_____

2. Check the following highway systems that are available in your county.

	Yes	No
Interstate Highways	_____	_____
8-lane Highways	_____	_____
6-lane Highways	_____	_____
4-lane Highways	_____	_____

D. Dining Facilities (please check the following that are available in your area).

Fast Food Restaurants (Wendy's, Hardees, etc.)	_____
Atmosphere/Fine Dining (Specialty places)	_____
Locally owned cafe's/restaurants	_____
Other _____	

Thank you for your time and consideration in completing the survey.

Table 1

RESPONDENT BREAKDOWN BY NUMBER AND PERCENTAGES  
FOR TOTAL SAMPLE AND BY SUBGROUPS

State	N	\$0-\$300*	\$300-\$1 Mill*	Over \$1 Million
North Carolina	6	33.33%	16.67%	50.00%
South Carolina	3	33.33%	66.67%	-0-
Tennessee	3	-0-	33.33%	66.67%
Virginia	2	50.00%	50.00%	-0-
Kentucky	0	-0-	-0-	-0-
Georgia	2	-0-	100.00%	-0-

\*\$300 - \$300,000, Mill = Million

Table 2

ADMINISTRATIVE LOCATION OF CVB TOTAL SAMPLE  
AND SUBGROUPS BY NUMBER AND PERCENTAGES

Admin. Loc.	N	\$0-\$300	\$300-\$1 Mill	Over \$1 Million
Chamber	7	28.57%	42.86%	28.57%
Tour Authority	2	-0-	50.00%	50.00%
Chamber & Tour Authority	2	50.00%	-0-	50.00%
City Gov.	1	100.00%	-0-	-0-
Independent	4	25.00%	-0-	75.00%

Table 3

PHYSICAL LOCATION OF CVB TOTAL SAMPLE  
AND SUBGROUPS BY NUMBER AND PERCENTAGE

Phys. Loc.	N	\$0-\$300	\$300-\$1 Mill	Over \$1 Million
Own Bldg.	2	-0-	100.00%	-0-
Chamber Bldg.	7	28.57%	42.86%	28.57%
Tour Center	1	-0-	100.00%	-0-
Chamber & Tour Center	3	25.00%	25.00%	50.00%
Other	3	66.67%	33.33%	-0-



Table 4

FUNDING SOURCE FOR CVB TOTAL SAMPLE  
AND SUBGROUPS BY NUMBER AND PERCENTAGE

Source	N	\$0-\$300	\$300-\$1 Mill	Over \$1 Million
City/County Taxes	2	-0-	100.00%	-0-
Motel/Hotel Room Tax	4	25.00%	75.00%	-0-
Room Tax/Member Fees	4	-0-	50.00%	50.00%
Room Tax/Chamber Funds	2	-0-	-0-	100.00%
Chamber Funds/City Tax	4	80.00%	-0-	20.00%

Table 5

MEANS FOR AVERAGE ROOM TAX AND  
YEARS OF OPERATION FOR TOTAL SAMPLE AND SUBGROUPS

Fees/Taxes	\$0-\$300	\$300-\$1 Mill	Over 1 Million	Total
% Room Tax	3.00	2.80	3.20	5.10
% Room Tax Bureau Receives	25.00	49.38	38.18	35.00
Years of Operation	11	12.57	11	15.25

Table 6

MEAN PERCENTAGES FOR BUREAU EMPHASIS, STAFF TIME  
ALLOCATION AND BUDGET ALLOCATION FOR TOTAL SAMPLE

Area	Emphasis	Staff Time	Budget
Conventions	94%	44%	45%
Tourism	100%	35%	35%
Special Events	68%	22%	14%
Other	12%	-0-	6%

Table 7

MEANS FOR PERSONNEL SALARIES, YEARS OF EXPERIENCE AND NUMBERS  
OF FULL-TIME AND PART-TIME STAFF FOR TOTAL SAMPLE AND SUBGROUPS

Personnel				
Upper Mgt.				
Salary Range	2.50*	3.43	3.20	3.13
Yrs. Exp.	5.75	13.13	10.83	10.72
Middle Mgt.				
Salary Range	1.67	2.17	2.50	2.21
Yrs. Exp.	4.67	6.23	4.75	5.54
Support				
Salary Range	1.67	1.83	2.33	1.89
Yrs. Exp.	3.67	4.92	10.83	5.32
# Full-Time	1.00	6.14	20.80	9.14
# Part-Time	4.25	7.80	4.50	5.69

\*Means given in numbers assigned to salary (per year) ranges: 1 = \$0-\$15,000, 2 = \$15-\$30,000, 3 = \$30-\$45,000, 4 = more than \$45,000

Table 8

MEANS FOR NUMBERS OF CONVENTION ATTENDEES AND TOURISM/SPECIAL EVENTS VISITORS FOR TOTAL SAMPLE AND SUBGROUPS

Type of Visitor	\$0-\$300	\$300-\$1 Mill	Over \$1 Million	Total
Convention	77.80*	98.75	458.50	212.31
Tourism/ Special Events	639.80	1140.45	1712.50	1331.91

\*Means are given in thousands

Table 9

MEANS FOR TOTAL SQUARE FEET MEETING SPACE AND TOTAL NUMBER GUEST ROOMS FOR TOTAL SAMPLE AND SUBGROUPS

Type of Facility	\$0-\$300	\$300-\$1 Mill	Over \$1 Million	Total
Total Sq. Ft. Meeting Space	61.67*	204.83	603.50	73604.92
Total # of Guest Rooms	2.56	11.11	12.00	9.10

\*Means listed in thousands

Table 10

DEMOGRAPHIC PERCENTAGES OF BOARD OF DIRECTORS, PROFESSIONAL  
STAFF AND PART-TIME STAFF FOR TOTAL SAMPLE

Demographic Characteristics	Board of Directors	Professional Staff	Part-Time
<b>Race</b>			
Caucasians	89.00%	84.94%	64.29%
Black	10.00%	15.06%	35.71%
Other	1.00%	-0-	-0-
<b>Age</b>			
Under 30 Years of Age	16.85%	28.31%	41.05%
30 Years to 50 Years	65.01%	36.25%	37.51%
Over 50 Years	18.14%	35.43%	21.44%
<b>Sex</b>			
Men	74.43%	38.77%	26.22%
Women	25.57%	61.23%	73.78%

Table 11

PERCENTAGES FOR CONVENTION BUREAU AREA POPULATION  
DEMOGRAPHICS BY TOTAL SAMPLE AND SUBGROUP

Demographic Characteristic	\$0-\$300	\$300-\$1 Mill	Over \$1 Million	Total
<b>Race</b>				
Caucasian	86.75%	84.00%	75.75%	82.31%
Black	12.25%	14.40%	23.00%	16.38%
Other	.75%	2.00%	1.33%	1.36%
<b>Age</b>				
Under 20 Yrs.	32.00%	29.75%	29.00%	30.20%
20-50 yrs.	35.00%	42.50%	45.67%	41.20%
Over 50 yrs.	26.33%	27.50%	24.67%	26.50%

Table 12

MEANS FOR CITY/COUNTY POPULATION AND FAMILY INCOME  
FOR CONVENTION BUREAU AREA TOTAL SAMPLE

Demographic Characteristic	\$0-\$300	\$300-\$1 Mill	Over \$1 Million	Total
Total Population				
County	152.00*	212.67	307.25	221.71
City	47.50	187.00	245.50	175.25
Family Income	24.00	24.20	27.00	24.83

\* Means are given in thousands

Table 13

RANKED PRIORITIES FOR FUTURE GROWTH BY TOTAL SAMPLE AND BY  
SUBGROUPS FROM MOST IMPORTANT TO LEAST IMPORTANT

Total	Priorities	(\$0-\$3)	(\$3-\$1MM)	(\$1+)
1	Increasing fund sources	1	4	1
2	Increasing number of convention attendees	5	1	4
3	Increasing number of tourists	4	2	2
4	Increasing community awareness about CVBs	3	3	3
5	Increasing the number of full-time professional staff	2	6	6
6	Providing in-service training for professional staff	10	5	8
7	Increasing support staff	6	8	9
8	Diversifying program areas	7	7	10
9	Increasing the number of special events	9	9	7
10	Educating board members about role expectations	8	10	5