

VISIT

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CE

February 6, 2012

Mr. Robert M. Graber  
Clerk of the Erie County Legislature  
92 Franklin Street, 4th Floor  
Buffalo, NY 14202

Dear Mr. Graber,

Enclosed, please find the information for the **Buffalo Niagara Convention & Visitors Bureau, Inc.** as required by the 2012 Budget Accountability Act and requested in your December 12, 2011 letter as follows:

2012 – BNCVB Operating Budget

2012 – BNCVB Marketing &amp; Strategic Plan

2012 – BNCVB Employee Salary List &amp; Job Descriptions

If you should have any questions or would like additional information, please do not hesitate to call me directly.

Sincerely,

David Marzo  
Chief Financial Officer

cc: Dottie Gallagher-Cohen, BNCVB President

3M-40



# ERIE COUNTY LEGISLATURE

**BARBARA MILLER-WILLIAMS**

Chair of the Legislature  
3rd District Legislator



☐ 427 William Street  
Buffalo, New York 14204  
716/842-0490  
FAX: 716/854-5722

☐ 92 Franklin Street, 4th Floor  
Buffalo, New York 14202  
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December 12, 2011

Dottie Cohen-Gallagher  
Executive Director  
Buffalo Niagara Convention and Visitors Bureau/Buffalo Convention Center  
617 Main Street, Suite 200  
Buffalo, New York 14203-1496

RE: 2012 Budget Accountability Act

Dear Ms. Gallagher:

The Erie County Legislature on December 6, 2011 allocated funds to the Buffalo Niagara Convention and Visitors Bureau and the Buffalo Convention Center in the 2012 Erie County Budget as Amended. Along with this allocation of funds, the Legislature also passed a Budget Resolution entitled "2012 Budget Accountability Act" that requires both organizations to provide the following information to the Clerk of the Erie County Legislature no later than February 16, 2012.

- ✓ • prepare a budget showing how the funds allocated in the 2012 Budget will be spent
- ✓ • create a strategic plan with measurable goals and outcomes for 2012
  - submit quarterly reports and updates on the outcomes or results of each of the measurable goals identified in the strategic plan *TO BE SUBMITTED QUARTERLY.*
- ✓ • submit a list of all personnel, including titles, job descriptions and salary for each employee of their respective organizations

A copy of the Budget Accountability Act is included in Book B of the Amended 2012 Erie County Budget and is attached to this letter for your reference.

Please file your submissions under the Act with the Clerk of the Legislature by February 16, 2012 to:

Clerk of the Erie County Legislature  
92 Franklin Street  
4<sup>th</sup> Floor  
Buffalo, NY 14202

***"We are here to serve the Community"***

Website: [www.erie.gov/legislature/district03](http://www.erie.gov/legislature/district03) • E-Mail: [bmw@erie.gov](mailto:bmw@erie.gov)



*Buffalo Niagara Convention Center Management Corporation*

*2012 Operating Budget*

*Approved by the Board of Director's September 15<sup>th</sup>, 2011.*

Rafalo Niagara Convention Center Management Corporation  
 2012 Operating Budget

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	Actual Average 06-09	Variance 2011 Projected v. 2012 Budget	Variance 2011 Budget v. 2012 Budget
<b>REVENUES:</b>							
<b>EARNED REVENUES</b>							
Gross Food & Beverage	\$ 1,888,215	\$ 2,122,147	\$ 1,621,405	\$ 1,477,860	\$ 1,581,932	\$ (233,932)	\$ 266,810
Rents	612,295	613,627	590,000	465,049	524,686	(1,332)	22,295
Electrical Services	100,930	108,645	102,050	93,637	80,406	(7,715)	(1,120)
Equipment Rentals	13,200	9,256	12,000	8,991	5,658	3,944	1,200
Telephone Revenue	2,000	3,640	2,000	(781)	750	(1,640)	-
Other Earned Revenue	6,438	2,278	6,438	21,673	7,599	4,160	-
<b>TOTAL EARNED REVENUES</b>	<b>2,623,078</b>	<b>2,859,593</b>	<b>2,333,893</b>	<b>2,066,430</b>	<b>2,201,031</b>	<b>(236,515)</b>	<b>289,185</b>
<b>OTHER REVENUES</b>							
Commissions	18,700	15,950	16,000	14,466	15,879	2,750	2,700
Interest/Dividends	100	4	3,000	68	5,907	96	(2,900)
<b>TOTAL OTHER REVENUES</b>	<b>18,800</b>	<b>15,954</b>	<b>19,000</b>	<b>14,534</b>	<b>21,785</b>	<b>2,846</b>	<b>(200)</b>
Erie County - Grant	1,650,000	1,650,000	1,650,000	1,825,000	1,570,925	-	-
<b>TOTAL REVENUES</b>	<b>\$ 4,291,878</b>	<b>\$ 4,525,547</b>	<b>\$ 4,002,893</b>	<b>\$ 3,905,964</b>	<b>\$ 3,793,741</b>	<b>\$ (233,669)</b>	<b>\$ 288,985</b>
<b>EXPENSES:</b>							
<b>COST OF SALES FOOD AND BEVERAGE</b>	<b>\$ 1,487,884</b>	<b>\$ 1,578,068</b>	<b>\$ 1,359,387</b>	<b>\$ 1,280,085</b>	<b>\$ 1,305,002</b>	<b>\$ (90,184)</b>	<b>\$ 128,497</b>
<b>SALARIES/WAGES</b>							
Admin/Sales	404,042	311,952	343,000	343,260	324,259	92,090	61,042
Maintenance	490,000	482,704	453,000	423,537	444,185	7,296	37,000
Engineering/Electrical	273,000	264,482	256,000	265,850	250,736	8,518	17,000
Dock/Lobby	81,000	77,570	83,000	71,290	78,124	3,430	(2,000)
Staff Incentives	16,000	-	6,500	-	-	16,000	9,500
Temporary Services	8,000	7,254	2,000	17,197	5,789	746	6,000
<b>TOTAL SALARIES AND WAGES</b>	<b>1,272,042</b>	<b>1,143,962</b>	<b>1,143,500</b>	<b>1,121,134</b>	<b>1,103,092</b>	<b>128,080</b>	<b>128,542</b>
<b>PAYROLL TAXES AND FRINGE BENEFITS</b>							
FICA	97,000	92,556	87,506	91,501	82,343	4,444	9,494
NYS Unemployment Insurance	40,176	58,382	35,000	32,451	31,293	(18,206)	5,176
Disability/Life Insurance	11,000	7,296	13,000	14,723	11,129	3,704	(2,000)
Workmens Compensation	31,000	35,200	29,000	33,702	29,287	(4,200)	2,000
Health- Admin	53,000	50,574	49,000	43,035	45,519	2,426	4,000
Health - Union	67,725	64,500	66,000	62,352	60,695	3,225	1,725
Pension - Admin	11,000	10,500	8,000	10,578	6,695	500	3,000
Pension - Union	42,000	38,969	47,000	39,366	41,980	3,031	(5,000)
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>352,901</b>	<b>357,977</b>	<b>334,506</b>	<b>327,708</b>	<b>308,940</b>	<b>(5,076)</b>	<b>18,395</b>
<b>TOTAL PERSONNEL EXPENSES</b>	<b>1,624,943</b>	<b>1,501,939</b>	<b>1,478,006</b>	<b>1,448,842</b>	<b>1,412,032</b>	<b>123,004</b>	<b>146,937</b>



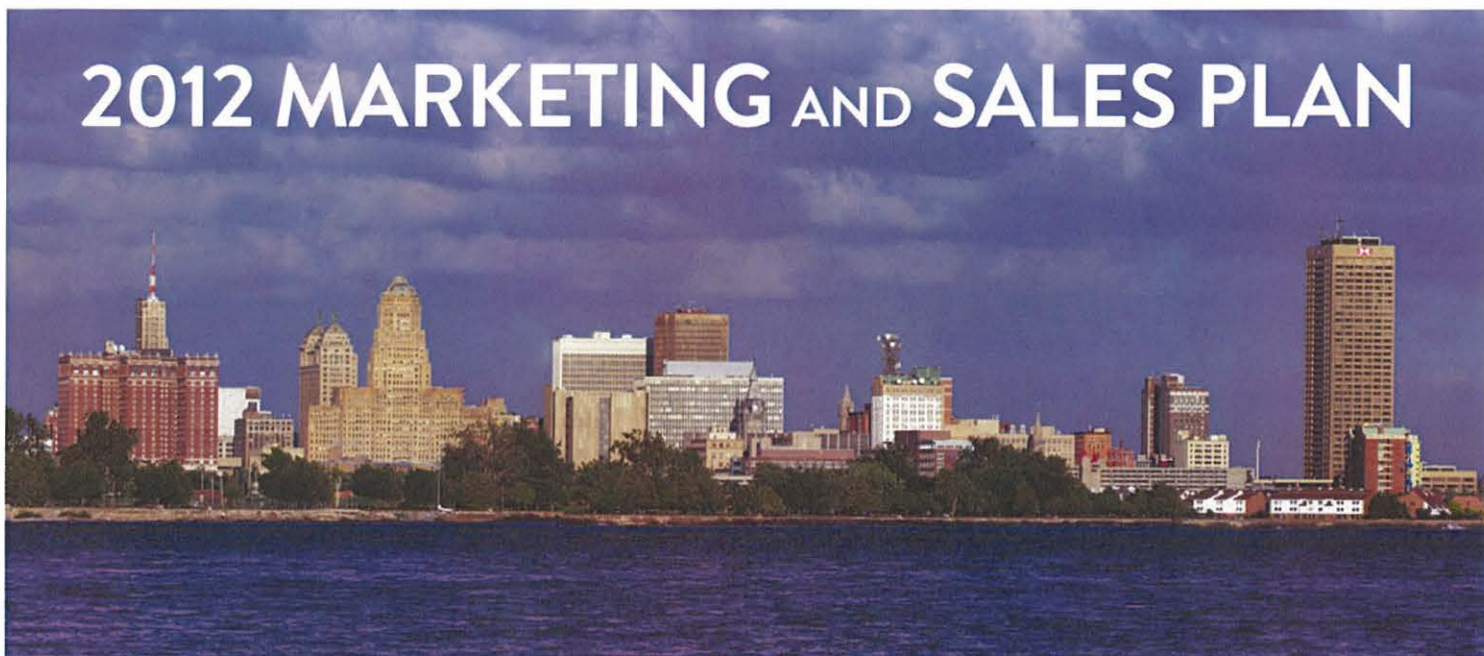
Buffalo Niagara Convention Center Management Corporation  
2012 Operating Budget

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	Actual Average 06-09	Variance 2011 Projected v. 2012 Budget	Variance 2011 Budget v. 2012 Budget
<b>PROFESSIONAL FEES</b>							
Legal	10,000	12,376	10,000	14,174	9,894	(2,376)	-
Audit	14,000	14,000	12,500	13,700	14,100	-	1,500
Data Processing	15,000	60,214	12,000	9,509	15,228	(45,214)	3,000
Other Professional Fees	30,000	37,942	25,000	23,301	7,014	(7,942)	5,000
Shared Services - BNCVB	95,000	146,061	78,000	-	-	(51,061)	17,000
<b>TOTAL PROFESSIONAL FEES</b>	<b>164,000</b>	<b>270,593</b>	<b>137,500</b>	<b>60,684</b>	<b>46,237</b>	<b>(106,593)</b>	<b>26,500</b>
<b>SUPPLIES\SMALL TOOLS</b>							
Administrative	14,000	13,006	11,000	8,770	11,822	994	3,000
Maintenance	33,000	33,213	35,000	34,595	40,391	(213)	(2,000)
Engineering	21,000	23,928	25,000	9,851	25,550	(2,928)	(4,000)
Electrical	6,000	4,718	12,500	11,109	11,828	1,282	(6,500)
Food & Beverage	23,000	23,628	30,000	76,438	22,716	(628)	(7,000)
<b>TOTAL SUPPLIES</b>	<b>97,000</b>	<b>98,493</b>	<b>113,500</b>	<b>140,763</b>	<b>112,308</b>	<b>(1,493)</b>	<b>(16,500)</b>
<b>COMMUNICATION EXPENSES</b>							
Telephone	25,000	24,740	23,000	18,900	26,074	260	2,000
Internet & Website	10,000	5,000	10,000	3,925	-	5,000	-
Postage & Freight	3,500	3,334	4,000	-	3,938	166	(500)
<b>TOTAL COMMUNICATION EXPENSES</b>	<b>38,500</b>	<b>33,074</b>	<b>37,000</b>	<b>22,825</b>	<b>30,012</b>	<b>5,426</b>	<b>1,500</b>
<b>OCCUPANCY EXPENSES</b>							
Utilities - Gas	120,000	114,458	115,000	78,317	110,481	5,542	5,000
Utilities - Electric	334,651	352,264	335,000	319,300	331,807	(17,613)	(349)
Utilities - Water	15,000	13,374	14,000	12,797	13,635	1,626	1,000
Admin Insurance	75,000	70,470	90,000	70,431	86,181	4,530	(15,000)
Contratcual Maintenance	25,000	24,722	20,000	14,822	19,566	278	5,000
Emergency Medical Technicians	(2,500)	(1,472)	(2,500)	983	725	(1,028)	-
Security & Police	(4,000)	(1,940)	(4,000)	4,403	(1,547)	(2,060)	-
Building Repairs	10,000	70,442	7,500	7,822	6,851	(60,442)	2,500
Licenses & fees	1,500	2,012	1,000	859	586	(512)	500
Other Occupancy	22,000	19,536	22,000	24,843	21,522	2,464	-
<b>TOTAL OCCUPANCY</b>	<b>596,651</b>	<b>663,866</b>	<b>598,000</b>	<b>534,577</b>	<b>589,805</b>	<b>(67,215)</b>	<b>(1,349)</b>

Buffalo Niagara Convention Center Management Corporation  
2012 Operating Budget

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	Actual Average 06-09	Variance 2011 Projected v. 2012 Budget	Variance 2011 Budget v. 2012 Budget
<b><u>EQUIPMENT RENTAL/ REPAIRS &amp; MAINT</u></b>							
Equipment - Rentals	28,000	27,276	16,000	24,305	15,963	724	12,000
Admin - Repairs & Maintenance	7,000	6,218	8,500	1,166	7,009	782	(1,500)
Maintenance - Repairs & Maintenance	8,000	12,620	8,500	5,270	7,116	(4,620)	(500)
Engineering - Repairs & Maintenance	95,000	90,142	85,000	87,681	83,419	4,858	10,000
<b>TOTAL EQUIP RENTAL/ REPAIRS &amp; MAINT</b>	<b>138,000</b>	<b>136,256</b>	<b>118,000</b>	<b>118,422</b>	<b>113,507</b>	<b>1,744</b>	<b>20,000</b>
<b><u>TRAVEL &amp; ENTERTAINMENT</u></b>							
Automobile expenses	-	-	-	3,982	5,971	-	-
Local Meetings & Conferences	2,400	2,388	5,000	105	777	12	(2,600)
Client Promotions & Entertainment	8,000	5,806	15,000	5,962	5,000	2,194	(7,000)
Out of Town Meetings	20,000	18,974	20,000	16,918	9,028	1,026	-
<b>TOTAL TRAVEL &amp; ENTERTAINMENT</b>	<b>30,400</b>	<b>27,168</b>	<b>40,000</b>	<b>26,967</b>	<b>20,775</b>	<b>3,232</b>	<b>(9,600)</b>
<b><u>ADVERTISING &amp; PROMOTIONS</u></b>							
Advertising	35,000	31,906	35,000	13,118	12,880	3,094	-
Promotional Materials	12,000	15,986	20,000	6,780	2,291	(3,986)	(8,000)
Other promotional	19,000	17,592	25,000	21,154	14,672	1,408	(6,000)
<b>TOTAL ADVERTISING &amp; PROMOTIONS</b>	<b>66,000</b>	<b>65,484</b>	<b>80,000</b>	<b>41,052</b>	<b>29,842</b>	<b>516</b>	<b>(14,000)</b>
<b><u>OTHER EXPENSES</u></b>							
Uniforms	13,000	3,878	12,000	8,183	5,848	9,122	1,000
Dues & Subscriptions	6,000	5,272	6,000	2,697	5,198	728	-
Bank Fees/Interest	12,000	22,958	12,000	14,122	11,415	(10,958)	-
Bad Debts	-	3,000	-	9,654	2,366	(3,000)	-
Miscellaneous	7,500	11,542	1,500	11,082	3,550	(4,042)	6,000
<b>TOTAL OTHER EXPENSES</b>	<b>38,500</b>	<b>46,650</b>	<b>31,500</b>	<b>45,738</b>	<b>28,377</b>	<b>(8,150)</b>	<b>7,000</b>
<b>CAPITAL EQUIPMENT PURCHASES</b>	<b>10,000</b>	<b>103,956</b>	<b>10,000</b>	<b>190,845</b>	<b>46,357</b>	<b>(93,956)</b>	<b>-</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 4,291,878</b>	<b>\$ 4,525,547</b>	<b>\$ 4,002,893</b>	<b>\$ 3,910,800</b>	<b>\$ 3,734,253</b>	<b>\$ (233,669)</b>	<b>\$ 288,985</b>
<b>INCREASE (DECREASE) IN OPERATING NET ASSETS</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>\$ (4,837)</b>	<b>\$ 59,489</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>FUNDS ENCUMBERED TO COVER OPERATING DEFICIT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,837</b>	<b>(29,634)</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE (DECREASE) IN OPERATING NET ASSETS</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 29,855</b>	<b>\$ 0</b>	<b>\$ 0</b>

# 2012 MARKETING AND SALES PLAN



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    This represents a 22% increase compared to average historical earned revenues of \$2.1 million generated from 2008-2010. In 2012 we are projecting an increase in the convention market segment to 36% of projected earned revenues, as compared to 28% average historical portion of the mix from 2008-2010..... 14

    B - Increase the competitiveness and increase capacity by continuing improvements to the physical plant. .... 15

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## Letter from the President and CEO

Dear Tourism Advocate:

Attached please find a copy of our sales and marketing plan for 2012. The plan was devised with input and review of the staff, managers and volunteer committee members.

In addition to our regular plan of work to market the region for recreational tourism, to bring conventions and meetings here, to manage the convention center, film commission and sports commission, we will be focused on some strategic initiatives for the region.

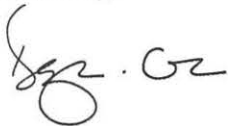
We will:

- Continue to promote and implement our new regional brand "Buffalo. For Real"
- Expand to complete the next phase of the Buffalo Ambassador program with a goal of engaging citizens in tourism, and generating local sales leads.
- Lead an industry based effort to create a multi-year plan for visitor research which will benchmark brand perceptions, visitor experience, and provide demographic and psychographic profiles to improve marketing efforts and will work to improve the state of visitor readiness in WNY through collaboration with industry partners.
- Fully capitalize on major events that drive visitation and improve Buffalo Niagara's brand in 2011, including the bicentennial of the War of 1812, the opportunities presented by the Marriage Equality Act, the National Buffalo Garden Festival and other key consumer opportunities.
- Maximize the use of the recent technology investments to test innovative marketing concepts for targeted groups.
- Continue the next phase of convention center capital improvements including an upgrade of technology and to explore other improvements to expand the uses of the convention center.

There are many other exciting projects we will be working on, we are looking forward to another great year!

Thank you for your continued support.

Sincerely,



Dottie Gallagher-Cohen  
President and CEO

## Success metrics and targets

METRIC	2012 GOAL	2011 ACTUALS*	% VARIANCE
Leads	650	625	4%
Definite Bookings	420	410	2%
Definite Hotel Room Nights	168,300	165,000	2%
Direct Spending from CVB Bookings	\$107,100,000	\$105,000,000	2%
CVB Bookings at Convention Center	30	28	7%
Hotel Bed Tax Revenue	\$8,550,000	\$8,300,000	3%
Group Tour Leads	163	160	2%
Media Value	\$650,000	\$720,000	(10%)
Publicity Value	\$1,950,000	\$2,100,000	(7%)
Website – Unique Visitors	750,000	680,000	10%
Visitor Center Traffic	12,000	12,000	--
Consumer Newsletter Signups	34,750	26,615	30%
Ambassador Newsletter Signups	3,100	1,500	107%
BNCC Total Earned Revenues	\$2,601,000	\$2,598,555**	<1%
BNCC F&B Net Profit Margin	21.2%	20.8%	2%
BNCC Total Number of Meetings	190	186	2%
BNCC Total Estimated Attendance	300,000	291,494	3%
BNCC Guest Satisfaction Survey Index	4.65	4.56	2%

\*Actuals through August 9 and projected through December 31.

\*\*For comparison purposes, 2011 Total Earned Revenues does not include revenues generated from a one-time offsite food service contract.



# Visit Buffalo Niagara

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**Objective 1 – Increase the number of sales leads by 4% and definite bookings and hotel room nights by 2% year over year.**

**A – Brand Buffalo as a “progressive” meeting and sales destination to meeting planners.**

Implement next level training for sales staff and our hospitality partners in the Customer Response Management System (CRM); this will Streamline work flow; increase efficiency, allow for accurate reporting and lead distribution.

Update meeting planners guide (PDF) to incorporate new updated photos of renovated convention center and hotel inventory.

Implement e-bid book software to create all bid books. This improvement will result in higher customer satisfaction, administrative time savings and result in lower mailing costs and printing costs for collateral material.

**B - Implement aggressive sales initiatives and programs through targeted sales channels.**

**National Association Market Actions - In 2011, National sales represented 15% of all definite room nights.**

Host a FAM with a creative theme for 20 targeted National/State meeting planners.

Host targeted Chicago-based meeting planners and expats in a suite at a Chicago Blackhawks vs. Buffalo Sabres Game.

Identify three feeder cities to host meeting planner receptions, outside of the usual cities.

Capitalize on the relationships with Council of New Urbanism and National Trust to target other like groups.

Conduct monthly personal sales calls to coincide with Potomac Chapter of MPI and AMPS meetings to interact with national meeting planners.

Actively participate and network with the Potomac Chapters of Meeting Professionals International and AMPS.

Create e-mail and direct mail sales campaign promoting affordability and bi-national location to targeted planners.

Attend and exhibit at ASAE, MPI, Helms Briscoe Marketplace, Connect Marketplace, AIBTM and Conference Direct Partner Meeting to generate leads and network with targeted meeting planners.



Conduct sales presentations to the following meeting planning companies:

- Helms Briscoe
- Experient (Washington and Twinsburg offices)
- Conference Direct

**New York State Market Actions - In 2011, NYS sales represented 21% of all definite room nights.**

VBN will organize and host New York State and National market FAM tour in Buffalo to promote convention center renovations.

Create e-mail campaign promoting convention center renovations, affordability, accessibility and flexibility to targeted planners.

Exhibit at the ESSAE Trade Show, to promote convention center renovations to the 200 meeting planners in attendance.

Coordinate a sales blitz with hotel partners to call on NYS association meeting planners over a 3-day period.

Conduct personal sales calls in NYC to secure Regional Association business.

Participate in the Meeting Planners International (MPI) North East NY Chapters.

**Ethnic, Minority and Religious Market Actions – In 2011, this segment represented 13% of all definite room nights booked by VBN.**

Identify targeted associations in the LGBT, Native American, Spanish American and African American Markets, solicit for meetings opportunities.

Continue e-mail and direct mail campaigns promoting our African American Heritage Tourism DVD promoting Buffalo Niagara to ethnic, minority groups.

Participate in Juneteenth Festival to interact with local contacts to promote CVB services, coordinate with the Buffalo Ambassadors to sign up recruits.

Participate in Buffalo Pride Festival to interact with local contacts to promote CVB meeting planning assistance and services, coordinate with the Buffalo Ambassadors to sign up recruits.

Continue telemarketing efforts to ethnic, minority and religious meeting professionals to identify new business opportunities.

Increase weekly personal sales calls on local religious leaders to develop business opportunities and promote our meeting and convention facilities.

**Military Reunion/ Fraternal Market Actions - In 2011, this segment represented 7% of all definite room nights booked by VBN.**

Conduct aggressive telemarketing activities to cultivate lead opportunities.

Work with the Office of Veterans Affairs to identify military reunions that could be hosted in Buffalo Niagara.

Continue collaboration with the Buffalo and Erie County Naval & Military Park, and Aerospace Museum to cultivate sales opportunities.

**Group Tour and International Market Actions -- In 2011, this segment represented 4% of all definite room nights booked by VBN.**

Conduct sales missions with local tourism suppliers to targeted tour operators in Pennsylvania and Ontario to promote Buffalo Niagara amenities and attractions.

Coordinate and host a Marketplace of local attraction purveyors and a reception in NYC and Toronto targeting international wholesalers, receptive operators and media.

Enhance quarterly e-mail and create direct mail sales campaigns targeted to tour operators promoting local attractions and events for the 2011 season i.e. architecture, theatre, arts and culinary tourism with a goal of a 35% open rate for the email newsletter and a 3% response rate on direct mail efforts.

Develop direct mail campaigns to targeted reunion planners, using registration lists from previous Reunion Friendly Network attendees.

## **Objective 2 – Increase the number of Amateur Sports and Special Events bookings with hotel room nights booked by the Buffalo Niagara Sports Commission.**

### **A - Implement aggressive sales initiatives and programs for Amateur Athletic Events in Buffalo Niagara, to maximize economic impact in the short term.**

**In 2011, this segment represented 40% of all definite room nights booked by VBN.**

Continue solicitation efforts to National Governing Bodies through aggressive telephone solicitation, attendance at tradeshow, e-marketing and personal sales calls.

Promote the Buffalo Niagara Sports Commission in trade advertising and e-newsletters (see media plan).

Invite and host targeted key event planners to site visits four times in 2012.

Engage the Sports Commission Advisory Council in assisting staff in identifying new events or competitions to bid and host, the creation of new Buffalo Invitational events and fundraising.

**B - Create a sports development plan to increase capacity, in the long term, to bring new and additional events to BNSC and to assure facilities remain competitive for current sporting events hosted by BNSC now and in the future.**

Engage a consultant to conduct a facility review for the purposes of creating a master facility guide with up to date information available to event planners; assess priority capital improvements, grade facility readiness to host events.

Conduct public review of findings to engage the community in sports development issues.

Develop a business and capital plan with the data learned through the review.

Recruit and train volunteers for various services such as time keeping, registration and a variety of all-weather duties. Providing volunteers is often a critical component to bidding on and hosting events such as Bass Masters Fishing Tournaments and United States Track and Field events.

**Objective 3 – Market Buffalo Niagara for recreational tourism to grow visitation and visitor spending.**

*In this part of our business, we track activity measures which lead to visitation. These include the value of our “media hits,” positive stories about Buffalo Niagara in which we coordinate or assist, as well as our efforts to grow the audience on our web site, and our signups in both email newsletters and on Facebook and Twitter.*

**A – Employ media relations and social networking to benefit all consumer targets of VBN.**

Continue to engage Resnicow Schroeder Associates (RSA) media relations firm to pitch national media, disseminate press releases and assist with long-term media strategy to opportunistically promote what’s new and improved in Buffalo Niagara

Continue to work with Paget Films/First+Main Media to produce four to eight new Buffalo For Real TV video series.

Produce and distribute an updated and expanded “Buffalo Stories” DVD to be used for media outreach and consumer advertising incentives.

Launch a Beat the Heat campaign in targeted destinations, including New York City, Philadelphia, Baltimore, Washington, D.C. and Atlanta. The success of this campaign will be measured in the number of packages sold via [www.visitbuffaloniagara.com](http://www.visitbuffaloniagara.com).

**B – Develop targeted promotions to key consumer segments.**

*Through an analysis of our visitor inquiries, we have found that recreational visitors to Buffalo Niagara index much higher than the national average in categories such as age, education and home ownership. This*

*research validates that the primary target for recreational tourism for Buffalo Niagara is the domestic cultural tourist.*

### **Specific Market Actions**

#### **Primary Target Market - Cultural and Heritage Tourists - with an emphasis on art, architecture, history, and gardening**

##### **History emphasis promotions for 2012:**

Promote a “Win a Weekend at the War of 1812 Niagara Frontier Battlefield” contest in collaboration with Old Fort Niagara, Fort Erie, Fort George and the Buffalo and Erie County Historical Society.

Place advertising promoting the War of 1812 Bicentennial in targeted media outlets, including Smithsonian.com, History Channel Magazine, American Heritage Magazine, Heritage Canada.

Develop a War of 1812 Bicentennial e-newsletter and Facebook page.

Promote the 150th anniversary of the Albright-Knox Art Gallery, Buffalo & Erie County Historical Society and the Buffalo Museum of Science in targeted publications and websites.

##### **Architecture emphasis promotions for 2012:**

Promote the construction and completion of the Frank Lloyd Wright Filling Station at the Pierce Arrow Museum to architecture, history and automobile enthusiasts.

Promote a “Win a Weekend in Frank Lloyd Wright’s Buffalo” contest

Advertise in Preservation Magazine and other targeted publications

Work with cultural partners to produce and promote the inaugural Buffalo Architecture, Design and Music Festival in fall 2012

##### **Art Emphasis promotions for 2012:**

Promote the 150th anniversary of the Albright-Knox Art Gallery in targeted publications and websites

##### **Gardening emphasis for 2012:**

Promote the 3rd annual National Garden Festival in collaboration with partners

Redevelop the National Garden Festival website

Maintain and enhance the National Garden Festival Facebook page and Twitter presence.

Advertise in national and regional publications such as Canadian Gardening, Fine Gardening, Upstate Gardening Journal and Horticulture Magazine (see calendar).



Advertise in the Philadelphia Flower Show program.

Purchase National Garden Festival radio spots on NPR in Buffalo, Rochester, Syracuse, Ithaca and Erie.

Become a sponsor of Canada Blooms, the Toronto-based spring gardening show, and establish a presence at the show as an exhibitor.

Host media FAM tours/press trips for qualified media/bloggers.

## **Objective 4 – Grow visitation and spending from the GTA and Southern Ontario**

*Our proximity to Canada, and the cross border travel opportunities presented by the Greater Toronto Area and Southern Ontario are vast with more than 9 million potential visitors. Currently, shopping (25% of the Walden Galleria's receipts are Canadian), attending sporting events (Bills and Sabres), and flying from the Buffalo Niagara Airport (nearly 40% of flights from BNIA are comprised of Canadians) represent a significant impact on the local economy, and dramatically demonstrate the buying power of our neighbors to the north. We also know through research conducted for the branding initiative that Canadians have a narrow view of the offerings of Buffalo Niagara outside the well worth pathways they currently use.*

### **A - Engage regular cross-border travelers and entice them to explore more of what Buffalo Niagara has to offer.**

Participate in Discover America Day in Toronto

Re-engage Connect-Worldwide Canada to plan and host a Toronto media reception and group tour marketplace

Employ Facebook, Paid Search and traditional advertising channels to target Canadian consumers to visit our web site, increase e-newsletter subscriptions, and grow our fan base.

Continue media relations efforts in Toronto to promote Buffalo's cultural assets and food scene.

### **B - Encourage Canadian shoppers to increase frequency of their US visits, entice them to explore other shopping districts and to stay overnight.**

Work with a fashion/style consultant to create compelling fashion and style content that will engage Canadian shoppers in an ongoing conversation, and raise awareness of Buffalo's diverse shopping options.

Expand our presence at the National Women's Show in Toronto in order to provide our partners and Canadian shoppers with the opportunity to interact and therefore increase visitation and shopping.

Encourage out-of-town shoppers to share their tips/bargains to begin the creation of an online network via the VBN shopping newsletter where they will be rewarded for contributing content.

Advertise through multi-platform media to reach this demographic (e.g. sweetspot.ca, style bloggers, Toronto Life Shopping Annual, etc.)

Continue to maintain and enhance the “Shopping in Buffalo” Facebook page and to have 4,000 fans by year end.

Employ Facebook and Paid Search advertising to target women shoppers.

Aggressively seek to grow our shopping e-newsletter subscriber database from 5,900 to 9,500 by year end.

## **Objective 5 – Grow visitation and spending from LGBT Market utilizing the opportunity presented by the New York State Marriage Equality Act**

*With the passage of the Marriage Equality Act, Visit Buffalo Niagara intends to capitalize on the potential additional visitation, and spending, associated with an uptick in weddings in our region. Statewide, the current estimate of annual economic impact is between \$185 and \$200 million statewide.*

### **A – Promote Buffalo Niagara as a destination for same sex weddings to out-of-state couples.**

Place advertising in the IGLTA annual directory and other targeted publications and websites (see media plan).

Continue Search Marketing program on Google to promote the LGBT mini site on Visit Buffalo Niagara.com.

Produce a video targeted to the LGBT market.

Host media FAM tours/press trips for qualified members of LGBT media.

### **B – Partner with the local LGBT community to raise awareness of Buffalo Niagara as a gay-friendly community.**

Work with the community to identify and flag gay-friendly businesses on the web site

Work with NTCC to develop a plan for sensitivity training for tourism-based businesses to improve the visitor experience in the LGBT market

## **Objective 6 – Increase support for the mission of VBN through greater citizen engagement.**

*More than 60% of all conventions, meetings and sporting events come to Buffalo due to a local connection. Sometimes, these connections come about due to volunteers contacting VBN, and sometimes VBN recruits and secures a local contact to assist in securing the business opportunity. As a key driver of business development, The Buffalo Ambassador program’s importance cannot be understated. An important shift in emphasis occurred in 2011. Instead of looking for volunteers to raise their hands to “bring a convention” to WNY, we are looking to engage a much broader group to cultivate relationships that may lead to new business. Also of importance, is to inform local leaders of the opportunities presented to the region via result from visitor spending of all types.*



## **A - Expand the Buffalo Ambassador program**

Expand Tourism Insider mailing list by utilizing networking and presentation opportunities to grow the list by 56% to 3,100 readers in 2012.

Create opt-in promotion for Tourism Insider newsletter using our current Facebook and 716 fan pages to get locals that are interested in learning more about tourism efforts.

Generate an increasing number of prospects for the sales department 100% to 20 per year. Prospects will be prequalified and progress will be tracked weekly.

## **B - Increase the number of active volunteers available to assist with concierge services at major conventions and events.**

Wean inactive volunteers from database.

Explore technology solutions to reduce time and energy required to manage volunteers.

Collaborate with other volunteer-based organizations (i.e. VAWNY, InfoTech Niagara, United Way, Niagara Frontier Industry in Education Council/Erie I BOCES) to increase the pool of available volunteers to provide volunteer opportunities for 'special projects,' such as Preservation Trust, War of 1812, in addition to convention support volunteers.

## **C - Expand National Tourism Week activities in order to highlight the successes of Visit Buffalo Niagara, our industry partners and the impact of the hospitality industry to local economy.**

Implement second annual Beacon Awards and double nomination participation from industry partners from 23 to 50.

Release publication of official visitor guide during that week.

Create media relations opportunity based upon best practices from US Travel association to increase the public's knowledge about the value of the industry and visitor spending to the local economy.

## **D - Increase transparency of the work of Visit Buffalo Niagara.**

Create corporate website to educate community on the importance of tourism which will include information about economic impact, annual reports and links to other helpful information.

Prepare partnership benefits custom reports for all hotels and leading attraction partners and present to ownership and management.

Secure active participation in VBN's partner extranet of at least 20% of visitor attractions in 2012.

## **Objective 7 – VBN will work to enhance the community’s state of visitor readiness**

### **A – Engage tourism partners through continuous training and collaboration**

Create and implement a frontline training seminar for hotels, taxis and attractions.

Host quarterly volunteer meetings for local volunteers to update them on destination news and improvements.

Survey industry partners to determine best topics for training.

Conduct spring and fall industry FAM tours of area attractions for local tourism professionals and lead volunteers, approximately 50 people will be targeted for participation.

Increase attendance and participation in quarterly industry meetings through innovative training and programming to achieve an average attendance of 60 people per session.

Encourage industry partners to communicate to VBN, on a regular basis, what’s new at their places of business; brainstorm ideas to get member-participation (private tours, special offers, etc.) ongoing throughout the year.

### **B - Improve visitor services in the region and position Buffalo Niagara for future growth opportunities.**

Lead an industry- based effort to create a multi-year plan for visitor research which will benchmark brand perceptions, visitor experience, and provide demographic and psychographic profiles to improve marketing efforts.

Explore the development of a new visitor center, to achieve a goal of 50,000 visits in 2012. (This project is subject to the new center being cost neutral to VBN.)

## **Buffalo Niagara Convention Center**

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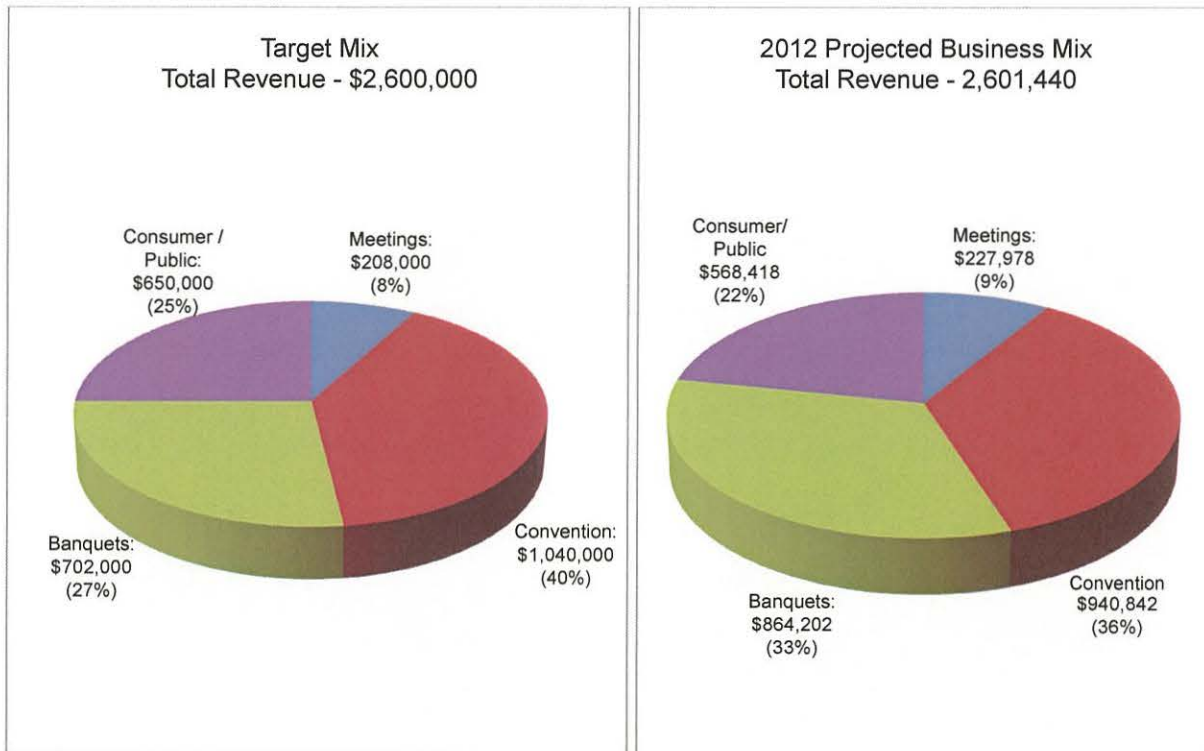
### **Objective 8: Continue to Shift the Business Mix/Increase Convention Market at the BNCC.**

*At the completion of the \$7 million renovation in 2011, management committed to shift the business mix of BNCC to obtain the greatest economic impact to the community. The three to five year share shift will be*



achieved if by 2015 the BNCC's business mix is Conventions 40%, Meetings 8%, Consumer/Public Shows 25% and Banquets 27% and if we maintain average earned revenues of \$2.6 million per year.<sup>1</sup>

In 2011 we have had a record setting year -- estimated \$2.8 million in total revenue which reflects an increase of 21% over budget and 33% over historical averages.



**A - Increase earned revenues to \$2.6 million annually.**

**This represents a 22% increase compared to average historical earned revenues of \$2.1 million generated from 2008-2010. In 2012 we are projecting an increase in the convention market segment to 36% of projected earned revenues, as compared to 28% average historical portion of the mix from 2008-2010.**

The target mix is indexed for our 8% price increase instituted in 2011.

Add a full time convention salesperson to improve outbound sales efforts to increase sales solicitation efforts for conventions and meetings market. This addition, with the division of work within the sales department, has a 2012 goal of \$800,000 in future bookings and \$400,000 in definite business to be held in 2012 for the two sales managers.

<sup>1</sup> Management increased the target from the initial benchmark of \$2.5 million (2011 marketing plan) to \$2.6 million to reflect the additional revenue realized when we raised prices in 2011 to account for increased wholesale food costs.

Develop ancillary revenues through up selling F&B and other services.

**B - Increase the competitiveness and increase capacity by continuing improvements to the physical plant.**

Upgrade ballroom with significant improvements including new carpet, lighting, built-in AV equipment and sound system.

Upgrade wireless service throughout the building for convention and meeting attendees.

Install professional electronic curtain plan on exhibit floor for black out function on windows and lower level alcoves.

Install digital way finding displays, function agendas and other improvements to meeting rooms.

Work closely with the Sports Commission to explore other improvements and equipment needs at the BNCC to expand our capacity to host amateur athletic events and competitions at the facility.

**C - Maximize profitability through the 100% adoption of EBMS technology implementation. The implementation of this program, completed in 2011, will be fully realized in 2012.**

Invest in EMBS Food and Beverage software module in order to manage food and menu costs in real time and adjust prices accordingly.

Improve customer service and staff efficiencies via electronic scripting and work orders.

Examine P/L on an event by event basis to assure proper margins and costs associated with events.

## Buffalo Niagara Film Commission

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**Objective 9: Maximize the economic impact of the BNFC to the region.**

**A - Continue to market Buffalo Niagara as an excellent location for commercial film production.**

In collaboration with the New York State Governor's Office for Motion Picture and Television Development, we will continue our high-profile presence at tradeshow, symposiums and film festivals, including Sundance Film Festival in Park City, Utah, Locations Expo in Santa Monica, CA, Producer's Guild of America "Produced By" Conference in Hollywood, CA and SxSW Film Festival in Austin, TX, and day trips to the Toronto Film Festival. (See schedule)

Place print and web advertisement in targeted trade magazines, production guides, and other industry publications. (See schedule)

Initiate communication with industry professionals with Western New York ties to pitch them on our location for an upcoming production.

Publish an informational booklet on the “large” buildings and attractions throughout Western New York.

## **B - Work to reduce costs of film and commercial production in Buffalo Niagara**

Negotiate potential change in union contracts to use “area standard” as the working contract for future movie productions. (Currently Buffalo Niagara falls under the “East Coast” contract which is more costly and a determinant to film production in Buffalo Niagara.)

Continue communication with the State legislative delegation and other elected officials to lobby for continued support of the New York State Film Tax Credit Initiative.

Lead a collaborative effort between local educational institutions to develop and implement a training program to develop additional movie and production crew in Buffalo/Niagara.

## **C - Increase the quality and access about Buffalo Niagara Film locations for scouts using state of the art technology solutions.**

Migrate the crew portion of our new website to the Reel Scout/Reel Crew platform.

Work with adjacent counties and their DMO’s to add assets to our photo locations library.

Increase real time communication within the Buffalo filmmaker’s network through the latest technologies in social media for casting calls, crew needs, etc.



## Media, Trade Show, and E-marketing Schedule

Advertising	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>Sales - National Market</b>												
USAE Destinations Showcase												
USAE Springtime												
USAE Affordable Meetings												
USAE Online												
CVENT												
Associations NOW / ASAE*												
PCMA*												
Convene												
Meetings and Conventions.com*												
<b>Sales - State Market</b>												
ESSAE - Web Sponsorship*												
MPI Northeast*												
Key Supporter Listing on Home Page												
<b>Sales - Ethnic, Minority, Religious</b>												
RCMA Handbook												
CVB's Convention Center												
RCMA Show Issue												
RCMA Website												
BM&T - Black History Edition												
BM&T - New York Area Guide												
BM&T - AF AM Northeast Meetings												
BM&T Online												
Rejuvenate Magazine, E-newsletter and Online*												
<b>Sales - Group Tour</b>												
Allied T-Pro												
Pay to Play Advertising International												
<b>Sales - Reunion</b>												
Travel Reunion Network												
<b>Sales - Regional</b>												
Meetings East												
Meetings East Online*												



<b>Sales - Sports</b>												
Sports Events												
Sports Travel - Track & Field												
Sports Travel - Watersports												
<b>Canadian Market</b>												
TAPS Magazine												
Blog TO												
Grassroots Advertising												
Toronto Star												
Facebook Advertising												
PPC												
<b>Garden Festival Campaign</b>												
CAA Magazine												
Fine Gardening												
CNY Blooms (inside Post Standard)												
Philadelphia Flower Show Program												
Figure 8 Federated Garden Club												
Upstate Gardening Journal												
Horticulture Magazine												
WXXI												
WQLN												
WNED												
Forever Young												
Facebook												
<b>American History Buffs</b>												
Preservation Magazine												
History Channel e-newsletter												
Altru-network e-newsletters												
<b>War of 1812 Bi-Centennial</b>												
History Channel e-newsletter												
Smithsonian Magazine												
American Heritage												
Heritage Canada												
<b>Girlfriend Getaways</b>												
Design Sponge												
Now Toronto/Style Sheet												
HipUrbanGirl blogger												
Cashmere Clutch blogger												
Facebook												
PPC Search												
Toronto Life Shopping Annual												

<b>LGBT</b>												
Passport Magazine												
OutTraveler.com												
Curve Magazine												
Facebook Advertising												
<b>Beat the Heat</b>												
NY Times Dedicated Email Send												
Facebook Advertising												
Time Out New York Kids												
Baltimore Sun												
Access Atlanta												
Philly Magazine (phillymag.com)												
philly.com												
<b>150th Anniversary Celebration</b>												
Rochester Democrat & Chronicle												
Erie Times												
City Parent												
<b>Buffalo Niagara Film Commission</b>												
P3 Update												
Locations Magazine												
Creative Handbook												
NY 411												

\* Co-op with Convention Center

<b>Tradeshows</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Religious Conference Manager												
American Bus Association												
Helms Briscoe*												
Sundance Film Festival												
Heartland Travel Showcase												
OMCA ABA Summit												
Conference Direct												
Reunion Friendly Network												
South by Southwest (SxSW)												
National Association of Sports Commissions*												
Tribeca Film Festival												
Pow Wow												
Int'l Gay Lesbian Travel Show												
Coalition of Black Meeting Planners												
Juneteenth Festival												
ESSAE*												
AIBTM												
Locations												
MPI WEC												
DONYS International Marketplace												
FEA												
ASAE*												
PFA												
Student Youth Travel Association												
Connect Marketplace*												
NYC Sales Exchange Marketplace												
US Aquatic Sports												
US Olympic Committee - Sports Link												
S.P.O.R.T.S. Institute												
Toronto Film Festival												
TEAMS												
Rejuvenate Marketplace												
OMCA/Auction												
Coalition of Black Meeting Planners												
National Women's Show (Toronto)												
Cineposium												
Int'l Assoc. of Hispanic Meeting Professionals												
United States Track & Field Assoc.												

\*Co-op with Convention Center



## Board of Directors

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### Executive Committee

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Gary D. Praetzel, Chair

Holly A. Sinnott, Vice Chair  
Mary F. Roberts, Secretary  
Kathy Konst, County Representative

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Chair – Andrew Rudnick, Buffalo Niagara Partnership  
Committee Members:

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Mark Mortenson, Buffalo Museum of Science  
Mary Roberts, Martin House Restoration Corp.

Staff – David Marzo

Lynn Marinelli, Erie County Legislature  
Paul Murphy, BNCC

### Sales Committee

Chair – Dennis Murphy, InnVest Lodging Services  
Committee Members:

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Melissa Burke, BNCC  
Jay Dellavecchia, Hyatt Regency  
Ann Dugan, Buffalo Lodging  
Thomas Keane, Hart Hotels  
Karen Miranda, Embassy Suites  
Bonnie Phillips, Martin's Fantasy Island  
Julie Williams, Hyatt Regency

Staff – Mike Even

Phil Alterio, Buffalo Niagara Marriott  
Dave Carroll, Hart Hotels  
John Dubreville, Hale Northeastern  
Barb Hughes, AAA  
Bruce Kolesnick, University at Buffalo  
Minesh Patel, Adam's Mark  
Matt Spencer, Comfort Suites

### Marketing Committee

Chair – Drew Cerza, Just Wing it Productions  
Committee Members:

Tony Conte, Shea's Performing Arts Center  
Doug Hartmayer, NFTA  
Andy Major, Buffalo Bills  
Rudi Rainer, Super 8 Hotel

Staff – Ed Healy

Dottie Gallagher-Cohen, VBN  
Nick Magnini, WUTV  
Art Page, University at Buffalo  
Jim Sandoro, Pierce Arrow Trans. Museum

### Convention Center Operations Committee

Chair – Jim Sandoro, Pierce Arrow Museum  
Committee Members:

Dottie Gallagher-Cohen, VBN  
Rudi Rainer, Super 8 Hotel

Staff – Paul Murphy

John Mills, Erie County Legislature  
Jeff Zack, Erie County

### Visitor Center Committee

Co-Chairs – Florine Luhr, Advancing Arts & Culture  
and Mark Mortenson, Buffalo Museum of Science  
Committee Members:

Louis Ciminelli, LP Ciminelli  
Kathy Konst, County of Erie  
Rudi Rainer, Super 8 Hotel

Staff – Judy Smith/Denise Drews

Dottie Gallagher-Cohen, VBN  
Doug Hartmayer, NFTA

### Film Commission Committee

Chair – Cindy Abbott-Letro, Offices of Francis M. Letro

#### Committee Members

Mike Cerone, Niagara County

Sue Gonzalez, City of Buffalo

John Percy, NTCC

Staff – Tim Clark

Dottie Gallagher-Cohen, VBN

Kathy Konst, County of Erie

### Sports Advisory Council

Chair – Jonathan A. Dandes, Rich Baseball Operations

#### Council Members

Gordon Anthony, Canisius College

Adam Benigni, Channel 2 News

Russ Brandon, Buffalo Bills

Vic Carucci, Cleveland Browns

Sherry Frost, Clarence Soccer

Dottie Gallagher-Cohen, VBN

Kathleen Gregoire, Skating Club of WNY

Eric Guzdek, Northtown Center at Amherst

Doug Hartmayer, NFTA

Perry Jenkins, University at Buffalo

Ed Kilgore, Channel 2 News

Tom Koller, Buffalo State College

Ed Lindsey, Amateur Softball Association

Bill Maher, Canisius College

Tom Marks, Gr8 Lakes Fishing Adventures

John Murphy, Channel 4 News

Ron Raccauia, AdPro Team Sports

Donald Reed, University at Buffalo

Bob Schell, Amherst Youth Hockey

Staff – Mike Even

Chris Aronica, Aronica & Associates

Brad Boyle, Erie Community College

Mike Buczkowski, Buffalo Bisons

Brian Cavanaugh, D'Youville College

Ralph Galanti, 2010 Empire State Games LOC Chair

Mike Gentile, Niagara University

Sue Gonzalez, City of Buffalo

Jim Hanley, Hanley Fishing Charters

Jim Hornung, County of Erie

Peter Jerebko, Erie Community College

Brian Kiszewski, Msgr. Martin Athletic Assoc.

John Lambert, University at Buffalo

John Maddock, Canisius College

Lynn Marinelli, Erie County Legislature

Ed McLaughlin, Niagara University

Sister Maria Pares, Sacred Heart Academy

Edward Rath, Erie County Legislature

Jeff Russo, Channel 7 News

Timm Slade, Section VI

\*as of September 8, 2011



## **Management and Staff**

### **Administration and Finance**

Dottie Gallagher-Cohen, President and CEO  
David Marzo, Chief Financial Officer  
Michelle Butlak, Accounting and Benefits Manager  
Cindy Kincaide, Director of Buffalo Ambassador Program  
Judy Smith, Director of Administration

### **Sales**

Michael Even, Vice President of Sales and Services  
Matt Carlucci, Sales Manager  
Karen Cox, Convention Services Manager  
Linda D'Agostino, Director of Sales & Government Relations  
Charles Giglia, Director of Sports Sales  
Peter Harvey, Director of Sports Development  
Jay Josker, Sports Services Manager  
Heather Keller, Administrative Assistant  
Tracy Martell, Convention Services Manager  
Leah Mueller, Tourism Sales Director  
Lori White, National Association Sales Director  
Dionne Williamson, Multicultural Sales Manager

### **Marketing**

Ed Healy, Vice President of Marketing  
Melissa Barrie, Information Specialist  
Kathy Benzel, Information Technology/Online Content Manager  
Peter Burakowski, Communications Manager  
Giovanni Centurione, Information Specialist  
Denise Drews, Visitor Center Manager  
Karen Fashana, Marketing Manager  
Matthew Steinberg, Director of Creative Services  
Allison Wilton, Graphic Designer

### **Buffalo Niagara Film Commission**

Tim Clark, Film Commissioner

### **Buffalo Niagara Convention Center**

Paul Murphy, Facility Director  
Tom Beiter, Controller  
Melissa Burke, Senior Director of Sales & Marketing  
Angelo Canna, Jr., Food and Beverage Manager  
Lorna Cullen, Executive Assistant  
Susan Kimmins, Sales & Catering Manager  
Marissa Kozerski, Convention & Event Service Manager  
Maryann Martin, Accounting & Benefits Manager  
Sam Mendez, Assistant Operations Manager  
Leslie Millender, Lobby Receptionist  
Terry O'Brien, Operations Manager  
Keith Pitman, Electrician  
Bonnie Pritchard, Receptionist/Administrative Assistant  
Ken Sandford, Chief Engineer  
Raymond Thom, Executive Chef  
Raymond Williams, Security/Timekeeper

**Buffalo Niagara Convention Center Management Corporation  
Management Employee Salary Listing  
2012**

<b>Name</b>		<b><u>Position/Title</u></b>	<b><u>Date of Hire</u></b>	<b><u>Budgeted Salary</u></b>	<b><u>Job Description Attached</u></b>
<b><u>Last</u></b>	<b><u>First</u></b>				
Burke	Melissa	Senior Director of Sales & Marketing	01/30/06	\$ 53,498	√
Canna	Angelo	Food and Beverage Manager	10/12/06	\$ 40,770	√
Cullen	Lorna	Executive Assistant	06/01/99	\$ 31,387	√
Kimmins	Sue	Sales and Catering Manager	04/03/00	\$ 41,894	√
Pinterpe	Melissa	Convention & Event Service Manager	09/19/11	\$ 38,000	√
Winiarski	Danielle	Convention & Event Service Manager	10/24/11	\$ 38,000	√
Helles	Michelle	Convention Sales Manager	10/31/11	\$ 48,500	√
Martin	Maryann	Accounting Manager	10/01/04	\$ 38,001	√
Mendez	Sam	Asst Operations Manager	04/30/07	\$ 36,090	√
Millender	Leslie	Lobby Receptionist	03/30/89	\$ 21,070	√
Murphy	Paul	Facility Director	09/26/01	\$ 125,000	√
O'Brien	Terry	Operations Manager	09/09/09	\$ 49,500	√
Pritchard	Bonnie	Administrative Assistant	06/24/09	\$ 26,978	√
Thom	Raymond	Executive Chef	07/30/01	\$ 72,613	√
Williams	Raymond	Timekeeper - Lobby/Dock Supervisor	08/08/94	\$ 27,206	√

# Buffalo Niagara Convention Management Corporation

## Listing of Names/Positions/ Rates Union /Collectively Bargained Employees

\*\*\*ALL collectively bargained employees work as needed or as business dictates\*\*\*\*\*

### Food and Beverage:

#### Full Time Staff

<u>Last</u>	<u>First</u>	<u>Position</u>	<u>PT/FT</u>	<u>Hire Date</u>		<u>Hourly Rate</u>
Beaver-Laures	Rhonda	Cook	FT	11/04/02	\$	12.81
Cleveland	Alfred	Dishwasher	FT	04/24/97	\$	10.04
Green	Pat	Server	FT	02/22/97	\$	7.23
Smith	Donna	Cook	FT	10/13/82	\$	12.81
Summers	Eileen	Server	FT	05/19/97	\$	7.23
Voll	James	Bartender	FT	10/17/79	\$	10.03
Williams	Brooke	Server	FT	07/25/92	\$	7.23

#### Reg Part Time Servers:

<u>Last</u>	<u>First</u>	<u>Position</u>	<u>PT/FT</u>	<u>Hire Date</u>		<u>Hourly Rate</u>
Bryant	Bernice	Server	PT	09/09/92	\$	6.19
Cimini	Cheryl	Server	PT	05/04/95	\$	6.19
Delorenzo	Kim	Server	PT	02/02/97	\$	6.19
Gray	Linda	Server	PT	05/14/92	\$	6.19
Meier	Laura	Server	PT	08/17/91	\$	6.19
Misso	Steven	Server	PT	10/20/94	\$	6.19
Palmero	Deborah	Server	PT	12/05/98	\$	6.19
Stearns	Marlo	Server	PT	02/24/96	\$	6.19
<i>Approx 112 on call servers</i>						\$ 6.19



**Buffalo Niagara Convention Management Corporation**

**Listing of Names/Positions/ Rates  
Union /Collectively Bargained Employees**

\*\*\*ALL collectively bargained employees work as needed or as business dictates\*\*\*\*\*

**Reg FT Concession Workers:**

<u>Last</u>	<u>First</u>	<u>Position</u>	<u>PT/FT</u>	<u>Hire Date</u>	<u>Hourly Rate</u>
Green	Pat	Concessions	FT	02/22/97	\$ 10.84
Voll	James	Concessions	FT	10/17/79	\$ 10.84
Williams	Brooke	Concessions	FT	07/25/92	\$ 10.84
<i>Approx 9 on call concession workers</i>					\$ 9.58

**Reg PT Bartenders:**

<u>Last</u>	<u>First</u>	<u>Position</u>	<u>PT/FT</u>	<u>Hire Date</u>	<u>Hourly Rate</u>
Miller	Mark	Bartender	PT	03/03/07	\$ 8.82
Millidge	Erika	Bartender	PT	09/29/07	\$ 8.82
Nelson	John	Bartender	PT	10/24/07	\$ 8.82
<i>Approx 72 on call bartenders</i>					\$ 8.82

**Reg PT Pantry Cooks:**

<u>Last</u>	<u>First</u>	<u>Position</u>	<u>PT/FT</u>	<u>Hire Date</u>	<u>Hourly Rate</u>
Augsburger	Anna	Cook	PT	09/24/07	\$ 12.11
Clark	Michelle	Cook	PT	04/11/03	\$ 12.11
Divincenzo	Frank	Cook	PT	04/29/07	\$ 12.11
Farone	Michael	Cook	PT	09/25/10	\$ 12.11
Grabowski	Dennis	Cook	PT	10/19/11	\$ 12.11
Lopez	Danielle	Cook	PT	03/20/02	\$ 12.11
<i>Approx 22 on call cooks</i>					\$ 11.76

**PT Dishwashers:**

<i>Approx 45 on call dishwashers</i>					\$ 8.83
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# Buffalo Niagara Convention Management Corporation

## Listing of Names/Positions/ Rates Union /Collectively Bargained Employees

\*\*\*ALL collectively bargained employees work as needed or as business dictates\*\*\*\*\*

### Maintenance Department:

<u>Last</u>	<u>First</u>	<u>Position</u>	<u>PT/FT</u>	<u>Hire Date</u>	<u>Hourly Rate</u>
Brown	Clarence	Maintenance	FT	01/01/00	\$ 13.02
Collins	Ramona	Janitors	PT	01/16/05	\$ 12.53
Day	Vondalyn	Janitors	FT	01/30/03	\$ 12.53
Duncan	Bill	Maintenance	FT	08/01/90	\$ 13.02
Leonard	Dave	Maintenance	FT	03/01/93	\$ 13.02
McMahon	Mark	Maintenance	FT	12/02/78	\$ 14.02
Mendez Jr	Sam	Maintenance	PT	04/30/07	\$ 13.02
Nandalall	Omar	Janitors	FT	12/03/03	\$ 12.53
Robinson	Dennis	Maintenance	FT	07/01/87	\$ 13.02
Sherfield	Tyrone	Maintenance	FT	08/01/00	\$ 13.02
Villifane	Julian	Maintenance	FT	01/25/08	\$ 13.02
Castro	Michael	Maintenance	PT	11/28/09	\$ 10.33
Clark, Jr.	Thomas	Maintenance	PT	06/10/11	\$ 10.33
Cook	Donald	Maintenance	PT	09/29/11	\$ 10.33
Lopez	Daniel	Maintenance	PT	11/27/10	\$ 10.33
Roldan	Julia	Janitors	PT	11/01/10	\$ 9.85
Torres	Carmen	Janitors	PT	02/17/06	\$ 11.01
Velasquez	Santos	Maintenance	PT	11/27/10	\$ 10.33

### Engineering Department:

<u>Last</u>	<u>First</u>	<u>Position</u>	<u>PT/FT</u>	<u>Hire Date</u>	<u>Hourly Rate</u>
Durham	David	Engineer	FT	5/5/2008	\$ 19.49
Overfield	Paul	Engineer	FT	6/5/2008	\$ 19.49
Panfil	Thomas	Engineer	FT	06/07/85	\$ 19.49
Pitman	Keith	Electrician	FT	06/01/04	\$ 20.27
Sandford	Ken	Chief Engineer	FT	11/16/92	\$ 23.34
Shearer	Al	Engineer	FT	2/1/2003	\$ 19.49

# BUFFALO NIAGARA CONVENTION CENTER

## JOB DESCRIPTION

**Position/Title:** Convention Sales Manager

**Reports To:** Senior Director of Sales & Marketing

### **General Purpose:**

Under the direction of the Director of Sales promote the facility use through and aggressive marketing and sale program with a focus on conventions.

### **Basic Functions:**

- Responsible for the effective solicitation of national, regional associations and assigned markets to generate convention business for the Buffalo Niagara region with the responsibility of booking the Buffalo Niagara Convention Center. Solicit by phone, letter, direct mail and personal sales calls.
- Respond to leads issued by the Convention & Visitors Bureau within your market that require the use of the Buffalo Niagara Convention Center. Responsible for any site tours these groups require, as well as submission of the formal proposal from the Buffalo Niagara convention Center. Be part of the city tours and bid presentation when requested.
- For any lead that needs the use of the Buffalo Niagara Convention Center and goes definite, responsible for all contractual negotiations, etc. Until final signing of the contract.
- Respond to incoming hotel and direct inquiries and leads and provide the hotels/clients with proposals, information or material they need from the Convention Center.
- Will make periodic sales trips as required along in conjunction with phone solicitation in these primary market areas and providing the necessary follow-up (i.e. Submission of proposal package, site tours, bid presentations, e-mail marketing).
- Coordinate travel schedule including trade shows, formal presentations and sales blitzes within budget projection. Share in attendance with CVB staff at tradeshow that are beneficial to the applicable markets.
- Assist the Director of Sales in organizing and coordinating of citywide sales blitzes, familiarization tours and work closely with committee assigned.
- Maintain active memberships in applicable local and trade organizations.
- Assist in providing information for the preparation of the annual budget and marketing plan.
- Prepare and develop all reports as required including expense accounts, monthly sales reports, annual marketing plan preparation, etc.

- Adhere to and maintain EBMS system to allow for orderly, automatic contact and follow up of potential groups that might convene in the Buffalo area. Constant review of all sales account files as well as the creation of new business.
- Represent the Buffalo Niagara Convention Center by attending various convention and committee meetings and events (i.e. Convention Marketing Committee, Fam Tour Committee and Director of Sales functions) as required.
- Assist in the serving of Buffalo Niagara Convention Center events and manager on duty duties as needed.
- Work with the Convention & Event Services Manager & Catering Sales Manager in preparation for the servicing of upcoming groups to ensure success.
- Perform other related duties as requested.

**Requirements:**

- Graduation from a four year accredited College or University with a hospitality degree preferred.
- Sufficient training and experience to demonstrate possession of the knowledge and abilities listed above. The experience must include five or more years of responsible experience as sales manager or director of sales of any organization or facility engaged in similar group business-solicitation efforts.
- Knowledge of trace file system and other procedures used in group solicitation efforts; ability to commit group bookings of the appropriate quality and quantity for the facility; ability to establish/develop selective selling techniques for scheduling groups during dates most beneficial to the local visitor economy, ability to attain appropriate scheduling balance between conferences of outside groups and appropriate community cultural groups; ability to make verbal presentations to groups of various sizes; ability to prepare appropriate reports, correspondence, memoranda, agreements and budget projections; ability to establish and maintain effective relationships with representatives of local and user groups.



# BUFFALO NIAGARA CONVENTION CENTER

## JOB DESCRIPTION

**Position/Title:** Food and Beverage Manager

**Reports To:** Facility Director

### **General Purpose:**

Responsible for planning, scheduling and supervising an effective and profitable Food and Beverage operation at the facility, including banquets and concession operations.

### **Basic Functions:**

- Plans, organizes and supervises the buying and selling of food and drinks (including alcoholic beverages) to customers of the facility.
- Develops and implements an effective "Alcohol Awareness Program".
- Recruits, selects, trains and supervises a number of full and part-time personnel engaged in the preparation and dispensing of foods and drinks following the procedures included in the Collective Bargaining Agreement with Unite HERE/Local 4.
- Conducts surveys of region facilities food/beverage operations.
- Tracks inventories on a regular basis and completes monthly reports.
- Serves as event manager for activities where food and/or beverage is primary function as in parties, banquets and concessions.
- Supervises the set-up, staffing, stocking and operation of all concessions stands and lounges in the facility.
- Maintains records of total inventory and verifies money balances and inventory from opening through closing.
- Monitors permanent and portable concession stands and bars for customer satisfaction and a professional presentation.
- Schedules and supervises setup and service of all banquets, receptions, coffee services and concession operations.
- Personally supervises the execution of events.
- Assumes responsibility for guest compliance with BNCC policies regarding F&B functions.
- Handles guest complaints in a professional manner.
- Inspects all function areas and concession stands for cleanliness and safety on a regular basis.
- Conducts service briefings with banquet service personnel.
- Works directly with banquet service personnel.
- Works with Director on all employee labor relations pertaining to the department.
- Maintains optimum standards of sanitation and safety in accordance to local, regional and state health regulations regarding the safe and proper handling of foods. Maintains accuracy, honesty and accountability in all accounting and cash handling procedures.
- Complies with established financial goals set by the facility management.
- Administers marketing objectives relative to the sale and attractive presentation of all food and beverage items to be sold to the public.
- Maintains open communications with the facility management regarding concession products offered and changes needed to improve sales, profits and service.
- Handles employee grievances.

- Administers scheduling of the concessions work force.
- Maintains adequate levels of inventory in balance with scheduled events and anticipated crowds.
- Does price comparisons with area vendors to secure the lowest possible price for products.

**Special Abilities:**

- Knowledge of buying and selling of food and banquet related items.
- Ability to plan, organize and direct the work of subordinates.
- Ability to establish and maintain effective working relationships with employees, suppliers and the general public.
- Ability to control and monitor cash register and inventory.
- Ability to communicate clearly and concisely both verbally and in writing.

**Requirements:**

- Associates degree from an accredited two-year college or university in food service management or related field.
- Five years supervisory experience in high volume food service environment, including experience with alcoholic beverage sales.
- Experience in major multipurpose sports/entertainment facilities preferred or a large convention hotel.
- Education and experience may be evaluated.
- Ability to work long, irregular hours as dictated by events.

# BUFFALO NIAGARA CONVENTION CENTER

## JOB DESCRIPTION

**Position/Title:** Executive Assistant

**Reports To:** Facility Director

### **Basic Functions:**

- Facility Director's Correspondence – Handle confidential correspondence and related matters as designated by Facility Director (includes organizing and preparing letters, memos, and schedules). Responsible for creating, tracing and maintaining files, etc.
- Assist Facility Director – Periodically attend meetings with Facility Director and prepare minutes, assist with the organization of various events as designated by Facility Director, distribute duties to staff as directed and schedule and coordinate meetings for the facility director.
- Miscellaneous Correspondence - Compose correspondence including letters and memos as designated by the Facility Director. Type correspondence periodically as requested by Executive Chef, Food and Beverage Director and Operations Manager.
- Upcoming Schedule of Events – Update and distribute upcoming schedule of events lists on a regular basis including:
  - o Detailed Schedule of Events for internal use only.
  - o Upcoming Schedule of Events consisting of conventions, tradeshow and special events for mailing purposes.
  - o Upcoming events on Buffalo Niagara Convention Center website. Maintain in accordance with client requests.
- Review Monthly Calendar of Events – Review monthly calendar of events for accuracy.
- Rental Rate Schedules – Compute rental rates on an annual basis and distribute to administrative staff. The Convention Center has three rental structures – commercial, non-commercial, and convention.
- Assist Electrician – assist electrician as needed prior to and during events.
- Collateral Materials – Assist Facility Director and sales staff in coordinating and purchasing collateral materials such as brochures, catering menus, business cards, letterhead, note cards, floor plans, etc.
- Office Supplies – Replenish inventory of office supplies on a regular basis. Seek out competitive pricing.
- Maintain Office Equipment – Contact and meet with service technicians when necessary to ensure office equipment is operating properly (including photocopier, fax machine, postage meter, telephone system, printers, etc.) Troubleshoot problems as they arise throughout the day.
- Incoming Mail – Open and distribute incoming mail to staff.
- Email – Responsible for downloading email on both of the Buffalo Niagara Convention Center's general email accounts on a regular daily basis. Respond to inquires.

- Accounts Receivable Payments – Responsible for recording payments received on account on a daily basis.
- Telephones – Assist in answering incoming calls in the administrative office on a daily basis.
- Filing System – Maintain Buffalo Niagara Convention Center filing system.
- Holiday Greeting Cards – Purchase holiday greeting cards on an annual basis. Compile greeting card lists for mass mailing with the assistance of the administrative receptionist.
- Permit to Hold a Public Function – Compile information and submit application for permit on an annual basis. Submit reports to the NYS Department of Health following tradeshow including any injury reports.
- Complimentary Tradeshow Tickets – Mail and distribute complimentary show tickets during tradeshow season.
- Clerical Staff – Interview and train clerical staff when necessary.
- Purchase flowers, gift baskets and greeting cards, etc. as requested for convention clients and promotional needs.
- Replenish security office with forms (ex. parking permits, injury, incident and theft reports, etc.)
- Replenish supply of Buffalo Niagara Convention Center floor plans as needed.
- Make signs, tent cards, meal tickets, etc for food and beverage events.



# **BUFFALO NIAGARA CONVENTION CENTER**

## **JOB DESCRIPTION**

**Position/Title:** Sales & Catering Manager

**Reports To:** Senior Director of Sales & Marketing

### **General Purpose:**

Responsible for planning, organizing and controlling banquet events within the facility as assigned and monitors the logistical interfacing of these events, to include but not limited to preparing event outlines, banquet event orders and scaled drawings of event areas and coordination tasks after events are booked through their conclusion. Ensures tenant requirements are met and facility rules, regulations and policies are adhered to, by serving as a liaison between the facility and tenants; assists tenants in the planning of their own events; and performs related responsibilities as required.

### **Basic Functions:**

- Explains policies and procedures to tenants and the public
- Prepares checklists of lessee requirements for distributions to proper staff offices.
- Receives and responds to complaints from tenants and the public or refers them to the Facility Director.
- Prepares detailed outlines, instruction and food and beverage requirements for events as required.
- Monitors assigned event requirements as interfaced with other events and activities scheduled in the facility.
- Presents event-related information in a concise, professional and accurate manner as required.
- Assists in revising operational plans; recommends changes in procedures.
- Coordinates the participation of City of Buffalo Departments and County of Erie, such as police, traffic and public works in the facility activities.
- Responsible from the point of contract through final settlement for liaison between tenants, the public and facility management prior to and during events, to see that food and beverage facilities, equipment, physical setup and personnel provided meet the requirements of the event and the tenant's contractual agreements.
- Functional supervision of all event support staff including setup crews, loading dock, security and food and beverage personnel.
- Prepares event reports noting attendance, times and significant problems.
- Accurately calculates charges and prepares final statements for additional equipment and services.
- Responds to all phone inquiries and/or other leads which pertain to events other than conventions or trade shows; including all food and beverage functions, meetings, conferences, weddings and dances, etc.
- Issues rental contracts once events become definite and follows up with clients to ensure signed contracts and deposits are received in a timely fashion.
- Services all of above type bookings in a professional and efficient manner.
- Solicits Buffalo Niagara Convention Center clientele for repetitive business and/or new events for upcoming months/years. Seeks out new potential business within the community.

- Assists Director of Convention & Event Service in servicing of conventions and tradeshow as needed.
- Organizes and conducts client taste test functions with the Executive Chef.
- Consults with the Executive Chef and Food & Beverage Manager regarding the preparation of special dishes and special services required.
- Works with the Food & Beverage Manager in maintaining the quality standards of operations.
- Makes outside sales calls to solicit local business.
- In charge of all assigned annual event accounts.
- Responsible for all wedding accounts. Solicits wedding business through Bridesworld show and Buffalo News Wedding planner.
- Services all other assigned functions and events.

### **Requirements**

- Works irregular schedule as required to insure proper supervision of all events and activities scheduled in the facility.
- Communicates well both orally and in written form.
- Ability to identify potential problems and makes necessary plans for corrective action.
- Establishes and maintains effective working relationships with various organizations utilizing the facilities at the Convention Center.
- Five years experience in a hotel or high volume catering operation is highly desirable.
- Ability to work with people, sound skills in planning, organizing, creativity and leadership quality.

# BUFFALO NIAGARA CONVENTION CENTER

## JOB DESCRIPTION

**Position/Title:** Convention & Event Service Manager

**Reports To:** Senior Director of Sales & Marketing/Facility Manager

### **General Purpose:**

Responsible for planning, organizing and controlling events within the facility as assigned and monitors the logistical interfacing of these events, to include but not limited to preparing event outlines, banquet event orders and scaled drawings of event areas and coordination tasks after events are booked through their conclusion. Ensures tenant requirements are met and facility rules, regulations and policies are adhered to, by serving as a liaison between the facility and tenants; assists tenants in the planning of their own events; and performs related responsibilities as required.

### **Basic Functions:**

- Performs liaison duties between facility management and tenants.
- Explains policies and procedures to tenants and the public
- Acts as a consultant to tenants, providing expertise regarding facility's technical capabilities for a professional presentation.
- Prepares facilities for tenant use by obtaining appropriate information and requirements from tenant.
- Prepares checklists of lessee requirements for distributions to proper staff offices.
- Maintains records and prepares reports and correspondence as necessary.
- Receives and responds to complaints from tenants and the public or refers them to the Facility Director.
- Prepares detailed outlines, instruction and food and beverage requirements for events as required, utilizing EBMS Facility Software.
- Monitors assigned event requirements as interfaced with other events and activities scheduled in the facility.
- Presents event-related information in a concise, professional and accurate manner as required.
- Solicits new trade and consumer show events, conducts market research under the direction of the Director of Sales & Marketing.
- Assists in revising operational plans; recommends changes in procedures.
- Coordinates the participation of City of Buffalo Departments and County of Erie, such as police, traffic and public works in the facility activities.
- Responsible from the point of contract through final settlement for liaison between tenants, the public and facility management prior to and during events, to see that facilities, equipment, physical setup and personnel provided meet the requirements of the event and the tenant's contractual agreements.
- Finalizes lessee requirements including table arrangements and number and nature of support personnel (security guards, catering & decorations).
- Functional supervision of all event support staff including setup crews, loading dock and security.
- Preserves facility's physical plant and ensures a safe environment by ensuring tenants' plans and requests comply with facility's state, city and county rules and regulations.
- Coordinates equipment distribution (drapes, tables, chairs, staging, microphones, etc.)

- Acts as coordinator of all security guards and first-aid people that may be required for a given event.
- Prepares event reports noting attendance, times and significant problems.
- Accurately calculates charges and prepares final statements for additional equipment and services.

### **Requirements**

- Knowledge of audio-visual equipment and its uses and public address system setups.
- Terminology used in the convention and trade show industry.
- Building operation and maintenance, practices and safety requirements for a large public assembly facility.
- Principles and methods of setting up and tearing down of events and of the housekeeping/cleaning techniques of a large public facility, exhibiting and show utilities (i.e. special lighting, booth wiring, compressed air, etc.)
- Works irregular schedule as required to insure proper supervision of all events and activities scheduled in the facility.
- Must be proficient in the use of EBMS (Event Business Management Software)
- Communicates well both orally and in written form.
- Ability to identify potential problems and makes necessary plans for corrective action.
- Establishes and maintains effective working relationships with various organizations utilizing the facilities at the Convention Center.
- Five years experience in a related field highly desirable. As a unique position with job requirements specifically designed for the convention center application, other characteristics of applicants may be considered in lieu of experience, particularly ability to work with people, sound skills in planning, organizing and leadership quality.
- A Bachelors degree from an accredited four year college or university in hospitality management or a related field.



# BUFFALO NIAGARA CONVENTION CENTER

## JOB DESCRIPTION

**Position/Title:** Convention & Event Service Manager

**Reports To:** Senior Director of Sales & Marketing/Facility Manager

### **General Purpose:**

Responsible for planning, organizing and controlling events within the facility as assigned and monitors the logistical interfacing of these events, to include but not limited to preparing event outlines, banquet event orders and scaled drawings of event areas and coordination tasks after events are booked through their conclusion. Ensures tenant requirements are met and facility rules, regulations and policies are adhered to, by serving as a liaison between the facility and tenants; assists tenants in the planning of their own events; and performs related responsibilities as required.

### **Basic Functions:**

- Performs liaison duties between facility management and tenants.
- Explains policies and procedures to tenants and the public
- Acts as a consultant to tenants, providing expertise regarding facility's technical capabilities for a professional presentation.
- Prepares facilities for tenant use by obtaining appropriate information and requirements from tenant.
- Prepares checklists of lessee requirements for distributions to proper staff offices.
- Maintains records and prepares reports and correspondence as necessary.
- Receives and responds to complaints from tenants and the public or refers them to the Facility Director.
- Prepares detailed outlines, instruction and food and beverage requirements for events as required, utilizing EBMS Facility Software.
- Monitors assigned event requirements as interfaced with other events and activities scheduled in the facility.
- Presents event-related information in a concise, professional and accurate manner as required.
- Solicits new trade and consumer show events, conducts market research under the direction of the Director of Sales & Marketing.
- Assists in revising operational plans; recommends changes in procedures.
- Coordinates the participation of City of Buffalo Departments and County of Erie, such as police, traffic and public works in the facility activities.
- Responsible from the point of contract through final settlement for liaison between tenants, the public and facility management prior to and during events, to see that facilities, equipment, physical setup and personnel provided meet the requirements of the event and the tenant's contractual agreements.
- Finalizes lessee requirements including table arrangements and number and nature of support personnel (security guards, catering & decorations).
- Functional supervision of all event support staff including setup crews, loading dock and security.
- Preserves facility's physical plant and ensures a safe environment by ensuring tenants' plans and requests comply with facility's state, city and county rules and regulations.
- Coordinates equipment distribution (drapes, tables, chairs, staging, microphones, etc.)

- Acts as coordinator of all security guards and first-aid people that may be required for a given event.
- Prepares event reports noting attendance, times and significant problems.
- Accurately calculates charges and prepares final statements for additional equipment and services.

### **Requirements**

- Knowledge of audio-visual equipment and its uses and public address system setups.
- Terminology used in the convention and trade show industry.
- Building operation and maintenance, practices and safety requirements for a large public assembly facility.
- Principles and methods of setting up and tearing down of events and of the housekeeping/cleaning techniques of a large public facility, exhibiting and show utilities (i.e. special lighting, booth wiring, compressed air, etc.)
- Works irregular schedule as required to insure proper supervision of all events and activities scheduled in the facility.
- Must be proficient in the use of EBMS (Event Business Management Software)
- Communicates well both orally and in written form.
- Ability to identify potential problems and makes necessary plans for corrective action.
- Establishes and maintains effective working relationships with various organizations utilizing the facilities at the Convention Center.
- Five years experience in a related field highly desirable. As a unique position with job requirements specifically designed for the convention center application, other characteristics of applicants may be considered in lieu of experience, particularly ability to work with people, sound skills in planning, organizing and leadership quality.
- A Bachelors degree from an accredited four year college or university in hospitality management or a related field.

# BUFFALO NIAGARA CONVENTION CENTER

## JOB DESCRIPTION

**Position/Title:** Associate Director of Sales

**Reports To:** Director of Sales & Marketing

**General Purpose:**

Under the direction of the Director of Sales promote the facility use through an aggressive marketing and sales program with a focus on conventions.

**Basic Functions:**

- Responsible for the effective solicitation of national, regional associations and assigned markets to generate convention business for the Buffalo Niagara region with the responsibility of booking the Buffalo Niagara Convention Center. Solicit by phone, letter, direct mail and personal sales calls.
- Respond to leads issued by the Convention & Visitors Bureau within your market that require the use of the Buffalo Niagara Convention Center. Responsible for any site tours these groups require, as well as submission of the formal proposal from the Buffalo Niagara Convention Center. Be part of the city tours and bid presentation when requested.
- For any lead that needs the use of the Buffalo Niagara Convention Center and goes definite, responsible for all contractual negotiations, etc. until final signing of the contract.
- Respond to incoming hotel and direct inquires and leads and provide the hotels/clients with proposals, information or material they need from the Convention Center.
- Will make periodic sales trips as required along in conjunction with phone solicitation in these primary market areas and providing the necessary follow-up (i.e. Submission of proposal package, site tours, bid presentations, e-mail marketing).
- Coordinate travel schedule including trade shows, formal presentations and sales blitzes within budget projection. Share in attendance with CVB staff at tradeshows that are beneficial to the applicable markets.
- Assist the Director of Sales in organizing and coordinating of citywide sales blitzes, familiarization tours and work closely with committee assigned.
- Maintain active memberships in applicable local and trade organizations.
- Assist in providing information for the preparation of the annual budget and marketing plan.
- Prepare and develop all reports as required including expense accounts, monthly sales reports, annual marketing plan preparation, etc.
- Adhere to and maintain EBMS system to allow for orderly, automatic contact and follow up of potential groups that might convene in the Buffalo area. Constant review of all sales account files as well as the creation of new business.
- Represent the Buffalo Niagara Convention Center by attending various convention and committee meetings and events (i.e. Convention Marketing Committee, Fam Tour Committee and Director of Sales functions) as required.

- Assist in the servicing of Buffalo Niagara Convention Center events and manager on duty duties as needed.
- Work with the Convention & Event Services Manager & Catering Sales Manager in preparation for the servicing of upcoming groups to ensure success.
- Perform other related duties as requested.

**Requirements:**

- Graduation from a four year accredited College or University with a hospitality degree preferred.
- Sufficient training and experience to demonstrate possession of the knowledge and abilities listed above. The experience must include five or more years of responsible experience as sales manager or director of sales of an organization or facility engaged in similar group business-solicitation efforts.
- Knowledge of trace file system and other procedures used in group solicitation efforts; ability to commit group bookings of the appropriate quality and quantity for the facility; ability to establish/develop selective selling techniques for scheduling groups during dates most beneficial to the local visitor economy, ability to attain appropriate scheduling balance between conferences of outside groups and appropriate community cultural groups; ability to make verbal presentations to groups of various sizes; ability to prepare appropriate reports, correspondence, memoranda, agreements and budget projections; ability to establish and maintain effective relationships with representatives of local and user groups.



## **BUFFALO NIAGARA CONVENTION CENTER**

### **JOB DESCRIPTION**

**Position/Title:** Accounting Manager

**Reports To:** Controller

**General Purpose:**

Provide assistance in the areas of personnel, accounts payable, accounts receivable, payroll and general ledger maintenance.

**Basic Functions:**

- Verifies and processes vendor invoices and compiles proper receiving records as documentation. Ensures that department heads are approving invoices for payment.
- Issues checks on a timely basis to all vendors.
- Correspondence with vendors regarding all open account balances.
- Prepares weekly payroll for all hourly and salaried employees, checks all departmental timesheets, calculates gratuities for food and beverage employees, and coordinates all payroll deductions.
- Records and codes the receipt and disbursement of all cash, check, and credit card transactions as well as prepares the daily bank deposit.
- Prepares reconciliations for general ledger accounts as well as all cash and payroll accounts
- Collects and prepares dues, pension, health, and other reports for the unions.
- Responds to all inquiries from various agencies regarding employment and employee issues.

**Requirements:**

- Two years experience minimum in an accounting operation of a related business or industry preferred.

## BUFFALO NIAGARA CONVENTION CENTER

### JOB DESCRIPTION

**Position/Title:** Assistant Operations Manager

**Reports To:** Operations Manager

**General Purpose:**

Assist operations manager in the operations and maintenance of the facilities. This includes the planning, coordinating and directing of all in-house and outside services, and for the maintenance and preparation of facilities in the Buffalo Niagara Convention Center and to perform related work as assigned.

Directly responsible for the management and supervision of all timekeepers, directing all security, EMT's and police during events, and for designating the use of loading docks and parking areas during the move-in and move-out of events.

**Basic Functions:**

- To assist in directing and supervising the use of all in-house equipment, and to coordinate and schedule all necessary equipment, personnel and facilities as requested by the tenants.
- To assist in directing the setting up and tearing down of all BNCC stages, tables and chairs and other related items and facilities as stipulated in the contracts between the Convention Center and tenants.
- To assist in supervising the training of employees in the procedures for setting up and operating equipment for events in the Convention Center.
- To assist in supervising and directing the maintenance and repair of the facility.
- To assist in supervising and directing the maintenance and repair of forklifts and scrubbers.
- To provide the Facility Director with information related to operating costs and related records.
- To assist in making certain that any and all facilities and services provided by the Convention Center to conventions, exhibitors, patrons and visitors are available and ready for use.
- To assist in seeing that the Convention Center building, premises and installations are kept in good repair and proper appearance.
- To assist in seeing that the setup and tear down of events proceed on schedule.
- To assist in verifying the readiness of checkrooms and washrooms and facilities of catering refreshments and meals.

- To advise improvements or modification of Convention Center facilities and installations, evaluate staffing and performance of service personnel, and develop an operations and maintenance budget.
- To manage and supervise while assisting vendors during events as night manager.
- To schedule and supervise all timekeepers and lobby reception.
- To direct and assist all security, EMT's and police during events.
- To prepare various reports during events (ie. injury, incident, theft)
- To direct and assist in move in and move out of shows in the facility.
- Assist in working as Lobby Receptionist and Dock Supervisor as needed.

**Requirements:**

- Ability to work long hours and a varied schedule dictated by events.
- Ability to work with people and solve problems.
- A minimum of three years supervisory experience in a large multi-purpose facility preferably in a union environment.

# BUFFALO NIAGARA CONVENTION CENTER

## JOB DESCRIPTION

**Position/Title:** Lobby Receptionist

**Reports To:** Operations Manager, Assistant Operations Manager

### **General Purpose:**

The Lobby Receptionist is often the “first impression” a customer or visitor has of the Convention Center. The Lobby Receptionist shall greet all persons in a positive, cheerful and courteous and respectful manner and make every attempt to assist them in their needs.

### **Basic Functions:**

#### Daily

- Open the building in the morning and lock it at the end of the day (same for meeting rooms). Turn lights on and off in the lobby meeting rooms and lavatories.
- Answer lobby telephone and transfer calls or take messages as necessary.
- Maintain and update information binders with current and upcoming event resumes and menus.
- Maintain and update local information binder with phone numbers for cabs, airlines, shopping malls, hotels, restaurants with maps and driving directions.

#### During Shows and Events

- Check rooms and lobby prior to an event to be sure everything is in order.
- Assist sales staff, clients and visitors with concerns.
- Direct concerns and problems to the right person or department.
- Operate escalators during trade shows and events.
- Assist with telephone calls regarding current events by providing information and answering callers' questions.
- Assist clients when necessary during events. Occasionally, it may be necessary to show rooms to patrons or clients.

#### Other Duties And Tasks

- Maintain lobby reception desk and surrounding area, counter top, supplies and phone in a neat and clean manner.
- Maintain visitors information, bus information and periodicals in lobby (keep straight, neat, clean and stocked).
- Assist sales staff in reviewing newspapers and other printed materials for potential leads.
- Assist administrative and sales personnel with tasks which can be completed at the lobby desk such as stuffing brochures and envelopes.
- Pass out information about the building to any prospective clients and/or patrons. Maintain supply of sales collateral, brochures and business cards.
- The Lobby Receptionist shall dress in an appropriate business manner during events and accordingly for move in days.



# BUFFALO NIAGARA CONVENTION CENTER

## JOB DESCRIPTION

**Position/Title:** Facility Director

**Reports To:** President/CEO of the VBN and BNCC/VBN Board of Directors

### **General Purpose:**

Responsible for overall management, promotion and operation of the facility, including construction, purchasing, policy formulation, booking, marketing, finance, food and beverage, advertising, security, production, maintenance and related operations.

### **Basic Functions:**

- Evaluates existing policies and procedures and recommends improvements which will better reflect the needs of the facility and/or improve the efficiency and safety of operations.
- Plans, organizes, coordinates and directs all activities and personnel engaged in maintaining and operating the facility.
- Conducts sales & marketing, budgeting and food & beverage staff meetings.
- Assist in preparing, implementing and monitoring a detailed program budget.
- Responsible for recruiting, training, supervising and evaluating administrative and supervisory staff.
- Motivate and Lead staff.
- Establishes and maintains effective working relationships with civic organizations, County of Erie and City of Buffalo personnel, media, lessees, Buffalo Fire Department, Law Enforcement Officials, Buffalo Niagara Convention & Visitors Bureau, local hospitality industry and the general public.
- Aggressively promotes the use of the facility to maximize its utilization and negotiates lease agreements as determined necessary and in the best interests of the facility.
- Responsible for the development of standard operating procedures for all operational functions of the facility, e.g., marketing, finance, maintenance, administration, food and beverage and related areas.
- Prepares and maintains required necessary reports/records for the County of Erie.
- Works to maintain partnership with the BNCVB to effectively market the facility and ensure optimal occupancy.

### **Event Responsibilities:**

- Meets with prospective lessees to determine setup, staffing and technical needs.
- Meets with Operations Manager, Food & Beverage Manager and Executive Chef to convey back-of-house and function needs.
- Meets with Sales & Marketing Manager to determine advertising and sales needs.
- Prepares projected program cost analysis as needed.
- Supervises the cost accounting required of assigned events to include facility rental, house equipment rental, supplies and services purchased, event supervision, ushers, ticket takers, ticket sellers, security officers, food & beverage personnel, maintenance staff, engineering staff and other related support staff.

**Special Characteristics and Abilities:**

- Thorough knowledge of the principles and practices used in the successful management of a large multi-purpose special event facility.
- Ability to anticipate problems and implement immediate corrective action.
- Ability to manage a large enterprise operation.
- Considerable knowledge of event solicitation and presentation, maintenance, audio visual, custodial and safety requirements, public relations, advertising and media relations, food and beverage operations, personnel and office management.
- Ability to work simultaneously with broad variety of vested interest groups and to foster a cooperative environment.
- Ability to achieve quality results with a minimum of resources.
- Ability to perform effectively under significant pressure typically associated with meeting the demands of timetables of the convention and event industry.
- Thorough knowledge of governmental administration and responsibilities.
- Ability to communicate clearly and concisely, orally and in writing.
- Must be willing to work a varied schedule including days, nights, weekends, evenings and holidays.
- Ability to foster team work and develop consensus.

**Requirements:**

- Graduation from a four-year accredited college or university with major course work in business/public administration or related hospitality field.
- A minimum of five years progressive and responsible experience in the supervision and/or management of a large multi-purpose facility.
- Active membership and participation in the International Association of Assembly Managers is preferred.
- Combination of education and experience will be evaluated.

# **BUFFALO NIAGARA CONVENTION CENTER**

## **JOB DESCRIPTION**

**Position/Title:** Operations Manager

**Reports To:** Facility Director

### **General Purpose:**

Directly responsible for operations and maintenance including the planning, coordinating and directing of all in-house and outside services, and for the maintenance and preparation of facilities in the Buffalo Niagara Convention Center complex assuring the highest quality experience for guest and the rebooking of events.

### **Basic Functions:**

- To direct and supervise the use of all in-house equipment, and to coordinate and schedule all necessary equipment, personnel and facilities as requested by the tenants.
- To direct the setting up and tearing down of all BNCC stages, tables and chairs, and other related items and facilities as stipulated in the contracts between the Convention Center and the tenants.
- To direct the ordering, the keeping of inventory records, and the maintenance of all supplies and equipment.
- To supervise the training of employees in the procedures for setting up and operating equipment for events in the Convention Center.
- To supervise and direct the maintenance and repair of forklifts and scrubbers.
- To provide the Facility Director with information related to operating costs and related records.
- To make certain that any and all facilities and services provided by the Convention Center to conventions, exhibitors, patrons and visitors are available and ready for use.
- To see that the Convention Center building, premises, and installations are kept in good repair and proper appearance.
- Assist in the use of loading docks, staging and parking areas.
- To see that the setup and tear down of events proceed on schedule.
- To formulate scheduling and sequence of operations to minimize conflicts and delays.
- To verify readiness of checkrooms and washrooms and function rooms for catering events.
- To carry out Convention Center policies and assignments as stipulated in the Collective Bargaining Agreement with SEIU Local 200. To participate in union grievance hearings and negotiations as needed.
- To seek to remove causes of misunderstanding or friction among various parties involved in the use or maintenance of the Convention Center.
- To advise improvements or modification of Convention Center facilities and installations, evaluate staffing and performance of service personnel, and develop an operations and maintenance budget.
- Maintains logs, records and provides reports as required.
- Maintains inventory of equipment and supplies and makes requisition for proper levels of same.

- Provides training and professional development guidance to staff.
- Maintains appropriate records and keeps maintenance standards updated and relevant to the department.
- Handles employee grievances and documents disciplinary actions and attendance records of staff.
- To perform related work.
- Establish safety procedures and standards for use of equipment and supplies utilized by staff.
- Organize and conduct worthy facility safety committee meetings and follow up with appropriate staff and managers.
- Meet with existing vendors and potential new suppliers of equipment and products used in the facility.
- Review contract agreements and solicit proposals from multiple vendors when negotiating new agreements
- Coordinate and implement facility wired hospitality green initiative. Represent BNCC in industry "Green Meetings" and research and recommend industry "best practice".
- Assist in the solicitation of new consumer, public and trade show events during slower business periods.

**Requirements:**

- Ability to work under high pressure in meeting urgent deadlines in spite of adverse consequences.
- Ability to establish and maintain effective working relationship with users, employees and the general public.
- Ability to anticipate problems and implement immediate corrective action.
- Ability to work long, irregular hours as dictated by events.
- Considerable knowledge of methods, equipment, material and techniques commonly used in convention and events industry.
- Knowledge of occupational hazards and standard safety precautions.
- Ability to understand and effectively carry out written and oral instruction.
- Ability to establish and maintain effective working relationships.
- A minimum of three years supervisory experience in a large multi-purpose facility preferably in a union environment.

# BUFFALO NIAGARA CONVENTION CENTER

## JOB DESCRIPTION

**Position/Title:** Receptionist/Administrative Assistant

**Reports To:** Facility Director

### Basic Functions:

- Administrative Office Receptionist – Answer the main line and other lines when needed. Greet clients with scheduled appointments to see a sales representative or Facility Director. Respond to telephone inquiries. Check function space in the absence of sales representatives. Assist clients with copies, faxes, etc.
- Catering/Sales – Type correspondence, contracts, proposals, menus and resumes as directed. Send out package information on the Buffalo Niagara Convention Center. Type wedding packages. Set up database leads as requested by Sales Managers. Incorporate clip art designs and scanned art materials.
- Miscellaneous Correspondence – Type correspondence periodically as requested by Executive Chef, Food and Beverage Director and Operations Manager.
- Schedule of Events – Prepare monthly events schedule verifying room assignment, times and space required, including totals for rental and food. Distribute completed schedule to all staff members and others on a select mailing list.
- Thank You Letters/Event Notification Forms – Send out thank you letters during the first week of each month to clients who have held an event at the Convention Center the previous month. Send out Event Notification letters at the beginning of the month to gather information for events scheduled the following month.
- Yearly Attendance List – Prepare attendance list for events held at the Convention Center, with a monthly breakdown of type of event, resulting in a year-end total.
- Prepare lay-off, recall or reprimand letters as requested by the Operations Manager.
- Filing – Create files, file as necessary and maintain the files accordingly. Rotate files on a yearly basis as space requires.
- Banquet Menus/Convention Kits – Responsible for checking quantities of banquet menus and convention kit inserts. Inform Executive Secretary when supplies are getting low.
- Errands – Go to Buffalo Niagara Convention & Visitors Bureau as needed. Take any correspondence or checks to the County of Erie, City Hall or to a Board member for signature as requested. Make deposits to the bank, pick up newspaper and take out mail on a daily basis.
- Holiday Greeting Card List – Assist Executive Secretary with holiday greeting card list for mass mailing. Send cards to all clients who have held an event at the Convention Center during the year. Update all holiday brochures at the request of each Sales Manager.
- Comment Forms/Letters – Maintain files and books of comment forms and letters received from clients.
- Special Projects/Mailings – Send out brochures and sales materials for potential clients, prepare mailings for Sales Managers, create flyers when needed.



# BUFFALO NIAGARA CONVENTION CENTER

## JOB DESCRIPTION

**Position/Title:** Executive Chef

**Reports To:** Facility Director

**General Purpose:**

Supervises all food preparation (Banquets & Concessions) and directs all kitchen personnel

**Basic Functions:**

- To operate and direct kitchen and kitchen personnel.
- To maintain and upgrade quality and presentation.
- To control production and food cost.
- To train and motivate kitchen employees.
- To carry out all administrative functions pertaining to payroll, scheduling and recruiting.
- To organize an efficient flow of production and at the same time maintain adequate staffing.
- To setup a control system which will assure quality and portion consistency.
- To establish daily supervision, delegate authority to cooks.
- To develop better presentation and eye appeal, inspire kitchen staff by personal interest and professional challenge.
- To control food cost, proper forecasting regarding production, based on menu expected numbers and guarantees and acquire competitive bids to ensure best prices. (Consistent utilization of food surplus).
- To maintain good and reliable staff, motivate and train personnel.
- To participate with the Facility Director, Food & Beverage Manager and Sales Event Staff in writing of exciting and attractive menus.
- Attend weekly Food & Beverage meetings and actively take part in client taste tests and site inspections as required.
- Monitor all kitchen equipment to ensure it is kept in working condition, schedules routine maintenance and repairs as needed with Facility Director and in-house Engineer staff.
- Handles employee grievances.

**Requirements:**

- Extensive knowledge of culinary techniques and procedures.
- A minimum of five years experience in a supervisory role of a large hotel, event facility or high volume banquet operation.
- Ability to work long, irregular hours as dictated by events.
- A two year college degree from a recognized culinary school or restaurant program is desired but not required.

## BUFFALO NIAGARA CONVENTION CENTER

### JOB DESCRIPTION

**Position/Title:** Timekeeper/Dock Supervisor

**Reports To:** Operations Manager, Assistant Operations Manager

**General Purpose:**

Coordinating and designating the use of the loading dock and parking areas of the facility during all operating hours.

**Basic Functions:**

- Open the employee door entrance and timekeeper office.
- Unchain and chain the doors by Rooms 101, 106, Court Street and Genesee Street.
- Turn lights on in stairwells and hallways.
- Check to see if it is a park or no park day, coordinate staff or customer parking requirements for the day.
- Deliver mail to the Administrative office.
- Call the appropriate staff member when shipment of boxes or food deliveries arrive and provide storage assistance when necessary.
- Check daily listing of activities in the building to be aware of names, times and room numbers.
- Operate paging system as needed.
- Notify employees of emergency phone calls immediately. Be sure to refer to the phone listings on the desk for fire, police and medical emergencies. Know bomb threat procedures.
- Check all employees leaving the building. They must have a pass signed by the Facility Director authorizing them to remove any articles from the Buffalo Niagara Convention Center (i.e. equipment, food, etc.)
- Answer the phone, page and use the radio as politely and clearly as possible.
- Turn the escalators and lights on for Exhibit Hall events.
- Check chain to make sure it is in place in front of the office loading dock to 8 yard compactor.
- Complete incident/injury reports as needed.
- Coordinate facility closing with service manager, operations manager and clients.
- Make sure Franklin Street doors are locked (front entrance).
- Assist in coordinating the waste removal schedule and process.