

ACBL District 22
Tournament Management Handbook

Change History

Document Name: Tournament Management Procedures & Guidelines

Revision Nbr.	Date	Description of Changes
Original	12/2005	New Document
1	7/4/2011	Combines Original document with TM Seminar Nov 2009 plus major updates including BOD policy decisions. Major revision.

Reference Documents

The following documents were used in the preparation of this manual.

- Tournament Check List Dec 2004
- TM Procedure Manual Dec 2005
- 2009 Tournament Managers Seminar
http://acblistrict22.com/Tournament_Manual/MonzingoSeminar.pdf
- ACBL Resource Guide for Planning Sectional & Regional Tournaments
<http://web2.acbl.org/documentlibrary/units/TournamentGuide.pdf>
- Caddie Master's Guide for Training Tournament Caddies
<http://web2.acbl.org/documentlibrary/units/Caddie%20Guide.pdf>
- I/N Tournament Planning Guide
<http://web2.acbl.org/documentlibrary/units/PlanningAndOrganizingAnINTournamentorProgram.pdf>

Additional content is also included from the District Standing Rules and recent board decisions.

Refer to Current Board Motions & Rules.doc in District Repository on the District web site.

\\Document Master District 22\Process & Procedures\Board Motions & Rules

Tournament Manager Handbook

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Introduction

This document contains the guidelines and procedures that are to be followed by the Tournament Manager when planning, organizing and conducting a District 22 Regional Tournament.

The intent of this document is to provide

- a) A useful reference document for existing tournament managers
- b) A step by step guide path for new tournament managers

It provides information on what to do, when to do it and how to do along with helpful hints and pitfalls.

There are two other documents that are essential reading for Tournament Managers.

- The Resource Guide for Planning Sectional and Regional Tournaments (available at <http://web2.acbl.org/documentlibrary/units/TournamentGuide.pdf>)
- 2009 Tournament Managers Seminar (available at http://acbldistrict22.com/Tournament_Manual/MonzingoSeminar.pdf)

This handbook is intended mainly for tournament manager use, however there are external factors that influence or impact how things are performed. While the Tournament Manager is solely responsible for the organizing, planning, staffing, coordinating and conducting their tournament, it is necessary to operate within the guidelines and limitations originating from the ACBL, the District Board of Directors and Tournament Committee and the Director in Charge. The roles of these of these groups are reflected in the handbook.

This revision is a complete rewrite of its predecessor. The original handbook was 20 pages while the revision is 60 pages. On the surface that seems like the writer was over zealous. However the section containing Tournament Manager Duties and Responsibilities is still approximately 20 pages.

Non useful information such as site selection and contract negotiations has been removed at the suggestion of Tournament Managers. A separate section containing the roles and responsibilities of the ACBL, the District Board of Directors, Tournament Committee Chairperson and Tournament Committee and the Director in Charge and other less visible support positions such as the Tournament Appeals Committee, the Recorder and Disciplinary Committee was added at Tournament Manager request.

Information has been reorganized. For example tournament budget has its own section when previously it was sprinkled about the document. While the Tournament Manager has no part in venue contract negotiations, he/she is responsible for planning and conducting their tournament in accordance with contract provisions. A separate section discussing contract requirements has been added.

Information regarding the roles and responsibilities of the tournament support staff were placed in the appendices. Information subject to change, such as fees, equipment suppliers, contact persons and their contact information, was also placed in the appendices for easy document maintenance.

Tournament Manager Responsibilities were updated and in some cases clarified.

Roles & Responsibilities

ACBL

The ACBL national headquarters appoints a Director in Charge (DIC) who is responsible for the tournament competition. Refer to the ACBL Resource Guide for Planning Sectional & Regional Tournaments for information how to plan and conduct tournaments. All Sectional and Regional tournaments for which the ACBL issues a sanction are covered under a general liability and property damage policy paid by the ACBL. The ACBL Tournament Department approves the sanction and the tournament flier for each tournament. Tournament advertising is not allowed until the required approvals have been made.

District Board of Directors

The Board of Directors of ACBL District 22 is responsible for scheduling Regional Tournaments in District 22. The District Board of Directors delegates the responsibility to conduct the various tournaments to the Tournament Managers and a Tournament Committee that oversees the Tournament Managers. For each tournament there is a manager. It is recommended that there be co-managers. However the tournament manager or co-managers are approved by the board.

The BOD is responsible for approving tournament sites and host hotel and convention center contracts. The Board of Directors does not usually perform these functions because they require knowledge and expertise not expected of board members. Instead they may appoint a qualified individual to act of the board's behalf. These are considered separate tasks and can be performed by same or different appointees. However, site selection and final contract(s) are approved by the Board of Directors.

Tournament Committee Chairperson

The Tournament Committee Chairperson is appointed by the President. The chairperson selects two Area Representatives to serve on the tournament committee. The Tournament Committee Chair person reports to the President and provides activity and status at each of the Board of Directors meetings.

The dates of the tournament and the sanction request are submitted by the Tournament Committee Chairman to the ACBL District Director for approval prior to the start of venue contract negotiations.

Tournament Committee

.The Tournament Committee identifies potential Tournament Managers and the chairman makes their recommendation to the Board of Directors. The Board of Directors approves the selection. The tournament manager is not required to be a member of the board of directors.

In addition the Board President and the representative to the National Board of Directors are non voting consultants to the Tournament Committee.

The Tournament Committee responsibilities include:

- 1) Explain and clarify items in the Tournament Management Handbook
- 2) Provide assistance to the Tournament Manager as requested
- 3) Monitor tournament activities
- 4) Provide tournament oversight

Director In Charge

The Director in Charge (DIC) is responsible for the tournament competition. The Director In Charge uses the number of events and the estimate amount of equipment and resources to staff the regional. The DIC selects and schedules the Directors needed for the tournament. Every effort is made to use local directors to reduce transportation costs. The DIC coordinates with the Caddie Master regarding caddie requirements.

The DIC coordinates the assignment of caddies with the Caddie Master. During the session the caddies report to the Director(s) assigned to their event.

DIC orders duplicated boards for pair events. The service is provided by an external vendor who submits an invoice to the District Treasurer for payment.

The DIC coordinates with the Tournament Manager the delivery date and time of tables and tournament supplies. The Tournament Manager confirms with the playing site that the time is acceptable. The Supply Service Provider submits an invoice to the District Treasurer for payment.

DIC arranges for a qualified person (usually a director) to supervise tournament set up. Coordination with the Tournament Manger is necessary for scheduling the set up time at the venue and additional resources to assist with setup.

The Director In Charge interfaces with and coordinates with the Tournament Manager prior to, during, and after the tournament as necessary.

District Education Chair

The District Education Chair is appointed by the President and is responsible for Special Educational Programs and Tournament I/N support as requested.

Special educational programs include:

- * Director Courses and Updates
- * Teacher Accreditation Programs
- * Bridge-in-Schools Training

The District Education Chair is responsible for scheduling, planning, and organizing these courses. The courses are independent of the tournament but are usually schedule in conjunction with the tournament as a convenience to our members.

District sponsored special education classes are not included in the tournament budget. They are treated as a District expense. Consequently it is recommended that any hotel charges (room or hospitality), instructor expenses, and supplies associated with these events be separately invoiced and paid by the District Education Chair. However should any of the expenses be included on the tournament invoice they must be flagged by the Tournament Manager prior to submission to the District Treasurer.

Tournament Appeals Committee Chair

The situation can arise when a player wishes to appeal a directors ruling. It is the responsibility of the Tournament Appeals Committee Chair (TAC) to respond to such requests. The Tournament Appeals Committee Chair is appointed by the President. Toward the end of each session, the TAC checks with the Director In Charge to see if a committee is required. Should the TAC not be available the Director In Charge will substitute for him/her. More on the Tournament Appeals Committee can be found in Appendix X8.

Tournament Recorder

The District Recorder is appointed by the District Board. When a complaint about a player that may warrant disciplinary action is submitted at a tournament it is reviewed by the District Recorder. The District Recorder determines if the matter is a complaint requiring disciplinary committee action or a report that is filed for future reference. If disciplinary committee action is recommended the complaint is given to the Disciplinary Committee Chairperson for processing. In the event that the District Recorder is not available at the tournament, the District Recorder may appoint a Tournament Recorder. Should a recorder not be present at the tournament the Director In Charge determines if the reported behavior is a complaint or a report. If the DIC determines it is a complaint it is submitted to the Disciplinary Committee Chairperson for processing. If it is determine to be a report it is forwarded to the District Recorder for later review.

Tournament Manager

The Tournament Manager is responsible for planning, scheduling and staffing for the day to day activities associated with conducting District 22 regional bridge tournaments. The Tournament Manager has the authority to make decisions pertaining to the operation of their tournament The Tournament Managers reports directly to the Tournament Committee Chairman.

Tournament Budget

The Treasurer provides each tournament manager a board approved budget. The tournament manager is expected to operate within 2% of the established budget. Over runs of more than 2% require the approval of the Tournament Committee. If the overrun exceeds 5% the Tournament Chairman submits a request to the Board of Directors for approval. The tournament budget is comprised of the following categories

Tournament Expenses

Hospitality	20%
Staff Expense	37%
Sanction Fees	14%
Operating Fees	10%
<u>Other</u>	<u>4%</u>
Total Expenses	85%
<u>Profit</u>	<u>15%</u>
Total	100%

The percentages are based on statistical data from previous tournaments spanning several years. The percentages are based on tournament revenue from entry fees. The tournament committee and treasurer work together to establish dollar amounts for each tournament. Expense items within each category are shown in the following table

Hospitality	Staff Expense	Sanction Fees	Operating Fees	Other
	ACBL Staff		Advertising	
Food & Beverage	Dir. Session Fees	ACBL Sanction	Ads	Free Plays
Candy	Dir. Transportation	Charity Sanctions	Fliers	Misc. Hotel Tips
Giveaways	Directors Hotel	Western Conference	Postage	Miscellaneous
Prizes	Directors Per Diem			
I/N Program	Director Assistant		Equipment	
Speaker Program	Office Space		Tables & Supplies	
Entertainment			Bridgemates	
Hospitality Suite			Timers	
	District Staff		AV Equipment	
	TM Hotel		Board Duplication	
	TM Per Diem		Storage space	
	Caddie Manager		Caddie Room	
	Caddie Fees			
	Staff Hotel		Services	
	Parking		Daily Bulletin	
			ACBL Hand Records	
			Hand Record Duplication	
			Tournament Setup	
			Tourn. Take Down	
			Photographer	

If for any reason the approved tournament budget is not available, the Tournament Manger can approximate the budget categories by multiplying the previous year's tournament revenue by the above percentages. If the tournament attendance is more or less that expected the hospitality budget can be increased or decreased accordingly by adjusting expected revenue and using the 20% guideline.

While the cost of the individual items included in these categories is variable every effort must be made by the tournament manager to remain within the over all tournament total expense budget of 85%. The District has additional administrative expenses. It is important that the combined tournament revenue produce enough profit to cover these expenses.

A sample tournament budget can be found in Appendix H.

The budget categories specifically controllable by the Tournament Manager include Hospitality and District Staff.

Hospitality

Hospitality expenses include, but are not limited to, the following: food and beverage; candy; section tops and overall awards; give-a ways, I/N functions, printed area restaurant lists; etc.

Special Food & Beverage Considerations

- Daily Hospitality Suite

Provision for a Hospitality Suite is allowed but there can be no additional room charge and can be held only if the hotel allows outside food and beverage.

- Use of hospitality coupons for a fixed amount off at the snack bar (\$1, \$2, etc) is recommended. It is popular with players as it allows them to purchase what they want at the snack bar, plus the cost and use of coupons is included in our contracted food & beverage commitment. An additional benefit of hospitality coupons is they self adjust the hospitality budget if attendance is less than or greater than estimated.
- Major Food Functions (anything that substitutes for dinner) after the second session are not allowed. A treat such as ice cream or a cup of soup is approved.
- Daily Hospitality Suggestions
 - Free Coffee before game time
 - Between Session food functions
 - Order at least 70-80 percent of the house
 - Snack Bar coupons
- General Policy-When a Sunday (or any other day) meal is provided, it is subsidized not complimentary. A \$5 charge per player will be charged to offset hospitality costs. (Applies to all tournaments). Table fee increase must be printed on the flier. Rather than an entry fee increase which is not popular with players, optional snack bar coupons can be substituted.

Staffing

ACBL Staff

The Director in Charge uses the number of events and an estimate of number of tables to determine the director staff, but the Tournament Manager needs to inform the DIC if attendance looks significantly up or down so staffing can be adjusted.

The ACBL sets the reimbursement rates for directors, but every effort should be made to use local directors to reduce transportation costs. The District pays the hotel expense and a per diem to the directors. The tournament manager coordinates with the hotel and DIC to ensure ACBL staff is assigned a staff rate room to control cost.

Tournament Staff

Tournament staff members include the tournament manager, hospitality chair, partnership chair, I/N chair, caddie master, photographer, and daily bulletin editor.

The Tournament Manager receives a stipend (see Appendix C1). The Tournament Managers may apply for mileage for up to two trips to the tournament plus reimbursement for miscellaneous expenditures necessary to perform his/her function. A room at the host hotel is automatically provided.

The Caddie Master is reimbursed a set fee (see Appendix C1) plus any caddie sessions worked. No other expenses are authorized by the Board of Directors.

These are the only tournament staff members that receive monetary compensation.

Staff members are provided free plays for their services.

Some staff members may have miscellaneous expenses - such as the bulletin editor or photographer. Such expenses require tournament manger approval.

Some staff members may be provided a room at the host hotel. This can occur for a variety of reasons and are provided as necessary at the discretion of the tournament manager. For this reason local vs. out of town support staff is recommended to control cost. Contractual comp rooms are bested used for this purpose. After the comp rooms have been exhausted, any remaining staff rate rooms are used.

All staff members plus caddies are reimbursed for parking.

Sanction Fees

Sanction fees are set by the ACBL and the Western Conference. Other fees incurred in a regional are GNT sanction fees and charity game sanction. All sanction fees are fixed and non negotiable.

Operating Expenses

Advertising

This includes printing and distribution of flyers, advertisements in the Western Conference Forum Newspaper, banners, posters, etc.

Equipment Rental

The majority of the tournament equipment is ordered from the Districts Equipment & Supply Provider. If requested quantities exceed their inventory, then supplemental amounts may be necessary. This can occur at larger tournaments such as Palm Springs. In some cases the service provider has no inventory such as BridgeMates. However, the District Board has approved the use of BridgeMates in all pair events. Such equipment is ordered directly by the Director In Charged. Some equipment is also provided by the host hotel or convention center - such as audio - visual. The duplicated board sets used in pair games are provided by an external vendor.

Services

Services include the daily bulletin editor and bulletin reproduction, the cost of the ACBL hand records used for board duplication, duplication of hand records for players, and tournament setup and take down.

Venue Contracts

The Tournament Manager must read the tournament and convention site contracts before making any decisions. It is important to know and understand the terms, conditions, restrictions, and limitations imposed by these contracts. You are bound by them. The Tournament Committee Chairman will provide a copy. Any questions or concerns related to the contract are to be directed to the Tournament Committee. Any contract provisions that cannot be fulfilled should immediately be reported to the Tournament Committee for resolution.

Contractual Information

It should be noted that the District does not pay any rental fee for the tournament playing area. Instead room and food and beverage commitments are negotiated.

Standard Room Rate

Special convention room rates (referred to by the hotel ‘Run of the House’) are negotiated for our tournament players. The Convention rate and the commitment are specified in the venue contract. Run of the house means previous Sunday check in and second Monday checkout

Staff Rate Rooms

- The number of staff room rates allotted is contract dependant.
Refer to the host hotel contract for specifics as each tournament is different.
- Usual staff rate is about 80-85% of convention (bridge) rate
- Best staff rate usage is for the directors, since we are responsible for their rooms
- Any remaining staff rate rooms may be allocated to the District staff as necessary

Accrued Comps

Accrued comps are based on actual rooms rented at the Convention rate. The exact number can not be known until the end of the tournament.

- Varies but normal agreement is one comp night accrued for each 50 room nights paid
Refer to the host hotel contract for specifics as each tournament is different. Some contracts may not have this clause.
- Suggested comp room allocation is for district tournament staff.
- Assign any unused accrued comp rooms to those rooms you must pay
 - Establish a house account for any room responsibilities not included above

Contractual Comp Rooms

Contractual Comp rooms are specified in the contract and are not dependent on the room commitment. Varies - Refer to the host hotel contract for specifics as each tournament is different... Suggested use is District tournament staff. It may include some of the following:

- one or two, 2-bedroom suites for run of tournament
- 2-4 complimentary junior suites
- a few upgrades - junior suites at regular bridge rates for example

Know how many staff and comp room are available as the tournament manager is responsible for room allocation and coordinates the room assignments with the host hotel.

- The Director In Charge will provide a the director list with their arrival/departure times
- Directors optionally pay their rooms themselves
- Director lodging is rectified by the Director In Charge and a full report given to the tournament manager and the treasurer at the conclusion of the tournament.

Food & Beverage

This is contractual commitment and the District is required to spend at least this amount on food and beverage. Determine if the amount spent at the Snack Bar is included in this commitment by referring to the contract.

For hospitality, it might be good to warn players, that when individual servings of anything are put out, they are limited to one vs. grabbing four or five.

Eating at the site (if there is food service).

Try to get the hotel management to understand that since the bridge players are all on the same schedule, they will tend to use the restaurants at the same time. Ask the hotel to be prepared for this. Discuss the possibility of setting up buffets and breakfast and dinner specials. Negotiate with the hotel for bridge players restaurant specials.

Using coupons for hospitality which are good for the snack bar is a great way to satisfy the snack bar amount sold requirement and save on labor charges

Check Cashing Policy

Player checks are the responsibility of the District. Please inform the DIC of your policy regarding accepting checks from the players. Normally you should allow the DIC to accept checks for the amount of the entry fee or less at his/her discretion. Checks for larger amounts can also be at the DIC's discretion, but you may want to have someone on the tournament committee available for approval of checks above the entry fee.

Tournament Manager Overview of Duties & Responsibilities

For each tournament there is a manager and usually a co-manager. Having a co-manager allows the work load to be shared and provides a backup should one of the managers not be able to continue this function.

Before commencing the activities associated with planning and conducting their tournament, the Tournament Manager must be thoroughly familiar with the following:

- The Tournament Management Handbook
- Host Hotel & Convention Center contractual requirements, commitments and restrictions,
- The Tournament Budget
- The roles of key support personnel - Tournament Committee, Director In Charge, District Board of Directors, etc,

The Tournament Manager follows the procedures as outlined in this manual. If for any reason the Tournament Manager is unable to comply with the established procedures or the Host Hotel and Convention Center contract provisions, a waiver request must be submitted to the Tournament Committee and is subject to their approval.

The Tournament Manager interfaces with and coordinates with the Director In charges prior to, during, and after the tournament as necessary.

Should you plan to play?

While it is not required to have a non-playing chair, it is advisable.

Your availability allows you to:

- ♣ Effectively and efficiently carry out your primary responsibility of seeing that the hotel or convention center staff performs their duties promptly,
- ♣ Make certain that your subcommittee chairs and their committees complete their assigned tasks,
- ♣ See that appropriate announcements are made,
- ♣ Act as a troubleshooter for any unexpected problems.

Having co-managers alleviates this situation as one can play while the other remains on duty.

The Tournament Manager

- 1) Recruits the people resources required to properly staff all functions (hospitality, partnership, I/N, caddie master, daily bulletin editor, and photographer) needed to successfully run the tournament. The Director staffing is the responsibility of the ACBL Director In Charge.
- 2) Ensures that each person knows and understands their role and is capable of performing their function. It is suggested that a copy of the task description is made available and discussed with each individual recruited.
- 3) Monitors and supervises all tournament personnel except for the directors and the caddies. Directors are the responsibility of the Director In Charge. Caddies are monitored by the directors and caddie master.

Tournament Management Handbook

4) Hotel and convention center interface

The Tournament Managers are the only District personnel authorized to make decisions, negotiate and make requests with host site personnel. This requires interfacing with the Catering Manager, Front desk and maintenance department just to name a few.

The objective is to be sensitive to hotel and convention center rules and regulations while at the same time sharing our needs with them thus promoting mutual understanding and respect of each other. This means never being confrontational, while always being positive, constructive and friendly. The District's image and reputation is in the hands of the Tournament Manager. .

5) Tournament Manager must perform or delegate or coordinate a large number of tasks all essential to running a successful tournament. Some background activities may appear automatic and transparent but the Tournament Manager needs to know who is performing each task and not assume something is being taken care of.

Required tasks include:

- 1) Establishing the event schedule
- 2) Production and distribution of the tournament flier
- 3) Advertising
- 4) Select and purchases prizes, awards and giveaways
- 5) Establishes the daily food and beverage menu
- 6) Monitors expenses vs. the approved budget
- 7) Equipment and Supplies including scheduling tournament setup and take down
- 8) Daily bulletin production
- 9) Monitor room reservations vs. contractual requirements
- 10) Coordinating the assignment of staff and comp rooms with the hotel.
- 9) Reporting

Do not try to do all the work yourself. It's better to get 10 volunteers to do 10 jobs than it is for you to do all ten jobs yourself. You need to be available at all times to make last minute decisions on emergencies,

A Tournament Manager checklist is available in Appendix A.

Tournament Manager Detailed Duties & Responsibilities

Staffing

Most of the functions are provided by volunteers. Some functions are paid positions. It is the responsibility of the Tournament Manager to select qualified individuals to these positions. Since the Caddie Master interfaces primary with the Director In Charge and the directing staff the Tournament Manager should confirm with the DIC that their selection is acceptable.

Examples of volunteer positions include:

- 1) Partnership chairperson
- 2) Hospitality chairperson
- 3) Education chairperson

Examples of paid positions include:

- 1) Tournament Manager
- 2) Caddie Master
- 3) Caddies

Functions that may require negotiated remuneration include:

- 1) Photographer
- 2) Daily Bulletin editor
- 3) Tournament flier production and printing
- 4) Daily Bulletin production costs

Partnership Chairperson

The staffing of this function is dependent on the tournament size. Some tournaments have a Partnership Chairperson that recruits the necessary support staff. Some tournaments are small enough that there is no additional support staff.

Partnership staff receive non monetary compensation in the form of free plays and parking.

Refer to Appendix X1 for a description of the responsibilities and duties of the Partnership Chair and their support staff.

Hospitality Chairperson

The Hospitality Chairperson recruits the necessary support staff. It is common to assign local units to provide support for a specified day during the tournament.

The Hospitality Chairperson receives non monetary compensation in the form of free plays and parking. Since the support staff is usually comprised of unit volunteers no compensation is provided to these volunteers.

Refer to Appendix X2 for a description of the responsibilities and duties of the Hospitality Chairperson and their support staff.

Intermediate & Novice Chairperson

There is local tournament function. Local committee members may optional be recruited by the chairperson. It is required that all tournaments have an I/N program. Beside the I/N program additional responsibilities include the speaker program, greet newcomers, introduce speakers, etc.

The amount budgeted for the Intermediate/Novice program is included in the hospitality budget. This amount is typically used for the I/N mailer, postage, special hospitality events, prizes and awards. Free plays may be offered to guest speakers as necessary

The Tournament I/N chair may optionally consult with or request assistance from the District 22 Education Chair.

Refer to Appendix X3 for a description of the responsibilities and duties of Intermediate & Novice - Education chairperson and their support staff.

Caddie Master

The Caddie Master is hired by the Tournament Manager and reports to her/him. However, during the tournament the Caddie Master reports to the Director in Charge. The caddie master selected does not need to be local but a free room is not approved. The Caddie Master receives standard pay as shown in Appendix C1 Standard Tournament Fees Parking is reimbursed.

Refer to Appendix X4 for a description of the responsibilities and duties of the Caddie Master

For small tournaments a Head Caddie may be substituted for the Caddie Master. Additional pay would be given to the Head Caddy. At this time Head Caddy pay standards have not been established.

The Caddie Master may double as a caddie at the standard session rate for caddies.

Besides providing the Caddie Master duties and responsibilities description, the Tournament Manager also provides copies of the **Caddie Assignments Worksheet and Caddie Expense Sheet. Use of these forms is not optional.**

Caddie Assignments Worksheet

Contains the names of the caddies and which sessions were worked (AM, AFT, PM) by day for entire tournament. This form is turned in to the Director In Charge along with the Caddie Expense sheet. The Director In Charge submits a copy of the Caddie Assignment Worksheet to the District Treasurer. (Refer to Appendix B1)...

Caddie Expense Sheet

The Caddie Expense Sheet contains the names of the caddies and the dollar amount to be paid to each. This form is turned in to the Director In Charge along with the Caddie Assignment Worksheet sheet... (Appendix B2). Caddie pay in excess of the standard session fee must be separately recorded (Misc. Addtl.) and described. The Director In Charge is responsible for paying

the caddies. The Director In Charge submits a copy of the Caddie Expense Sheet to the District Treasurer.

Caddies

The Caddie Master is responsible for hiring the needed caddies. This must be done at least 30 days prior to the tournament start. The standard caddie session fee can be found in Appendix C1 Standard Tournament Fees. A standard session is defined to be approximately 5 Hours. California minimum wage law applies.

Caddie duties and responsibilities may be found in Appendix 5.

ACBL has written a document for caddie masters. It can be obtained on the ACBL web site at <http://web2.acbl.org/documentlibrary/units/Caddie%20Guide.pdf>

Photographer

The tournament photographer is recruited by and reports to the Tournament Manager. Photographs are taken for the daily bulletins and/or the *Contract Bridge Forum* and include event winners, new life masters, and I/N events.

Standard compensation is in the form of free plays. Recommend 1 free play for every 2 sessions worked. However parking may be reimbursed. There may also be miscellaneous expenses for supplies (picture frames for example). All expenses must be pre-approved by the Tournament Manager.

Refer to Appendix X6 for a description of the responsibilities and duties of the tournament photographer.

Daily Bulletin Editor

The Daily Bulletin Editor is recruited by and reports to the Tournament Manager. The person hired to do this function must have a computer and the computer skills necessary for performing the task. The Director In Charge provides a data file after the second session each day containing player information and results for each event (available at approximately 7:30 PM). This file is read into a word processor to be edited and formatted for printing. This process can take up to 3-4 hours. The editor must write the front and back page which contains information about the next day's schedule, special events and advertisements for future tournaments. The tournament manager will need to coordinate with the editor regarding the content of these pages. Once the formatted and edited file is complete, it is printed and ready for copying. The bulletin master copy is taken to an all night print shop. Copies must be collated and stapled. The next morning the copies are picked up and delivered to the tournament playing area no later than one and a half hours before game time. If for any reason the editor cannot deliver to the printer that night or pickup the printed copies in the morning the tournament manager will need to find a volunteer courier. The Tournament Manager also needs to arrange for appropriate space where the bulletin can be produced, typically in the editor's hotel room.

The number of daily bulletin copies required is dependent on the tournament size. The tournament manager needs to coordinate the daily order size with the editor.

The Tournament Manager needs to include photo shoot time in the Daily Bulletin.

Printing costs will vary by location, depending upon the number of bulletins printed each day, the tournament size, and negotiations with the printer. The ACBL has an agreement with Kinko's that provides a 35% discount. Go to the ACBL web site to print a discount card.

Preparation costs may include a hotel room, a per diem stipend, a fixed dollar amount, free plays, or whatever is negotiated with the preparer.

Refer to Appendix 7 for more information on the daily bulletin.

Supervising

After staffing the tournament positions, the Tournament Manager monitors the persons providing the needed functions and service to ensure that everything is ready and in place prior to the tournament. A status/readiness meeting may be held prior to the tournament for this purpose.

The Tournament Manager provides a copy of the position description to the individual assigned to a task and answers any questions. The Tournament Manager monitors their staff during the tournament to ensure that all activities and services are being provided as planned.

After the tournament the Tournament Manger conducts a post mortem review/meeting with the tournament staff to determine what went right, what went wrong, and any correction actions or improvements necessary for the next tournament. The result of this meeting is documented and submitted to the Tournament Committee Chairperson. It is recommended that this be done as soon after the tournament as possible while events are fresh in everyone minds.

Tournament Event Schedule

The tournament manager coordinates the playing schedule and events with the Director In Charge and the Tournament Committee. Other knowledgeable persons such as the National Board Representative may be included in this activity as necessary. The effort to accomplish this task is frequently delegated and the role of the Tournament Manager may be minor. However it is the responsibility of the Tournament Manger to ensure the task is being completed and approves the final schedule along with the tournament committee. The Tournament Manager also verifies that the final schedule and the flier are approved by the ACBL before flier distribution or other advertising occurs.

Advertising

The Tournament Manager is responsible for advertising and promotion of their tournament. The usual methods include:

- ❖ Tournament Flier
- ❖ Forum Ads
- ❖ ACBL E-Blast
- ❖ I/N Invitation Post Card mailings
- ❖ Website advertising
- ❖ ACBL Bulletin Ads

The effort to accomplish these tasks is frequently delegated and the role of the Tournament Manager may be minor. However it is the responsibility of the Tournament Manger to ensure the tasks are being performed.

Tournament Flier

Before the tournament flier can be drafted several preliminary steps must be completed.

- ❖ Tournaments dates approved by the District Director In Charge and the Board of Directors
- ❖ ACBL sanction has been approved by the District Director In Charge
- ❖ Site Selection and venue contracts approved by the Board of Directors
- ❖ Tournament event schedule approved by the Tournament Committee after coordination with the District Director In Charge.

Tournament Flier Construction and Content

Once agreement has been reached on the event schedule the flier is drafted. The Western Conference Forum Office frequently provides this service. However the Tournament Manager also ensures that the flier is approved by the ACBL before flier distribution or other advertising occurs.

Special Notes:

Advertising a Hospitality Suite requires meeting the following criteria:

Provision for a Hospitality Suite is allowed but there can be no additional room charge and can be held only if the hotel allows outside food and beverage. If these conditions cannot be met or their status at time of flier printing is uncertain, do not advertise it.

Also free meals are not approved by the board and should not be advertised. This includes the between session break on Sundays.

Tournament Flier Review and Approval

Tournament Flier Review

The completed flier is submitted to the Tournament Committee for review.

The Tournament Committee Chairman distributes the flier for review by the Board of Directors. Any feedback is directed back to the Tournament Committee Chairman. Only changes deemed necessary by Tournament Committee are forwarded to the Tournament Manager.

Tournament Flier Approval

The Tournament Committee Chairman confirms the recommend changes have been made and approves the flier. This should be done prior to ACBL approval submission.

The tournament flier is submitted by the Tournament Manager to the ACBL Tournament Department for approval.

Flier Printing

The Tournament Manager is responsible for selecting a printer. The Western Conference Forum is frequently selected to perform the printing function. Printing cannot be performed prior to District 22 and ACBL approval. Authorization to print is given to the printer by the Tournament Manager.

Fliers need to be printed and ready for distribution a minimum of six months before the tournament starts. It is recommended that four to six thousand fliers be printed. Refer to Appendix E for printing details.

Flier Distribution

This function is performed by the Tournament Committee and is individually delegated

- D22/D23 Directors for display at Western Sectionals & Regionals
 - Club distribution
 - Available at all NABC
- Mail to selected tournament chairman outside Western conference

Refer to Appendix E for distribution information.

Forum Ads

Typically, District 22 runs ads in 2 or 3 issues prior to the tournament. Forum ad content requires ACBL approval. Place your first ad at least 3-4 months in advance. The same content and art contained on the tournament flier's front page is used. I/N Comp Ads are possible on a *Forum* space available basis.

Ads in *Southern California Bridge News* (D23 paper) are printed for free as we, in turn, run their ads at no charge.

ACBL Bulletin Ads

Ads in the ACBL Bridge Bulletin are expensive. The tournament committee makes this decision.

I/N Invitation Post Card mailings

This is expensive but a way to target a specific audience. Another possibility is for the District to subscribe to a bulk email service such as Constant Contact (constantcontact.com). The District would have to create and maintain the database containing the email address of the targeted audience. In this case only those who do not have an email account would need to be sent a postcard.

E-Blast

This service is available from the ACBL at no charge. Distribution is limited and depends on the number of competing regional tournaments. While the ACBL provides this service, the tournament manager must make the request along with distribution information. The tournament sanction number must be included on the email.

Note: Another possibility is for the District to subscribe to a bulk email service such as Constant Contact (constantcontact.com). The District would have to create and maintain the database containing the email address of the targeted audience. This is the same service used by the ACBL but the difference is the District would not be limited to one e-blast per tournament.

Print & TV publicity

- Provide news stories *w/photos* early with home town paper
- Invite local TV station news director to send a crew to the tournament. Perhaps arrange an interview with someone

Daily Bulletins

The Daily Bulletin should include ads for our next District 22 regional

Website

Website advertising has a low cost, but is limited to the number of people who know to go there.

Refer to Appendix F for supplemental advertising information.

Prizes, Awards and giveaways

Typical prize budgets are \$1.50 - \$2.00 for section tops, and \$2.00 - \$3.50 for overall awards, although prizes can be the same for both.

The number of awards needed can be estimated as follows:

5 per expected bracket in KO's (allows for 4, 5, or 6-person teams)

4 per stratification in Swiss Team and B-A-M games

12 per open pair session

12 per I/N session

Refer to Appendix G for information on possible vendors.

Daily Food and Beverage

Create a daily food and beverage (hospitality) budget. Take the approved Hospitality Budget amount and subtract your estimated other hospitality expenses (candy, section awards and giveaways for example). What remains is your daily food and beverage budget. Consult the venue contracts for any minimum food and beverage commitment. If the contractual amount is greater than your estimated daily food and beverage budget amount, notify the Tournament Committee Chairman immediately if the difference is greater than 2%. Coordinate with the Venue Catering Manager to confirm your daily menu needs.

Equipment & Supply Delivery Requirements

- Schedule equipment and supply delivery and pickup dates and times at least one month prior to the tournament start date
- Schedule Equipment delivery the day prior to the tournament
- Coordinate with Equipment Delivery Service (Refer to 2 C)
- Coordinate with the Host Hotel/Convention Center
- Coordinate with the Director In Charge
- The DIC arranges for a ACBL Staff person to supervise setup
- Have the hotel provide 3-4 carts near the loading dock to facilitate equipment and supply delivery.

Facility setup

- Coordinate with DIC the playing area layout
- Coordinate with the Host Hotel/Convention Center
- Arrange for required people power resources to perform these tasks
- Setup is the responsibility of the directing staff (Coordinate with the Director In Charge). The Standard fee for this service can be found in Appendix C1. The fee amount includes all labor costs associated with setup

When discussing with the hotel liaison find out what's going on the day AHEAD of the tournament; as set up can be a problem if the hotel/convention center have groups up to the last minute in the main playing area

Facility take down

Take down is the responsibility tournament staff. The tournament manager schedules the resource needed to perform this activity. The designated take down coordinator must confirm that what was delivered by the Equipment Service Provider is returned.

- Bidding boxes are closed, collected and neatly packed.
- Stanchions are dis-assembled and properly packaged.
- Tables are folded and stacked.
- Board sets are collected and properly arranged in their carrying cases.
- Supplies (unused entry slips, convention cards, pick up slips, extra playing cards, etc.), pencils, pencil sharpeners, table markers, time clocks are collected and neatly packed.
- If multiple rooms were used during the tournament all equipment and supplies must be consolidated in one pick up location.
- Have the hotel provide 3-4 carts near the loading dock to facilitate equipment and supply pick up.

Additional equipment ordered by the Director In Charge is the responsibility of the directing staff. However the take down co-coordinator needs to confirm that items from the Equipment Supply Provider are not accidentally mixed with the additional equipment.

Note that the Equipment & Supply Service Provider is not responsible for setup or take down. Refer to Appendix C2 Tournament Contacts for the Equipment & Supply Service Provider contact information.

Space and Equipment Considerations

- Offices are needed for the head director, desired for caddies and storage
- Secure a work room for pre-duplicating the bridge boards
- A lobby/foyer is preferred for free play pick ups and hospitality tables
- Direction signs should be clear throughout as to where games are sold and played
- If a snack bar is used, it should be near the 10:00/3:00 games' lunch break
- Allow ample floor space for several water stations, a selling area, supplies tables
- Have several trash cans spread out strategically throughout the playing area
- What are the hotel's rules about hanging our results on walls? Find out
- You need a large, visual area for the bookseller, away from the entry sellers
- Arrange for tables for directors in the playing area
- Availability of foyer/lobby space for hospitality, partnership, registration and vendor tables
- Plan & Schedule Audio-Visual support as required
- Arrange space for BOD meeting and the dinner menu
- If there are mirrors in the playing rooms, they must be covered.
- 6 and 8 foot tables needed.

These tables are needed for directors, partnership desk, hospitality desk, clocks, bookstore, supplies, water tables, etc.

- Impressing facility management with the need for continued maintenance of the water stations.

Equipment & Supply Service Provider Agreement

The Equipment & Supply Service Provider receives a fixed amount per table in play.

The table fee includes all the items listed below except for pick up and delivery... Refer to Appendix C1 and C2 for more information.

Equipment

- ❖ Card Tables
- ❖ Table Cloths
- ❖ Bidding Boxes include bidding cards
- ❖ Board Sets including cards
- ❖ Spare Decks of playing cards
- ❖ Stanchions
- ❖ Timers
- ❖ Table Markers
- ❖ Overhead Projector
- ❖ Projection Screen
- ❖ Pencil Sharpeners

Note: As each tournament is unique in its requirements, equipment requirements are coordinated by the Director In Charge and Tournament Committee Chairman. Quantities are based on historical data from previous tournaments. The Director In Charge emails the request to the Equipment & Supply Service Provider at least ninety (90) days prior to the tournament start date.

Refer to Appendix I for the Equipment & Supply Service Provider inventory list.

Additional Equipment

Normally, you should have available 10% to 15% more tables than expected for the maximum session.

Table Cloths are included in the equipment delivery if requested by the Tournament Manager. Table cloths are option at all tournaments except Palm Springs. Palm Springs requires over a hundred of the 'old' tables. For this tournament table cloths are required and automatically delivered.

Requests for equipment exceeding available inventory or items not available from the Equipment & Supply Service Provider are coordinated by the Director In Charge using other available sources

Rented Items

May Include

- ❖ Bridge Mate Servers
- ❖ Bridge Mate Scoring Units
- ❖ Timers
- ❖ Board Sets
- ❖ Bidding Boxes
- ❖ LCD Projector

Supplies

- ❖ Pair Convention Cards
- ❖ Swiss Convention Cards
- ❖ Entry Slips – Pairs
- ❖ Entry Slips – Teams/Ko's
- ❖ Pick Up Slips – Pairs
- ❖ Team Assignment & Reporting Slips
- ❖ Computer Paper
- ❖ Rubber Bands
- ❖ Paper Clips
- ❖ Masking Tape
- ❖ Pencils

Note: As each tournament is unique in its requirements, supply requirements are coordinated by the Director In Charge and Tournament Committee Chairman. Quantities are based on historical data from previous tournaments. The Director In Charge emails the request to the Equipment & Supply Service Provider at least ninety (90) days prior to the tournament start date

If the District must purchase additional supplies normally provided by the Equipment & Supply Service Provider, the cost of those supplies will be deducted from the per table fee paid, only if the quantity delivered is less than the quantity requested.

Services

Included in table fees

- ❖ Equipment Storage
- ❖ Supply Storage
- ❖ Supply Ordering
- ❖ Inventory Management

Not Included in table fees

- ❖ Truck Rental
- ❖ Tournament Delivery Labor
- ❖ Tournament Pick Up Labor

Duplicated Board Sets

Duplicated board sets are required for all pair events. The Director In Charge performs this task automatically. The DIC uses table count for this tournament from previous years to determine the number of board sets to order. The Tournament manger simply needs to verify the order has been placed. The Director In Charge provides the hand records to the board maker at that time. Refer to Appendix C2 for Board Duplicator Service Provider information.

The District provides a staff rate room for the service provider, but only if one is available. Cost of the room is the service provider responsibility.

Hand Records

Hand records are provided by the ACBL. Hand record copies for players are provide by the DIC. Duplication costs are charged to the District.

Other Expenses

Tips

Fifty dollars a day in five's is the suggested amount to request from the Director In Charge.

Free Plays

- District 22 Board members are given free plays
- Guest Speakers are given two free plays per lecture
- Appeal Committee members persons are given a free play if they participate on a committee

If you call a person in from home/business for a specific partner, issue a free play for that session only. If a person is "just standing around", already present, looking for a partner, they are not to be issued a free play.

Examples of other minor expenses include Free Play vouchers and Snack Bar. Coupons.

Tournament Reports

Monitoring the Room Night Sales

Room reservations are an indication of tournament attendance. This information can be used for example to adjust hospitality budgets, number of directors or caddies, supplies, etc. The hotels will provide this information if you request it. Some hotels have an on-line service for this purpose. Ask the hotel for a final tally at the end of the tournament. Also request a report on room attrition. Submit a copy of these reports to the Treasurer and Tournament Committee Chair.

The hotel contract has a provision for reducing the guaranteed room commitment with stated boundaries. The Tournament Manager does **not** have the authority to evoke this provision. However the Tournament Chair must be apprised of the situation and will discuss what action to take with the district's contract negotiator. Changing or missing the commitment has contractual and financial implications.

A report listing all rooms rented during the week using standard rate (not the tournament rate) can be requested. The list can be reviewed for tournament participants not included in the contractual room commitment. The hotel can be requested to adjust upwards the tally for contractual rooms.

Staff & Comp Room Allocation

The Tournament Manager coordinates with the hotel the allocation of staff and comp rooms. At the end of the tournament ask the hotel to provide a report on staff and comp rooms used. Identify errors if any and request appropriate adjustments. Submit a copy of this report to the Treasurer and Tournament Committee Chair.

Hotel and Convention Center Invoices

At the end of the tournament the hotel provides a detailed invoice on all food & beverage charges, room charges and special services such as audio/visual. The Tournament Manger must review these invoices for accuracy. Any discrepancies need to be brought to attention of the venue and resolved before approving the payment by the District Treasurer. Copies of these invoices are retained by the Treasurer and in the District Repository.

Additional Revenue Opportunities

The TM and local tournament committee have the option of increasing revenues. Increased revenues are possible by recruiting display booths, ads in the daily bulletin, or sponsors. At this time there are no guidelines for charging for these services.

Image

- Your tournament reflects the image of District 22 - look good!
- Don't shy away from producing classy, colorful ads and fliers
- Greet your people with a smile when they arrive
- Decorate your hall and rooms if possible
- Always maintain a very high quality of player hospitality
- Create custom appliqués that reflect your tournament, season, or city
 - Use nice posters with photos for your tournament speakers

Developing a partnership with the host venue is critical - Cultivating mutual respect.

Helpful hints

- Openness and honesty
- Be patient and cognizant of hotel time frames. They have lots of other customers
- Do not argue with the hotel representatives.
- Schedule at least one pre-tournament meeting with heads of the hotel departments
- Learn major hotel department heads and contacts by their first names
- Make note of who's on duty at all hours of the day
- If there is a change in site management, verify that tournament agreements are maintained.
- Don't try to plan too much too early but set agreeable deadlines and be sure to meet them.
- Beware of the little extras: extra mikes, extra rooms, extra presentation equipment, etc
 - Interfaces with site management to insure site availability/readiness.

Forms

The following forms are required

Tournament Checklist

Caddie Assignment Worksheet

Caddie Expense Sheet

Tournament Manger Expense Report Sheet

Free plays

Snack bar coupons

Partnership

Expense Reporting

All the Tournament Manager travel and out-of-pocket expenses are reimbursed (Mileage, Postage, Printing, Office Supplies, Decorations, Gifts, printing free plays and snack bar coupons, etc.). The Expense Report must be completed and receipts are required. Submit the expense report to the Treasurer at the end of the tournament.

ACBL Staff Evaluation

The ACBL has Performance forms for the tournament director staff. The DIC provides these forms to Tournament Manager. The TM completes and returns the tournament evaluation form to the ACBL Tournament Department.

Fund Raising

The Tournament Manager works with all Board members and any other interested individuals to seek sponsorship from individual and/or corporate sources. A individual; or business or corporation may sponsor specific events (for example: the I/N program), or all events for a specific day, or any or all events.

Insurance

All Sectional and Regional tournaments for which the ACBL issues a sanction are covered under a general liability and property damage policy. A certificate of coverage can be obtained by contacting the insurance agent.

Appendices

Appendices

Appendix A Tournament Manager Check List
Tournament Check List & Status
 Part I

Tournament: Name		Tournament Dates		
Tournament Manager(s)		Status Date		
Venue Contacts	Name	Phone		
Convention Mgr.				
Catering Manager				
Facilities Mgr,				
Tournament Manager Staffing Status				
Staff Position	Responsibility	Contact – Phone	Contact - eMail	
Partnership				
Hospitality				
Caddie Master				
Publicity				
I/N Program				
Daily Bulletin				
Photographer				
Tournament Manager Task Status				
Task	Timeframe			
Event Schedule	Completed prior to flier preparation			
Tournament Flier			ACBL Sanction Nbr.	
Preparation	6 – 12 months prior to start date			
Review	Tournament Committee		Board	
Approval	ACBL		Tour Comm. Chair	
Printing			Cannot print prior to approval	
Distribution				
Advertising				
Forum Ad Dates				
I/N				
e-Blast				

Tournament Check List & Status
Part II

Awards	Selection	Vendor	Quantity	
Awards	Order Date	3 months prior	Received Date	
Equipment & Supply	Service Provider Contacted	30 days prior	Reconfirm	7 –days Prior
Delivery Date				
Pick Up Date				
Tournament Site				Always the Day Before Start Date
Setup	Date		Time	
Schedule				
Coordinate With	Director In Charge	Venue	Caddie Master	
	Assigns Dir.	Approves Schedule Resources	Provide Resource (if requested)	
Tournament Site				
Take Down	Date		Time	
Schedule				
Coordinate With	Director In Charge	Venue	Caddie Master	
	Assigns Dir.	Approve Schedule Resources	Provide Resource (if requested)	
Food & Beverage	Coordinate with Catering Manager			
	Morning	Aft Session Break	Evening	Snack Bar Avail.
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Sunday				

Tournament Check List & Status

Part III

Daily Activity	Daily Staffing		Task Desc.	Training	
Partnership					
Hospitality					
Caddie Master					
Publicity					
Speaker Program					
Speaker Intro.					
N/I Program					
Daily Bulletin					
Photographer					
Tournament Appeals					
Facility Readiness					
Director's Office					
Board Dup Office					
Hospitality Desk space & tables					
Partnership Desk space & tables					
Directors tables					
Selling Area tables					
Water stations					
Trash cans					
Audio-Visual Eq.					
I/N Room					
Bookseller Space & tables					
BOD meeting rm.					
BOD Dinner Menu					
	Avail. #	Alloc. #			
Staff Rate Rooms					
Accrued Comps					
Contractual Comps					
Reports				Distribution	Distribution
Room Nights	Final		Attrition	Tournament Mgr.	Treasurer
Room Occupants	City, State, Zip				Treasurer
Venue Invoices	Detailed – by day			Tournament Mgr	Treasurer

Appendix B1 Caddie Assignments Worksheet

Appendix C1 Standard Tournament Fees 2010

Description	Standard Fee Amount
Tournament Manager	\$100 per diem per day (\$150 if co-managers)
Caddie Master	\$300 per tournament
Caddies	\$40 per session (5 Hours maximum)
Tournament Setup (ACBL Staff – contact DIC))	\$300 (Palm Spring only \$600)
Tournament Take Down (TM assigns resources)	\$20 per individual assigned
Equipment & Supply Service Provider	\$1.80 per table in play
Duplicated Board Sets	\$15 per set (60 set min.) / \$12.50 per set after min.
Card Fees	\$12 per session
California Minimum Wage	\$8.00 per Hour

Appendix C2 Tournament Contacts 2010

Contacts	Phone	email	Title
Jon Wright	619 462-6012	jonawright@cox.net	Tournament Comm. Chairperson
			Tournament Comm, Member
Fran Schwartz	949 855-4326	franschw@comline.com	Tournament Comm, Member
Betty Bratcher	760-724-1222	brapid@cox.net	Director In Charge
Ken Dischner	714-767-8169	kdischner@msn.com	Equipment & Supply Service Provider
Rex Latus	760-781-3320	kingrexus@aol.com	Equipment & Supply Liaison
Butch Campbell	662-253-3162	Butch.Campbell@acbl.org	ACBL Tournament Department
Ken Monzingo	619 220-0209	KenM@KenMonzingo.com	Forum Publisher
Ken Monzingo	619 220-0209	KenM@KenMonzingo.com	National Board Representative
Dan Williams	720 490-6998	bigelk1999@aol.com	Board Duplication Service Provider
Dan Williams	720 490-6998	bigelk1999@aol.com	Book Vendor
Michelle J, Kubaiko	901-321-1158 901-321-1000	MichelleK@lpinsurance.com	Lipscomb & Pitts Ins. , LLC Great American Ins. Company
Joel Hoersch	858-336-1508	joel@contractbridgeforum.com	District22 Forum Editor
Patrick Page	760-363-0062	patspage@hotmail.com	

Appendix C3 Hotel & Convention Center Contacts

Contacts	Phone	email	
Ken Monzingo	619 220-0209	KenM@KenMonzingo.com	D22 Site & Contract Negotiation
			Riverside - Marriott
			Riverside – Mission Inn
			Riverside Convention Center
			San Diego – Town & Country
			Orange County Hyatt
			Palm Springs – Westin Mission Hills
			Ventura - Marriott

Appendix E Tournament Flier Printing & Distribution

Tournament Flier Construction and Content

Once agreement has been reached on the event schedule the flier is drafted. Currently the Western Conference Forum Office provides this service. However the Tournament Manager confirms the assignment and also ensures that the flier is approved by the ACBL before flier distribution or other advertising occurs.

The starting times for daily events have been standardized for all Tournaments. All morning events start at 10:00 AM and afternoon events at 3:00 PM. Minor variations such as 10:30 and 3:15 to accommodate local conditions such as traffic are approved.

The number of boards for pair game has been standardized at 26 - 28 boards depending on section size.

Standard information on the front of the flier includes:

Tournament Name and Dates

Tournament highlights such as;

- Free Coffee
- Electronic Scoring
- Parking information
- Duplicated boards in pair games

Note that advertising a Hospitality Suite requires meeting the following criteria: Provision for a Hospitality Suite is allowed but there can be no additional room charge and can be held only if the hotel allows outside food and beverage. If these conditions cannot be met or their status at time of flier printing is uncertain, do not advertise it.

Also free meals are not approved by the board and should not be advertised. This includes the between session break on Sundays.

Tournament Staff and Contact Information (e-mail and/or phone)

- Tournament Manager
- Partnerships
- Director In Charge and the ACBL Sanction Number

Hotel Information including Bridge Rates, Reservations, address, driving information, etc.

Card Fees

Standard session fees are established by the Board of Directors. There is always an incremental charge required by the ACBL for non and unpaid members. There are no authorized discounts. Sunday Swiss and Pair fees are adjusted to include a subsidy for a

play through lunch unless other provisions have been made (Optional snack bar coupons for example). The Sunday lunch should never be advertised as free.

Event Summary including session start times

- Knockout Teams
- Swiss Teams
- Pair Games
- Intermediate & Newcomer

Standard information on the back of the flier includes:

- Tournament Name
- Daily Schedule including day, date and session times
- Stratification information

Tournament Flier Review and Approval

Tournament Flier Review

The completed flier is submitted to the Tournament Committee for review.

The Tournament Committee Chairman distributes the flier for review by the Board of Directors. Any feedback is directed back to the Tournament Committee Chairman. Only changes deemed necessary by Tournament Committee are forwarded to the Tournament Manager.

Tournament Flier Approval

The Tournament Committee Chairman confirms the recommend changes have been made and approves the flier. This should be done prior to ACBL approval submission.

The tournament flier is submitted by the Tournament Manager to the ACBL Tournament Department

Flier Printing

The Tournament Manager is responsible for selecting a printer. The Western Conference Forum is frequently selected to perform the printing function. Printing cannot be performed prior to District 22 and ACBL approval. Authorization to print is given to the printer by the Tournament Manager. Fliers need to be printed and ready for distribution a minimum of six months before the tournament starts. It is recommended that four to six thousand fliers be printed.

Flier Distribution

- D22/D23 Directors for display at Western Sectionals & Regionals
 - Club distribution
 - Available at all NABC
- Mail to selected tournament chairman outside Western conference

Forum Ads

Typically, District 22 runs ads in 2 or 3 issues prior to the tournament. Forum circulation is about 20,000. Forum ad content requires ACBL approval.

Place your first ad at least 3-4 months in advance. The same content and art contained on the tournament flier's front page is used.

I/N Comp Ads are possible on a *Forum* space available basis.

Ads in *Southern California Bridge News* (D23 paper) are printed for free as we, in turn, run their ads at no charge.

ACBL Bulletin Ads

Ads in the Bridge Bulletin are expensive. Their circulation is approximately 160,000. The tournament committee makes this decision.

I/N Invitation Post Card mailings

This is expensive but one way to target a specific audience.

Note: Another possibility is for the District to subscribe to a bulk email service such as Constant Contact (constantcontact.com). The District would have to create and maintain the database containing the email address of the targeted audience. In this case only those who do not have an email account would need to be sent a postcard.

E-Blast

This service is available from the ACBL at no charge. Distribution is limited and depends on the number of competing regional tournaments. If there is only one other tournament at the same time, we could receive an E-blast to over half the US. The ACBL will send a blast to requested districts. The tournament sanction number must be included.

Note: Another possibility is for the District to subscribe to a bulk email service such as Constant Contact (constantcontact.com). The District would have to create and maintain the database containing the email address of the targeted audience.

Appendix F Supplemental Advertising Information

Forum Ads

Ads in the *Contract Bridge Forum* currently run \$300.00 per half page, per issue. In addition Ad Production: is \$50-75.

ACBL Bulletin Ads

- Expensive: \$920 half page

I/N Invitation Post Card mailings

Post Card Production: *Forum* office \$35

Printing: House of Ideas \$200

Ink Jet card labeling at the printer \$105

Postage: House of Ideas/postage permit: \$280 (2008 rates)

Mailing labels: can be obtained from the Director In Charge. District 23 and District 17 I/Ns can also requested.

D16 Scorecard Ads (4000 circulation)

- Inexpensive Texas bridge newspaper - about \$90 for quarter page ad
- Published every other month (mailed to District 16)

I/N Invitation Post Card mailings

E-Mail Blasts no/charge

- ACBL will send a blast to requested districts, include sanction number
- The *Forum* office will prepare the e-mail blast for you
- Starwood Properties will send a blast they produce to their list

Website Advertising

Production Costs: Forum Office

Site Building Production Charge: \$50

Domain Name (annual charge \$20)

Monthly cyber space charge (\$7.50)

Linked to Western Conference & D22 web pages and to ACBL tournament page

Website contents include:

The tournament daily schedule (back of flier)

Hotel Reservation Information

Tournament Contacts

Features: Tournament Highlights

Other suggestions include:

- ❖ History, photos and/or virtual tours of venue and city
- ❖ Show adjoining or nearby shopping areas and favorite eateries

Appendix G Miscellaneous Tournament Information

Appendix G1 Prizes & Awards Vendor Information

Section Top Awards, Price Range: \$2.00-5.00

- Promoting You, Inc. has been a major supplier
- Buy in large quantities, use price breaks, ask for on sale items, close outs
- Popular: T-shirts, Stuffed animals, clothing bags, convention card holders
- Not very Popular: Coffee cups, pens, playing cards, luggage tags

Custom Appliqué suppliers

- Online: *advanteemb@optonline.net* (Darren)
- Local: Promoting You, Inc. *jim@promotingyouinc.com* (Jim Davidson)
- Local: Ted Rogers of Palm Springs: *thespian.tr@gmail.com*
- Order large quantities @ 35-55 cents each - usually with a \$20-40 set up fee

Appendix H Tournament Budget Detail Table

2009 District 22	Riverside		San Diego		Orange Co		Palm Springs	
Tables	1215		1833		1700		3010	
Tables/Director Session	17.23		15.53		17		19.05	
Entries @ 44	\$53,460		\$80,652		\$74,822		\$144,480	
Non memb	\$42		\$130		\$60		\$130	
Less fill-ins	-\$154		-\$243		-\$1,243		-\$1,332	
Cash over/under			\$43		\$243		\$59	
Other	\$22							
Total Income	\$53,370		\$80,582		\$73,882		\$143,337	
Hospitality, food & bev	\$12,757	23.9%	\$10,417	12.9%	\$13,661	18.5%	\$27,733	19.3%
Candy & Hosp Suite	\$521	1.0%	\$581	0.7%	\$2,088	2.8%	\$3,786	2.6%
Giveaways & Prizes	\$400	0.7%	\$1,556	1.9%	\$582	0.8%	\$5,065	3.5%
Total Hospitality	\$13,678	25.6%	\$12,554	15.6%	\$16,331	22.1%	\$36,584	25.5%
ACBL Sanction	\$5,008	9.4%	\$7,546	9.4%	\$6,901	9.3%	\$12,318	8.6%
Charity Sanctions	\$198	0.4%	\$192	0.2%	\$284	0.4%	\$238	0.2%
Western Conference	\$2,728	5.1%	\$3,375	4.2%	\$3,665	5.0%	\$6,281	4.4%
Total Sanction Fees	\$7,934	14.9%	\$11,113	13.8%	\$10,860	14.7%	\$18,837	13.1%
Director Session Fees	\$9,876	18.5%	\$16,882	21.0%	\$14,346	19.4%	\$25,603	17.9%
Transportation	\$918	1.7%	\$1,802	2.2%	\$1,537	2.1%	\$4,487	3.1%
Hotel	\$4,064	7.6%	\$3,797	4.7%	\$5,187	7.0%	\$9,975	7.0%
Per Diem	\$2,213	4.1%	\$4,000	5.0%	\$3,488	4.7%	\$7,862	5.5%
Caddy Fees	\$2,348	4.4%	\$4,015	5.0%	\$3,449	4.7%	\$5,440	3.8%
Manager Per Diem/Hotel	\$1,688	3.2%	\$1,200	1.5%	\$1,993	2.7%	\$800	0.6%
Total Staff Expense	\$21,107	39.5%	\$31,696	39.3%	\$30,000	40.6%	\$54,167	37.8%
Ads & Flyers	\$1,459	2.7%	\$1,905	2.4%	\$1,155	1.6%	\$2,481	1.7%
Daily Bulletin	\$380	0.7%	\$1,530	1.9%	\$462	0.6%	\$2,079	1.5%
Tables, Supplies	\$2,355	4.4%	\$3,424	4.2%	\$3,155	4.3%	\$5,448	3.8%
Duplicate Boards	\$600	1.1%	\$1,031	1.3%	\$825	1.1%	\$1,563	1.1%
Hand Records ACBL		0.0%	\$232	0.3%	\$144	0.2%	\$304	0.2%
Hand Records Printing	\$308	0.6%	\$521	0.6%	\$346	0.5%	\$587	0.4%
Total Operation Exp	\$5,102	9.6%	\$8,643	10.7%	\$6,087	8.2%	\$12,462	8.7%
Free Plays	\$671	1.3%	\$759	0.9%	\$1,034	1.4%	\$1,788	1.2%
Tips	\$130	0.2%	\$255	0.3%	\$32	0.0%	\$75	0.1%
Hotel/Comps						0.0%	\$1,573	1.1%
AV Equipment	\$1,655	3.1%			\$507	0.7%	\$4,538	3.2%
Misc	\$361	0.7%	\$253	0.3%		0.0%	\$1,134	0.8%
Total Other	\$2,817	5.3%	\$1,267	1.6%	\$1,573	2.1%	\$9,108	6.4%

Appendix I Equipment & Supply Service Provider Equipment Inventory

Tournament Equipment Inventory		
August 2010		
Equipment	Owner *	Quantity
New Endura Tables	D22	175
New Endura Tables	KD	50
Old Tables	KD	312
Table Cloths	D22	298
Boards w/Cards 30 Sets	KD	28 Sets of 36
Bidding Boxes	D22/D23	1400
Table Markers	KD	A - Z Tables 1-17
Stanchions	D22/D23	A - Z (26)
Timers	D22/D23	2
Timer Tripod	D22/D23	1
Overhead Projector	KD	1
Screen	D22/D23	1
Pencil Sharpeners	KD	4
* Owner	KD	Ken Dischner
	D22	District 22
	D22/D23	Joint Ownership

Appendix X Tournament Staff – Position Descriptions

Appendix X1 Partnership Desk Duties & Responsibilities

The responsibility of the Partnership Desk is to assist players in finding a partner or teammates. The Tournament Manager recruits a chairperson for the Partnership Desk. It is the responsibility of the Partnership Chair to find the volunteers needed to staff this function. It is common to assign local units to provide support for a specified day during the tournament. The Partnership Chair reports to the Tournament Manager.

Arrange for the staffing of the Partnership Desk.

If more than one person is needed to staff the partnership desk the partnership chair finds the additional staff. The partnership staff is available one hour prior to game time.

Pre-Tournament Arrangements

Occasionally partnership requests are submitted prior to the tournament. Some pre-matches may be possible. In these cases the chair may advise players and provide contact information. A Player Information Card is also completed and made available at the partnership desk on game day.

Player Information Card

The Partnership Desk provides player information cards which contain the player's name, number of master points, system played, event(s) and contact information. Anyone requesting partnership assistance is asked to complete this card. The partnership desk provides assistance by matching compatible players and making introductions.

Waiting area

Provide a waiting area with chairs for the convenience and comfort of those waiting to be paired.

I/N Partnership Desk

Maintain a separate partnership desk for IN players if possible. This is recommended when I/N events are scheduled in a separate room from the main games.

Appendix X2 Hospitality Desk Duties & Responsibilities

The Tournament Manager recruits a chairperson for the Hospitality Desk. It is the responsibility of the Hospitality Chairperson to find the volunteers needed to staff the hospitality desk. . It is common to assign local units to provide support for a specified day during the tournament. The Hospitality Chair reports to the Tournament Manager.

Please note that the people staffing the hospitality desk at the tournament need to be able to answer all types of questions. When they can't come up with the answer, they need to find the answer and get back to the player with the answer.

The Hospitality Desk performs the following functions

- Distribute Session Awards
- Provide information on near by restaurants including
 - Menus
 - Maps
 - Directions
- Act as the lost & found center
- Provide information on available transportation
- Provide information of local points of interest
- Provide information on local clubs
- Know what events are being played and where
- Answer player questions

Prior to the tournament the Tournament Manager and Hospitality chair work together to create a restaurants guide. Visit the restaurants to gather menu information and inquire about discounts for bridge players.

Appendix X3 I/N Program Chair

The **Intermediate/Novice Chairperson** is responsible for coordinating the I/N program at tournaments. This includes:

1. Schedule guest speakers and teachers for five days (Tuesday through Saturday,) using local teachers, if at all possible, to add drawing power with players in the area.
2. Encourage participation by newer players through advance advertising, prizes, pictures, etc.
3. Be present to greet newcomers and to introduce speakers.
4. Offer a full schedule of events.
The ACBL recommends games for 0-5, 0-20, 0-50, 0-100 and 0-200 players each session, or games can be run as stratified.
- 5) Provide hand records with analysis
- 6) Obtain a separate playing room (or specific area of the main room) for the IN games.
- 7) Plan a special IN reception or party to welcome the newer players
- 8) Set up a partnership desk in the area where they are going to play.
- 9) Work with area teachers to get them to bring their students to the tournament.
- 10) Take pictures of the IN winners.

The Tournament Manager or Tournament I/N Chairman may request assistance from the District Education Chairman if necessary.

Appendix X4 Caddie Master Responsibilities

Caddie Master

The Caddie Master is hired by and reports to the Tournament Manager. During tournament play the Caddie Master reports to the Director In Charge.

The Caddie Master uses the number of events and the table estimate to staff the regional. Coordination with the Director In Charge is required.

The Caddie Master is responsible for hiring training/instructing the caddies. He assigns caddies for each event and session and coordinates the assignments with the Director In Charge. The Caddie Master is responsible for ensuring that the caddies' duties as defined are performed in a timely and efficient manner.

The Caddie Master is required to submit two forms at the end of the tournament to the Director In charge.

Caddie Assignments Worksheet

Contains the names of the caddies and which sessions were worked (AM, AFT, PM) by day for entire tournament. This form is turned in to the Director In Charge along with the Caddie Expense sheet. The Director In Charge submits a copy of the Caddie Assignment Worksheet to the District Treasurer. (Refer to Appendix B1)...

Caddie Expense Sheet

The Caddie Expense Sheet contains the names of the caddies and the dollar amount to be paid to each. This form is turned in to the Director In Charge along with the Caddie Assignment Worksheet sheet... (Appendix B2). Caddie pay in excess of the standard session fee must be separately recorded (Misc. Addtl.) and described. The Director In Charge is responsible for paying the caddies. The Director In Charge submits a copy of the Caddie Expense Sheet to the District Treasurer.

The Caddie Master is responsible for the following:

Primary Responsibilities

1. Recruit caddies well in advance of the Tournament
2. Train the caddie's
3. Assign caddies to sessions and sections.

Before the Tournament

1. Prepare playing area: put out bidding boxes,
2. Become familiar with how the sections are arranged.
3. Prepare a separate area or room for needed supplies.
4. Hold an orientation meeting if necessary to explain what will be expected of caddies.
5. Provide a copy of the caddie duties and responsibilities to each team member.

During the Tournament

Tournament Management Handbook

Prior to the start of play each day

1. Check caddies in
2. Check with Directors to determine the number of caddies needed.
3. Assign caddies to their respective sections for the entire day.
4. Inform the Director In Charge of the names of the caddie on duty and their assignments.
4. Keep a record of caddie sessions
 - Caddie Assignment Worksheet (required)
 - Caddie Expense Sheet (required)
5. Monitor caddie performance. (Check with the Director In Charge)

If for any reason the Caddie must leave the playing area he/she must check out with the Director In Charge.

After the Tournament

Submit caddie & Caddie Master payment forms to the Director In Charge.

- Caddie Assignment Worksheet (required)
- Caddie Expense Sheet (required)
- Tournament Take Down

Appendix X5 Duties and Responsibilities of Caddies

Duties and Responsibilities of Caddies

1. Be clean and neatly dressed.
2. Arrive at least 30 minutes before scheduled game time.
3. Check all bidding boxes for completeness and inspect cards in the boards (Swiss & KO's).
 - a) Fix incomplete bidding boxes
 - b) Replace worn or dirty cards
 - c) A container labeled "Incomplete Boxes" is available. Place all incomplete/damaged boxes in this container. This prevents them from being put in play again and facilitates maintenance. The District will review this contained periodically and provide replacement sets as needed.
4. Spare cards for board sets used for team and KO play are delivered. Replace dirty or damaged cards when necessary.
5. Set up the playing area with table markers, pencils, score slips, etc. before each game.
6. Be polite and non-reactive to rude players. Report any incidents or out-of-hand situations to the Director in Charge.
- 7) Sharpen pencils daily.
8. Collect score slips in pair games and/or move boards in team games.
9. Collect entry slips
10. Assist directors in investigating incorrect scores.
11. Run errands for the Directing Staff.
12. During their assigned sessions caddies take direction form the Director In Charge and the directing staff.
13. Assist players in summoning directors.
14. Make sure all score slips are turned in to Director.
- 15 Collect the boards and other supplies after the session.
16. Assist in take down after the tournament. Make sure that all equipment and unused supplies are picked up, neatly packed and placed in the pick up area.
 - Bidding boxes are to be neatly packed in their container and not just dumped in.
 - Table markers are to be in complete sets and in numerical order. If a event use markers 1 through 10 ensure that they are reunited with 11 though 17.
 - Board set are to be in numerical order (1-36) and in complete sets.
 - Loose supplies are bundled.
 - Miscellenous items like pencils, pencil sharpeners, spare playing cards, table cloths, etc are Accounted for.
17. Keep the playing area neat and clean - before, during and after play.

Appendix X6 Tournament Photographer

The Tournament Photographer is recruited by and reports to the Tournament Manager.

The photographer take pictures of event winners including the I/N and new life masters. The photos may be used by the daily bulletin editor, the Contract Bridge Forum, and on the Forum or Western Conference web sites.

It's difficult to assign a daily time for photo operation due to events finishing at different times. Photo shoot times should be coordinated with Tournament Manager who will also list them in the Daily Bulletin.

The tournament photographer should follow these guidelines:

1. Shoot "bust" shots
2. Select a light background,
3. Use a flash, do not shoot outdoors
4. Keep the subjects' heads close together.
5. Teams may be four, five or six members, but get them all in close - you may need to stand some in front of others.
6. Before you shoot, record the player names and list them in order from left to right, using hyphens between each name.

Example: Gayle Andrews - Hal Binder

7. Photo captions should contain two lines only:

Life Masters - Name and City/State

Judy Smith

Dallas, Texas

Event Winners

Open Pairs

Judy Smith - Dan Green

Knockout Teams Bracket I

Bill Jackson - Sally Jackson - Tom Lesser - Judy Moore

8) If someone is missing, do not list that person (or N/A). The photo caption is for the players in the photo only.

9) Arrangements need to be made to distribute photos to the daily bulletin editor and the Forum Office.

10) Provide a location where players make pick up their personnel complimentary photo

Appendix X7 Daily Bulletin

There is no specific template used to create the daily bulletin.

The Daily Bulletin Editor is hired by and reports to the Tournament Manager. The person hired to do this function must have a computer and the computer skills necessary for performing the task.

Daily Bulletin Preparation Overview

The Director In Charge provides a data file after the second session each day containing player information and results for each event (available at approximately 7:30 PM). These files are read into a word processor to be edited and formatted for printing. This process can take up to 3-4 hours. The editor must write the front and back page. Coordination with the Tournament Manager is needed regarding the content for these pages. Once the formatted and edited file is complete, it is printed and ready for copying. The bulletin master copy is taken to an all night print shop. Copies must be collated and stapled. The next morning the copies are picked up and delivered to the tournament playing area no later than one and a half hours before game time. The Tournament Manager must arrange for appropriate space where the bulletin can be produced, typically in the editor's hotel room.

Daily Bulletin Detail Information

Prepare 6 templates (Mon-Tue, Wed, Thu, Fri, Sat, Sun) for the front covers

Find a suitable logo for the top of the front page (usually the flier artwork)

Update/add any schedule or venue info and prepare the next day's cover (front& back)

Include information regarding hospitality, parking, speakers, etc. for the back of the cover page.

Add a reminder on upcoming tournament dates on the cover.

The Director In Charge provides two sets of ".txt" files around 7:30 p.m. containing the winner's list and the game recaps. Open the winner files using a text editor (example MS Word) The winner file is a bit messy and spread apart. It needs to be edited - font size reduction, page width increase and removal of extraneous line spacing. Repeat this process using the game recap file. Merge (copy & paste) all the winner files creating a bulletin file. When merging the files the overalls come first followed by the section data by event. The section data should be truncated, if necessary, to prevent the last page having just a few lines.

If you have a copy machine

Purchase day-glow paper for the front cover.

Make copies of the front and back covers.

When a couple of bulletin pages are ready, print them and make double sided copies (these are now Pages 3 & 4 of the next day's bulletin). During copying continue working on Pages 5 & 6.

Print the required number of copies.

Collate and staple the package.

Deliver to the hospitality desk by 8: 30 AM.

If you do not have a copy machine

1) Delivery the master copy to an all night printing service provider (Example: Kinko's)

Printing costs will vary by location, depending upon the number of bulletins printed each day. The ACBL has an agreement with Kinko's that provides a 35% discount. Go to the ACBL web site to print a discount card.

To obtain the discount count card go to the ACBL web site at <http://www.acbl.org/>
 In the ACBL Site Search text box enter [kinko discount] and click the Go button
http://www.acbl.org/news_archive.php?id=469
 This page contains the link
<http://web2.acbl.org/documentlibrary/marketing/ACBLdiscountcard.pdf>

- 2) Order the appropriate number of copies
- 3) Specify the day-glow paper color for the front cover
- 4) Specify double sided
- 5) Specify collate & staple
- 6) Request 8:00 AM pickup

When finish creating the bulletin file, convert the “.doc” to a “.PDF” and upload the bulletin to the web site via FTP. Also upload the “.txt” recaps with everybody's results the District Webmaster has set up the web site to receive them as “.txt”, otherwise convert them to PDF format.

Use day-glow colored for front covers. The Sunday cover is usually on white paper. Remember to get a thank you message from the Tournament Manager for the Sunday cover.

Hospitality uses the bulletin to cross off winners who have collected their prizes, so I always set one aside for the Hospitality desk.

Ask the Director In Charge to generate a total point winner's list for the Sunday paper, but it doesn't include late Saturday or Sunday. Get an update point winner list Sunday night and upload that list to the web site.

Based on 2010/2011 Table Counts

Daily Bulletin	Estimated copies per day						
	Tue.	Wed	Thurs.	Fri.	Sat.	Sun.	Total
Riverside	250	250	250	200	200	125	1275
San Diego	300	300	300	250	250	150	1550
Orange County	300	300	300	250	250	150	1550
Ventura	200	200	200	200	200	150	1150
Palm Springs	600	600	600	500	500	250	3050

Small Tournaments - Ventura 200/day with less on weekends

Medium Tournament - Riverside - Orange County - San Diego 250- 300/day with less on weekends

Large Tournament - Palm Springs 500/day with less on weekends

This equates to estimated daily table count times 4 players times 50%.

If you are using your own copy machine, purchase enough paper for the week. Paper comes in packs of 500 sheets. Don't forget the day-glow colored paper for the front cover. When ordering paper you will need to factor in the number of pages per copy.

Appendix X8 Tournament Appeals Chair & Committee

The Tournament Appeals Chairman (TAC) must be a person with a comprehensive knowledge of the game and its rules and regulations. Appeals committee experience is a plus. The Tournament Appeals Chairman needs to know a large number of players at all levels of skill.

When a Tournament Director notifies the TAC that an appeal has been requested, the TAC should get the names of appealing and non-appealing side. Their relative levels and skills should be determined.

The TAC should solicit players for the committee. Knowledgeable lower-level players are perfectly acceptable in most cases, and certainly at least one peer of the participants is desired. Individuals appointed to serve on these committees are expected to be impartial. Obviously, no friend, partner, or other potentially biased persons should be solicited. The TAC may sit on the committee if there is difficulty in finding enough volunteers to serve. If at all possible, the committee should be composed of players from a different event

The TAC should consult with the director to locate a suitable site for the appeals committee to meet, and notify each committee member of the location and time.

It is the policy of District 22 to give each committee member a free play -- this should be done when the committee is held if possible. In addition, the TAC receives one free play for each committee organized.

It is best to have an odd number of committee members (usually three, but five are preferred if the case is likely to be controversial or hotly contested.) If sufficient members are available from other units/districts, that, too, is better. The TAC should appoint the committee Chair and see that they are experienced and/or have a copy of the *Guidelines for Appeals Committees* available. In cases where impartiality is questioned by either party to the appeal, the committee determines whether or not the person shall remain seated and serve.

Toward the end of each

Toward the end of each session, TAC checks with the DIC to see if a committee is required.

♠ More information on Tournament Committee procedures can be found online at ACBL's web site.

Appendix Y Hotel, Convention Center and Contract Terminology

- Property: The hotel.
- CSM: Convention Services Manager
- CFO: Chief Finance Officer
- A1V: Audio visual. May be provided by a private firm working in conjunction with the hotel.
- Air Wall: The large sliding walls that can section off areas of a banquet room
- Skirts: The material used to "skirt" tables in a convention hall
- Pipe & Drape: Drapes that are hung from portable piping used to separate rooms or areas.
- Table Centers: The distance between the center of one table to the center of the next
- Rounds: Round tables used mostly for banquets
- BEO: Banquet Event Order, everything you need to know about a food function
- Gratuity: A 20-22 percent charge tacked on to any catering event - before tax!
- Resort Charge: A daily tack on charge the hotel attempts to add to your rate room.
- Room Night: each night a delegate stays in the hotel at the bridge rate.
- Guarantee: Amount of room nights you promise the hotel your group will use
- Block: The daily room night guarantees you promise to fill - or at least 90%
- Pick Ups: Total nights "picked up" from your contractual room guarantee
- Penalty: Wasted bucks you might spend for empty rooms if you fall short
- Attrition: Escape clause to shave your room night guarantee by 10%
- Delegates: Players listed as staying in the host hotel
- Snack Bar Guarantee: To provide snack bar service in your playing area you must guarantee the hotel a certain amount of sales ... and often pay the seller a salary to boot.