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**Introduction**

This document contains the Policies and Procedures that are to be followed when running any District 22 Regional.

The name of the proposed Tournament Manager(TM) for each tournament must be submitted for approval by the District Board of Directors. After approval, the TM becomes the main contact for all matters relating to the respective tournament. The TM has the authority to make decisions pertaining to the operation of the tournament subject to veto by the Tournament Committee (TC) and within the budget guidelines agreed to by the Board of Directors.

The TM must follow the procedures as outlined in this manual. If for any reason, the TM is unable to comply in any way, then a waiver may be requested by the TM, subject to approval by the TC.

If a TM must increase expenses in one category, based upon approval of the TC, the TM must make every effort to decrease costs in other areas so as to stay within the budget guidelines.

## Site Selection

In selecting a Tournament site, the following considerations should be taken into account:

1. **Everything under one roof** - - hotel with rooms/catering/convention center.  
Separate convention center-hotel-contracted catering is always more expensive.
2. **Minimal room guarantee** (or none) with generous block is best.  
Option to buy out rooms is better than any penalty.  
There should be no cut-off, if possible: honor room rates thru entire tournament
3. **No food and beverage guarantee** is best.
  - a) Concessions are always a problem, but 10:00 and 3:00 times help due to captive audience. (Much hard work here to get best prices (\$1.00 coffee) with no guaranteed amount and no labor charges)
  - b) A Sunday (getaway) meal function is best - - box lunch or two-sided, two-table, two-entrée buffet. Extra \$20.00 per Sunday team helps, but hotel meals run \$17.00-\$20.00. If you have sizeable guarantee, this meal virtually meets the requirements.
  - c) Prepaid or free coffee during off-sessions reduces hotel's labor costs. Also, clandestine caddies with cokes is a possibility (50 cents plus tip)
4. **Availability of transportation and nearby eateries** -- important!
5. **Player hotel rates** -- stress to the hotel that members are NOT using expense accounts. Need best rates or players will use alternate accommodations or not attend.
  - a) Get staff rates for TD's and volunteers and BOD, if possible. This is usually 10-25 per cent off negotiated rate. (Fifteen to twenty rooms, hopefully)
  - b) Try for one comped room per 30 room reservations made - - one per 50 minimum.
  - c) Always get, without charge, two-bedroom suites for TM and Hospitality. Also try for extra suite for volunteers to share.
  - d) At least one office and one caddy/storeroom should be comped.
  - e) Space for BOD meeting (and meal?)
6. **Space requirement:** 12,000 square feet for small regional, 20,000 for large -- approximately 100 square feet per table. **One large room is ideal.**

- a) TD's need 4-6 tables (1-2 per room if multiple rooms are used)
- b) Hospitality/partnership/registration/vendor tables in foyer/lobby.
- c) Discuss Audio-Visual support - cheap or free with whiteboard and dais for lecturers.

7. **Player Convenience**

- a) ADA compliance
- b) Elevators convenient and sufficient
- c) Alternate lodging
- d) Sufficient valet and self- parking (comped or cheap)

### **Tournament Manager (TM)**

The TM should be selected at least one year before the scheduled tournament. Once the TM is approved by the District Board, he/she becomes the principal coordinator for the event he/she was selected to manage.

### **Tournament Checklist and Time Frame**

#### **One year out:**

1. Select types of events and time schedule. Get input from units in the area.
2. Advertise/promote: flyers, websites, ads and email blasts.
3. Arrange for Hospitality Coordinator.
4. Select Partnership Chairperson.
5. Arrange for Education and I/N programs.

#### **Six months out:**

1. Select prizes and awards.
2. Arrange food and beverage selections with the playing site (hotel?) to conform with the signed contract.
3. Meet with Tournament Coordinator for the District to arrange for the Directing Staff.
4. Arrange for set-up of the event (table layout, room arrangement)
5. Select a Caddy Master. Discuss what is expected.
6. Appoint an editor for the Daily Bulletins.
7. Select a photographer.

A well-organized TM should not be personally doing all of the above; these areas are to be delegated to competent people. The TM will be responsible for overseeing the work of the selected others and making certain everything is done in a timely and organized manner.

The TM will stay in the Hospitality Suite and will receive \$75.00 per diem.

The TM can play in events only if there is someone to cover any problems that may arise during that time.

The TM is the official Goodwill Representative of District 22. His/her availability to serve as an understanding, cooperative, and hospitable host/hostess will add to the success of the tournament.

## EDUCATION

The Education Committee will be responsible for coordinating the I/N program at tournaments. The Committee will:

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. Work with the TM to prepare suitable venues for guest speakers and to provide free plays for presenters.
4. Be present to greet newcomers and to introduce speakers.
5. A local I/N co-chairperson will be responsible for staffing reception area for I/N's, sending postcards, etc.

The Education Committee will also be responsible for coordinating special programs for our membership during tournaments. Programs may include:

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

## CADDY MASTER

The Caddy Master is an important member of the Tournament Team, as are the Caddies. Together, they assist the Directors before, during and after each game. The Caddy Master is responsible for the following:

### Primary Responsibilities

1. Recruit caddies well in advance of the Tournament.
2. Hold an orientation meeting to explain what will be expected of caddies.
3. Assign caddies to sessions and sections.

### Before Tournament

1. Prepare playing area: put out bidding boxes, set up stanchions, etc.
2. Check layout of the playing areas at least two hours before scheduled playing time.
3. Become familiar with how the sections are arranged.
4. Prepare a separate area or room for needed supplies.
5. Assign caddies to their respective sections one hour before scheduled playing time.

### During Tournament

1. Set up the supply area.
2. Check caddies in and out before and after each session.
3. Check with Directors to ascertain correct number of caddies needed.
4. Keep track of caddy sessions and submit to the DIC for payment.
5. Check to see how caddies are performing.
6. Utilize caddies (as needed) for non-section duties such as: running errands, and helping with other indirectly related tasks.

### After Each Session

1. Make sure all slips are turned in to Director.
2. Collect the boards and other supplies.
3. Instruct caddies as to their next assignments.

### Compensation for Caddy Master and Caddies

1. Caddy Master's salary for Tournament will be \$300.00. This does NOT include set-up and clean up.
2. Caddy Master will have a free room.
3. Caddy Master will be paid at same rate as other caddies for any session in which he caddies.

Caddy Master (continued)

- e) Caddies will be paid \$35/session

- f) Caddy Master will report all payments made to caddies to the TM.

### **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.
4. Be polite and non-reactive to rude players. Report any untoward incidents or out-of-hand situations to the Caddy Master or the Director in Charge.
5. Collect score slips from the tables in pairs games and/or move boards in team games.
6. Assist directors in investigating incorrect scores.
7. Run errands for the Directing Staff.
8. Monitor distribution of candy.
9. Assist players in summoning directors.

### **At the End of Each Day**

The Caddy Master will see that all small supplies are picked up and saved for the next day.

### **At the End of the Tournament**

1. Boards will be collected and placed in the assigned carrying cases for pickup.
2. All remaining small supplies will be collected and saved in one area.



## **Financial Guidelines**

Many of the expenses for a regional are fixed, either in actual dollars or in percentages. Some expenses are variable, and these are the ones to which the site negotiating committee and the Tournament Committee need pay particular attention.

The starting point is always to estimate the number of tables. This drives the revenue and many of the fixed expenses. In estimating the number of tables, use the following data: a) past history for that tournament; b) past history for other comparable recent tournaments; and c) the estimate provided by the Director in Charge.

**REVENUE = number of tables x 4 x session fee**

### **FIXED (or semi-variable) EXPENSES:**

#### **Staff expenses**

The director and the caddy master will use the estimate of number of tables to staff the regional. A low estimate will result in lower expenses, but may mean there are not enough directors and/or caddies. A high estimate will result in fixed expenses that are too high. Staff expenses should not exceed 37 % and should be targeted at 35%. Getting cheaper or comped staff rooms will help reduce the staff hotel expenses.

The Caddy Master is typically reimbursed \$300.00 plus any caddy sessions worked. The DIC may recommend a bonus if the Caddy Master performs above and beyond expectations.

ACBL sets the reimbursement rates for directors, but every effort should be made to use local TA/s as opposed to flying in higher-priced directors.

The TM is reimbursed at the rate of \$75.00 per day. The TM can also apply for mileage for up to two trips to the tournament site.

#### **Sanction Fees**

ACBL sanction fees (\$4.39 per table or 11% in 2005) and Western Conference sanction fees (\$2.25 per table or 5% in 2005) are fixed expenses. The other fees incurred in a regional are GNT sanction fees (paid to the district to help absorb some of the GNT team expenses) and charity game sanction fees (paid to a charity of choice for any charity game designated.) Total sanction fees should not exceed 16%.

## **Financial Guidelines (continued)**

### **Supplies**

Currently, Ken Dischner receives a fixed percent of table fees (\$1.50 per table or 3.4%.) This percentage may need to be negotiated as District 22 tournaments grow, and a sliding scale be used. If the District must purchase additional supplies, due to a shortage provided by Dischner, the cost of those supplies will be deducted from the per table fee paid.

## **Hand Records**

Hand records provided by ACBL run between .2 and .3%. Copying should be negotiated at the lowest possible rate. Total spent on hand records should not exceed 1.2%. One percent or less should be the target.

## **VARIABLE EXPENSES:**

### **Advertising**

Decisions about flyers and ads need to be made early. Planned advertising costs should not exceed 4% of total expected revenue.

**Flyer** costs are variable, depending upon the number and type printed.

**Print ads** are fixed, and the total cost depends upon the number and size utilized.

- a) Ads in the *Contract Bridge Forum* currently run \$300.00 per half page, per issue. Typically, District 22 runs ads in 2 or 3 issues prior to tournament.
- b) Ads in *Southern California Bridge News* (D23 paper) are comped to us as we, in turn, run their ads at no charge.
- c) Ads in the Bridge Bulletin currently run \$960.00 for a quarter page. The committee must make a decision at least six months before a tournament as to whether an ad will be cost/revenue justified, depending upon the potential draw of the tournament.

**E-Blast** - available by ACBL at no charge to a limited territory, depending upon the number of competing regional tournaments (i.e., if there is only one other tournament at the same time, we may get E-blasted to over half the US; if there are five other tournaments at the same time, our E-blast area will be smaller.)

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

### **Hospitality**

Hospitality expenses are the most variable and the most important: spending the right dollars in the right places on hospitality will keep players coming back!

Hospitality expenses include, but are not limited to, the following: rent; food and beverage; hospitality suites; candy; section tops and overall awards; give-aways; cocktail parties; printed area restaurant lists; registration packages; free plays for volunteer workers, pre-duplicated boards for pairs games, etc.

Most hotels and convention centers in the Southern California area ask for high Food and Beverage spending or rent in exchange for ballroom playing space for the week. In negotiating, it is important to keep the number of tables and revenues in mind, and limit the rent and/or gross F & B to no more than 20% of the expected revenue. Total spending on hospitality should not exceed 27% (currently \$12.00 per table.)

The local tournament committee should be consulted as to where the hospitality dollars should go. They should have input as to how the mandatory F & B dollars are spent -- whether on coffee, subsidizing a Sunday box lunch, receptions, and/or after-session snacks.

Once decisions have been made on the allocation of mandatory F & B dollars, an assessment should be made of available hospitality funds and how to use these dollars (prizes, candy, additional F & B, give-aways, etc.)

### **Awards and give-aways**

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 senior pair session

11

12 per I/N session

6 per overall per event

The number of give-aways needed can be estimated as follows:

1.5 for every 2 tables estimated at tournament

## **Intermediate/Novice**

The amount budgeted to the Intermediate/Novice program should not exceed 2% of planned table revenue. This amount is typically used for the I/N mailer, postage for same, special prizes (overall awards), free plays for I/N speakers, A/V equipment, etc.

## **Daily Bulletin**

The amount budgeted for preparation and printing of the daily bulletin, plus photography, should not exceed 2.0% of expected revenues.

Printing costs will vary by location, depending upon the number of bulletins printed each day, the tournament size, and negotiations with the printer.

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

## **Photography**

Taking photographs for the daily bulletins and/or the *Contract Bridge Forum* may or may not be an expense to the tournament. If this service can be performed by either the Daily Bulletin preparer, the TM, or the hospitality chairperson, there may already be reimbursement in place. If not, the photographer can be "paid" with money, free plays, or a combination of both, depending upon negotiations made by the TM. If this function is separate from the Daily Bulletin preparation, it should be included in the hospitality budget.

## **Additional Revenue Opportunities**

The TM and local tournament committee have the option of increasing revenues and spending those amounts on increased hospitality.

Increased revenues are possible by recruiting display booths, ads in the daily bulletin, or sponsors for snack breaks or prizes.

Display booth rates would typically run \$150.00 - \$250.00 per table, depending upon the attendance. Book sellers typically like to negotiate a per table rate, averaging \$.10 to \$.13 per table. Strive to have non-competitive vendors.

## **Daily Bulletin**

The Daily Bulletin Editor must commit to preparing bulletins for the entire week of the tournament.

A suggested methodology with time frames is given below:

### **Before the Tournament**

1. Design a flag for heading and to frame all the interior pages.
2. Prepare the entire playing schedule and send it to the TM or to DIC to okay.
3. Prepare the top of each day's page one, using the flag and the day's schedule. (The editor can make changes at the tournament in case of additions or deletions to schedule.)
4. Prepare four sheets of pages with the remaining "upcoming" schedules. (Wed thru Sun; Thur thru Sun; Fri thru Sun; Sat - Sun) Use either one of these or just the next day's schedule on the back page, depending on space available.
5. Prepare several bridge hands to use as filler.
6. Prepare a story on the next D22 regional to use as filler.
7. Preprint 25 page one flags and 100 framed pages for the interior.
8. Get as many stories as possible from the TM and/or hospitality and partnership chairs. Keep one file named "Stories" and update it daily. Articles in the "Stories" file are:

Daily speakers (with photos, if available)

Hospitality (daily and/or suite)

Section Top Awards/Registration

Notices of changes in playing areas

Partnershp Desk and hours

Photographer hours

New Life Masters

Parking terms and/or validations

No smoking rules

Cell phone non-usage Volunteers and Chairpersons

Lists of Directors, Caddies, Volunteers, Chairpersons

## **Daily**

Monday: No bulletin is necessary.

Tuesday: One or two sheets with the TM welcome letter on the front. Only news and schedule are necessary. The Charity Game results and KO brackets can be put in Wednesday's bulletin. This small bulletin should be done in advance and sent to Kinko's or to the TM to put out. No hotel room for editor is necessary.

Wed-Sat: These bulletins require an editor. A room is essential, but these could be done from home if the editor is proficient with e-mail publishing. However, this only leads to poor timing, late bulletins and errors.

Sunday: If on a 10:00 A.M. - 3:00 P.M. schedule, the editor should check out of his room Saturday and finish the final bulletin in the playing area to save a hotel night unless impossible or too late to drive home that evening.

## **Format**

Small tournaments in the 1400-1600 range can easily be done on 8.5 x 11 paper. For larger tournaments use legal size.

First page is any color - different for each day, if possible. Other pages are white. Sunday's bulletin is all white.

Use a condensed font for the results; use 12 point for the stories and schedules. While using the condensed font creates a great savings to the tournament, it is not the best when working with Kinko's. It cannot be emailed to them; it must be printed out and delivered.

## **Content**

Page one is the flag, today's schedule and announcements. Names of TM and Director are put above the day's schedule. On the final Sunday page one, there should be a thank you letter from the TM.

Page two is news.

Pages 3-7 are yesterday's events - each with their sections. Open Pairs comes first, followed by Senior Pairs, Side Games, I/N games, KO results, KO pairings –

in that order. Single session Swiss Team results go wherever they fit near the KO's. The final page is upcoming schedule or the end of results and tomorrow's schedule. Bridge hands or feature stories go where they fit best.

Photos can be used if the editor is very proficient with a camera, with layout, and with dealing with Kinko's. Other than guest speakers or new Life Masters, or perhaps winners of the top flights, do not use winners' photos. It would cost too much in time and printing.

On the final two days, run a "Top Two Hundred" winners list.

### **Numbers**

In medium tournaments (like Orange County) print 225-275 copies daily. In larger tournaments (San Diego and Palm Springs) print 325-350 daily. On Sundays, more than 100 copies at small tournaments is a waste; at medium tournaments, print no more than 150; and at large tournaments, no more than 200.

### **Kinko's**

The TM and/or bulletin editor must negotiate time and money with a nearby Kinko's. Some are open 24 hours, some are not. Some have different hours on weekends. Prices vary. An organization can get an annual Kinko's contract below open rates, but one can do better with individual negotiations. All Kinko's offer free delivery, but to ensure having the bulletins ready before game time, it might be better to sit and wait for them to be printed.

### **Timing**

Bulletins that arrive after the games have begun are worthless. The most important thing is to have a clean, neat bulletin waiting for the players when they arrive. Plan to have them there by 8:00 AM if games start at 9:00, and at 8:30 if games start at 10:00.

### **Purpose**

The bulletin is a tournament vehicle only. To use rambling stories about the local clubs, local zoo, local bars is a waste. Players just need to know what is happening at the tournament.

### **Daily Bulletin Editor Contract**

In exchange for a comped hotel room Tuesday through Saturday nights, and a small monetary stipend of \_\_\_\_\_, the undersigned commits to produce and have printed the daily bulletins for the Wednesday, Thursday, Friday, Saturday and Sunday games.

If, on any day, the bulletin is late in being delivered, the editor may be docked the monetary stipend and/or the cost of the hotel room depending upon the lateness of the delivery.

If, on any day, the bulletin is not produced at all, the editor will be docked both the monetary stipend and the cost of the hotel room, and will not be retained for any regionals in the future.

In agreement:

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Daily Bulletin Editor

---

Printed Name

---

Date

---

Tournament Manager

---

Printed Name

---

Date



## Tournament Photography

The primary purpose of taking photos at regionals is for inclusion in Contract Bridge Forum, both in print and on the Forum web site. The Forum uses New Life Masters and overall winners in two session events (or four session team games). New Life Master photos are also used on the Western Conference web page. I/N photos are generally taken in the I/N area and used there on wall paste-ups or commemorative folders. They are not used in the Forum or District web pages.

New Life Masters photos will also appear in the daily bulletins

It's difficult to assign a daily time for photo operation due to varied starting hours of events, and team games finishing at different times than pairs games. However, the photographer cannot be on duty 24 hours so a photo shoot time should be listed in the Daily Bulletin. I prefer just before the 1 :00 session (if you are on 1:00 & 7:30, or just before the 3:00 session if on 10:00 & 3:00).

The tournament photographer should follow these guidelines:

1. Shoot "bust" shots of the winners or Life Masters
2. Select a light background, shoot close up.
3. Use a flash, do not shoot outdoors
4. Keep the subjects' heads close together.
5. If you have a short person and a tall one, ask the tall person to bend knees to level off the picture.
6. Teams may be four, five or six, but get them all in close - you may need to stand some in front of others.
7. Immediately (before you shoot) ask the players their names and list them in order from left to right, using hyphens between each name.

Example: Gayle Andrews - Hal Binder

8. Photo captions should contain two lines only:

Judy Smith

Dallas, Texas

Open Pairs

Judy Smith - Dan Green

Knockout Teams Bracket I

Bill Jackson - Sally Jackson - Tom Lesser - Judy Moore

In photo captions, cities and states are used for Life Masters, but not for overall winners. If someone is missing, do not list that person (or N/A). The photo caption is for the players in the photo only.

If using a digital camera, the photos can be e-mailed to the Forum office, or converted to a CD and sent to the office. This should be done as soon as possible **after the tournament**. Either way photos are sent, the captions must be clearly defined and easily identified to the photo, usually by number.

One tip to remember: This is the only time they will ever make Life Master and they are thrilled. Try to capture the smile and not a posed portrait.

**Free Play Policy**

Free plays will be given to the following persons:

**I/N Speakers** - two free plays per lesson

**Judicial/Appeals Committee Members:** one free play per meeting not lasting over 2 hours

**Hospitality and Partnership:** 18 free plays to each chairperson. Chairs will allocate to individuals to compensate for sessions worked -- not to exceed one free play for each two sessions. If tournament exceeds 1600 tables, allocate another two free plays per 100 to chair, as more workers may be required.

**Tournament Committee:** Chair can allocate free plays to committee members based upon time and effort. Should not exceed ten free plays over and above those given to Partnership and Hospitality.

**Daily Bulletin/Photography:** Free plays may be given in lieu of daily stipend and/or free hotel room. Free plays are part of the negotiation for payment for Daily Bulletin preparation and photography.

**Tournament Chair:** Chair can allocate free plays to others at his/her discretion (should not exceed five for anything other than volunteer work at tournament.) Tournament chair should report how many free plays were given in each category with a short explanation if any category exceeds the recommended amount.

**Free Play Coupons** should be numbered for easy accountability, and should be different colors for each area.

## HOSPITALITY

The budget for Hospitality should be less than \$12.00 per table.

It is desirable to have a hospitality suite, available to all players after the sessions. Hospitality suites should serve food and drinks purchased from local stores, if possible. The amount of alcohol to be served will be determined by the TM or local committee.

The local committee and/or TM should determine what hospitality items are to be distributed to players.

Bowls of hard candies or other inexpensive or donated give-aways are popular at the hospitality desk.

Registration gifts are popular, but players don't like to receive the same sort of gifts over and over again. Engraved pens and convention card holders have been well-received. Local merchants may donate items showing their logos.

### **Prizes**

Prizes should be given for section tops and winners of team games. Section tops should be awarded for lower strats in strati-flighted events if there are four or more pairs in the stratum. Trophies may be awarded in I/N games. Section top awards should be given to pairs who place first overall in a two-session event, but do not have a section top.

Prizes can be any item with a retail value of about \$5.00 that can be used by all players. Items engraved with the name of the tournament or District 22 are desirable. The tournament committee should determine what the prizes should be. Coffee mugs and wine glasses have been popular, but different items should be considered because players are tiring of the same things. Convention cards with tournament logos are one possibility.

## TOURNAMENT APPEALS COMMITTEE

The Chairperson (TAC) should be a person with a comprehensive knowledge of the game and its rules and regulations; appeals committee experience is a plus, a current or former member of the ACBL Appeals Committee is ideal. The TAC should know a large number of players at all levels of skill.

When a TD notifies the TAC that an appeal is likely, the TAC should get the names of appealing and non-appealing side. If unknown to the TAC, 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. 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 arrange for the director to call for the committee or notify each committee member of the site.

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.

If the appeal is likely to result in a disciplinary or ethical matter, the committee should definitely have an experienced chairman and should have five members.