District 12

Compuware Spring 2008
North American Bridge Championships
Detroit, Michigan
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http://www.Detroit2008Nationals.org/

William C. Arlinghaus
District Director
Co-Chair
arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
Co-Chair
sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS MASTER PLAN

APRIL 1, 2008

Introduction

This report offers a detailed summary of planning and activities leading up to, and including, the Compuware Spring 2008 NABC in Detroit, Michigan. We created the body of the report as a simple document with numerous linked pages of varying length and detail. The content of this report follows the committee structure of the ACBL Tournament Chair Manual. To gain access to the full report, we assume that the reader has a relatively recent computer, access to the internet, an internet browser, Adobe Acrobat Reader, the capability to listen to .wav files, and the capability to read Microsoft Word and Excel files. The interested reader should download the free Google Earth from the internet to look at some of the more esoteric state-of-the-art files. A brief printed summary of this document, composed of the top level of this site, is also available.

We hope that the report will be useful to District Directors who might be helping members of their district to plan an upcoming NABC, to future tournament Chairs and their Committees, to ACBL staff, and to others with a history of involvement in planning NABCs. While we intend that this cover document alone be a useful, stand-alone, piece, the reader who takes the time to delve into the various links will find, we hope, a considerable amount of pertinent information. Please feel free to address questions or comments to any of the three co-chairs using the e-mail addresses on the letterhead. Sandy wrote most of this report (Ron wrote most of the section entitled "Summary with Emphasis on Fund-Raising and Finance**")**; contact Sandy on many matters. Contact Ron on finance matters. Contact Bill on bridge matters.

The tournament site was the Detroit Marriott at the Renaissance Center ("RenCen"), on the Detroit River, in the heart of downtown Detroit. It is an "all-in-one" site: almost 1000 rooms in this 72 story hotel were available for players and all ACBL events were held in the ballrooms of the hotel. The hotel's cylindrical shape guarantees that all guest rooms and all ballrooms are close to the central elevators. To learn more about the hotel read the local link to the final, pre-tournament, version of our local website http://www.Detroit2008NABC.org/

Three co-chairs led the local group and were in almost-daily communication with each other over the e-mail and in frequent communication with staff in Memphis. They met on a regular basis with an "Executive" Committee composed of the three co-chairs along with the Treasurer and the Publicity Chair. This group reported on a regular, but not frequent, basis to a broader "Steering Committee" composed of the Executive Committee plus, in the final analysis, all Committee Chairs as well as regional representatives from units of District 12, the ABA, and Canada. As time moved closer to the tournament, committee chairs were added as needed to the Steering Committee. The linked organizational chart shows the structure of this hierarchy.

Reports of progress were given by the NABC co-chairs to both the Executive Committee and the Steering Committee. One form of report was a "big-sheet" in Microsoft Excel suitable for posting on a wall when printed out on a wide-format printer. Another was a "master plan" narrative in Microsoft Word. Samples of

these documents, circulated close to the beginning of the NABC are linked here: Big-sheet link; Master plan link. The planning for the tournament had its base in current communications science and technology.

General Philosophy

The three co-chairs worked well together to build a fine master plan by which to run the tournament smoothly. It is not difficult to build documents in a vacuum. Local players showed great enthusiasm for this event. What became clear early on was that we needed to have strategies for including folks and for making sure that any master plan became one that included a variety of input and was one that we thought would work efficiently.

Thus, we functioned within the following general ideals in terms of trying to integrate social and academic issues.

- A persistent issue is to get all to understand that the ACBL is directly in charge of NABCs: an NABC is not simply an overgrown regional—it is a very different sort of event and one that is unique within the set of tournament offerings. Thus, comparison to Gatlinburg or any other regional is inappropriate. The ACBL negotiates the contracts with the hotel and those contracts must not be jeopardized by actions of local committees.
- Get to know folks with previous experience. Here, the District Director plays a critical role, as do ACBL staff, Jeff Johnston, Wendy Sullivan, and others, and ACBL Goodwill Chair, Aileen Osofsky.
- There are many things that money will buy and many things it will not buy.
    - Thus, the first step (encouraged heavily by Dan Morse) was to raise lots of money so that we might have enough to buy what funds would buy—great entertainment, great food, and so forth. The emphasis three years out was therefore to spend that year raising funds. The two years closest to the tournament continued with extra fund-raising but focused on other matters, such as goodwill.
    - Folks will enjoy what is supplied free, be it food, entertainment, tours and so forth, IF it is of high quality. Not everyone will participate in everything; but those who choose to participate should get great enjoyment.
- Reward the behavior we wish to encourage—where the "reward" might simply mean giving first attention to logical and friendly approaches.
- Set the bounds within which Committee Chairs might exercise their own creativity.
    - Start with the big picture and then fill in details (to outline or circumscribe issues so that they stay "in bounds")--rather than beginning with detail and letting it accumulate until it grows out of proportion.
    - Another approach was to ask for careful "action plans" to be submitted to the three NABC Co-Chairs for approval, one year out.
    - Another was to require Committee Chairs to obtain advance written approval using a standardized form for any expenses.
    - Still another was to assign at least one of the three NABC co-chairs to work directly with each Committee Chair. In a number of cases, the NABC co-chair built an initial framework within which the chair filled in detail, often altering the original framework or building interesting additions.
- Identify Committee Chair strengths and then support those, with NABC associated Co-chairs filling in where helpful. The idea is to focus on the positive, only.
- Develop a clear-cut rationale, in advance, for any decision that might appear to involve inclusion or exclusion of individuals so that no one should feel personally hurt.
- Have a reason/logic for everything; that way, if energetic folks said "why didn't you do it this way" we always had an answer for why we did what we did.

- Do a substantial amount of work, ourselves, with Committee Chairs and interested members--doing work ourselves alongside others serves as positive motivation. Many people respond well to having a model of some sort, either in terms of work ethic or in terms of project building.

Naturally there are many consequent elements but it is helpful to have some general principles in mind when dealing with complex and detailed situations.

General Tournament Structure

Fund-raising and setting the schedule were two very early priorities. From March 2005 to March 2006, the focus was on fund-raising. The ACBL provides a great deal to the tournament that we never had to consider. They bring trucks from Memphis filled with card tables, display tables, banners, and a vast array of other items. In addition, they supplied us with 100,000 USD in support of hotel costs. Beyond the 100K from ACBL, we raised large gifts from local folks by March 2006. Our naming-rights sponsor, Compuware, gave 50,000 USD. Two District 12 Units, the Michigan Bridge Association and the Southern Michigan Bridge Association, each gave 25,000 USD. Thus, by March of 2006, two years out, we knew we had 200,000 USD and that therefore we certainly could have a fine NABC in Detroit, in terms of what money could buy. In the period following March 2006, fund-raising continued, reaching a final total of 283,000 USD.

Once funds were secure in March 2006, we set the tournament schedule, with the advice of the ACBL. We all anticipated that generating high table counts would be difficult in Detroit in the Spring for various reasons. Thus, our advice was not to use a 10 and 3 schedule throughout because history said it probably reduced table counts. There was, however, some local sentiment for at least some 10 and 3 games. So, we adopted the recommended strategy: 1 and 7:30, for all but the Senior events and the 10 and 3 schedule for the Senior events. One advantage to having some staggering in the starting times is to reduce stress on the elevators. Other reasoning on timing involves providing opportunity for a substantial dinner break, for keeping folks at the bridge game in the evening rather than at the casinos, for giving players who are up late a chance to sleep in the morning, and so forth.

With the schedule in mind, it then became possible to think about planning live entertainment, player food, tours, and so forth. Generally, we wished to provide something for everyone. The set-up in the hotel made this easy and the staff of the Detroit Marriott, especially Sue Carlson and Executive Chef Franz-Josef Zimmer, were extremely helpful. Regional and I/N events were held in the ballrooms on the third level. National events were held in the ballrooms on the fourth level. Senior events were held in the ballrooms on the fifth level. At an NABC the featured events are the nationally-rated events. The food was served on the 4th level and the strolling entertainment accompanied the food. The theater style entertainment was held on the 5th level in the room where the senior events had been held because the senior events ended early; professional entertainers had time for microphone testing and the ACBL and hotel had time to make sure the room was correctly rearranged for the entertainers. I/N events and VuGraph were held on the 3rd level away from the bustle of levels 4 and 5. Further, the tours program was in the morning only for those playing in the 1 and 7:30 schedule. For the Seniors, we had door prizes and refreshments between their sessions and on their level of the building away from others. I/N players had a number of special events on their level of the building, away from the national-level players.

The reader of this master plan will find many pages linked, each with its own links, describing the detail of the event. In keeping with the idea of starting with the big picture, this cover document deals only with general ideas. To understand their implementation and the detail of their execution, it is necessary to follow the various linked pages. These links form a hierarchy from most general down to most detailed: the farther a link is from this cover page, the greater the amount of detail in it. The sections below give the reader entry points to this hierarchy.

Committees. Associated NABC Co-Chair (NCC) given by intials. Volunteers listed participated as they had time. Others not listed may have been recruited at the tournament, especially early in the tournament. Volunteers were signed up in advance, at clubs, using a chart of the sort attached here. The master chart was kept, and updated, by NCC, SA. Advice from previous tournament chairs was to have co-chairs for committees and plenty of backup. When folks agree to volunteer three years in advance, things can change.

NABC Co-Chairs: Bill Arlinghaus (BA), Sandy Arlinghaus (SA), and Ron Horwitz (RH).
Associated chapter from Tournament Chair Manual.

Finance: Patty Becker and Allan Becker, Co-chairs. NCC: RH.

Accounting Co-Chairs: Allan and Patty Becker; Treasurer: Patty Becker
Fund-raising Chair: Bill Connellan.
Committee Members: Don Rumelhart, Dick Temkin
Associated chapter from Tournament Chair Manual.

Volunteers: Kathy Newman and Rhonda Monro, Co-chairs. NCC: BA, SA
Committee Members: Ken Donelson, Stuart Dow, Greg Platt, Janet Wells
Associated chapter from Tournament Chair Manual.

Entertainment: Marilyn Maddox, Beverly Riordan, and Howard B. Abrams, Co-chairs. NCC: SA
Player Food: Marilyn Maddox.
Committee Members: Beth Armstrong, Joyce Bell, Lynne Cook, Diane Dyla, Gail Geiger, Peggy Hicks, Brenda Jaffe, Liz Kalb, Alma Lach, Phil Leon, Carol Manikas, Chris Miles, Dave Miles, Rhonda Monro, Kathy Newman, Susan Parnes, Linda Perlman, Sue Stevenson, Frank Triebor III, Marilyn van derVelde.
Volunteer Suite Staff: Beverly Riordan.
Committee Members: Jackie Brewer, Margaret Carter, Gargi French, Dorothy Kuhn, Phil Leon, Jim O'Neil, Adrienne Rudolph, Jim Rudolph, Ann Sichel, Stacey Tessler, Jerry Thornton, Rosanne Winokur.
Live Entertainment: Howard B. Abrams.
Committee Members: Braxton Blake, Freda Herseth, Zeke and Sharon Jabbour, Don Rumelhart, Judy Dow Rumelhart
Associated chapter from Tournament Chair Manual.

Intermediate/Newcomer: Beverly Gardner and Gail Hanson, Co-chairs. NCC: RH, BA
Committee Members: Dave Buskirk, Ken Donelson, Connie Dugger, Nancy Erwin, Mike Giordano, Pat Hahn, Judy Hocher, Jakob Kristinsson, Dick Mydloski, Greg Platt, Don Rumelhart, Mary Smith, Donna K. Tope, Kathy Twomey, Jerry Viedrah, Bonnie Ward, Bob Webber, Willie Winokur
Associated chapter from Tournament Chair Manual.

Information: Bob Cappelli and Clerely Chaney, Co-chairs. NCC: BA, SA
Committee Members: Joyce Bell, David Deal, Debbie Deal, Arnold Fink, Carol Fink, Steven Jacob, Robert Katz, Hilary Mahon, Curtis Mann, Karen Mann, Chris Miles, Dave Miles, Richard Radtke, Linda Radtke, Frank Sensoli, Barbara Smith, Ken Smith, Mary Smith, Janet Wells
Associated chapter from Tournament Chair Manual.

Registration: Joanne Molt and Bob Varty, Co-chairs. NCC: BA, SA
Committee Members: Sandy Altman, Mary-Jo Chiesa, Anita Green, Judy Kroot, Hilary Mahon, Chris Miles, Dave Miles, Pat Miller, Scott Miller, Dick Mydloski, Barbara Smith, Frank Stober, Sara Stober, Jerry Viedrah

Associated chapter from Tournament Chair Manual.

Partnership: Posh Gulati and Rosanne Winokur, Co-chairs. NCC: BA

Committee Members: Dodie Beckman, John Beckman, Joyce Bell, Delores Bright, Deborah DeWitt, Stuart Dow, Diane Dyla, Dorothy Hack, Peggy Hicks, Judy Hocher, Brenda Jaffe, Hilary Mahon, Sue Martin, Pat Miller, Scott Miller, Margaret Moore, Nancy Pavy, Chris Peters, Greg Platt, Laurie Pocock, Ruth Raimi, Cyd Reich, Ken Smith, Bob Stern

Associated chapter from Tournament Chair Manual.

Program/Restaurant Guide: Marty Hirschman, Chair. NCC: SA

Assistant Chair: Rhonda Monro.
Editor: Marcy Abramson
Ad Sales: Beverly Kruger, Jim Pirna
Restaurant Information: Rose Burke, Liz Kalb.

Associated chapter from Tournament Chair Manual.

Publicity: Bill Connellan, Chair. NCC: SA, RH

Committee Members: Marcy Abramson, Sally Ann Brown, Terry T. Brown, Stuart Dow, Marty Hirschman, Mark Leonard, Anita Marcus, Rhonda Monro, Katie Savage, Ken Savage.

Associated chapter from Tournament Chair Manual.

Caddy: Sam Hirschman, Chair. NCC: BA, RH

Committee Members: Mary-Jo Chiesa, Pat Hahn, Barbara Smith.

Caddies or Caddy Advisors: Tony Ames Sr., Marie Ashton, Fred van Campenhout, Aaron Candela, David Cappeletti, Fingers, Brandon Forsyth, Erika Hughes, Sarah Greenberg, MacLean, James Maddox, Julian Maddox, Robert Maddox, Nicole McLean, Andrea McNaughton, D. J. McNaughton, Nikki McNaughton, Megan Nathan, Alexandra Nisbet, Evelyn Nisbet, Kim Sapienza, Nicholas Schemansia, Chris Schoppe, Crystal Steffes, Rishy Vohra, Stephen Waters, Anna Yamaguchi

Associated chapter from Tournament Chair Manual.

Transportation: Richard Temkin, Chair. NCC: RH, BA, SA

ViceChair: Gordon Parnes

Committee Members: Jeanne Hernandez, Barry Lippitt, Anita Marcus, Joanne Molt, Paul Pomeroy, Jim Schmidt, Vickie Vallone, Bob Varty

Associated chapter from Tournament Chair Manual.

Prizes: Joanne Molt and Bob Varty, Co-chairs. NCC: SA, BA

Committee Members: Sandy Altman, Patty Becker, Anita Green, Bev Kruger, Rhonda Monro, Dick Mydloski, Lucy Peacock

Associated chapter from Tournament Chair Manual.

Tours: Don Rumelhart, Chair. NCC: SA

Committee Members: Kari Arlinghaus, Bill E. Arlinghaus, Ken Cornelius, Sybil Derderian, Kevin Fay, Curtis Jacobson, Barbara Jur, Margaret Leary, Deanna Lewis, Gary Luoma, Marilyn Maddox, Myles Maddox, Bert Newman, Bethany Osborne, Mitch Rycus, Dave Swarthout, Morris Swiger, Donna K. Tope, Kate Warner

Associated chapter from Tournament Chair Manual.

Beyond Committees
There may also be "special events" that either occur at times when it would be awkward for "committees," even with a very substantial "assist" from an NABC Co-Chair, to handle. Such events or ideas might overlap a variety of committees, or might otherwise suggest themselves as outside the normal committee structure. In the end, of course, NABC Co-Chairs needed to be ready to handle all, wherever needed. Here is a link to a page showing detail of a few special events or support materials that are simply listed for reference below.

October Breakfast for D12 Club Directors (6 months out) as an advance way to show off the site, RH, BA

Van Leasing, SA, BA, RH
Theme, SA
Creation of Extra Posters for the Tournament, SA
District Director Receptions, BA and SA
NAP Reception, BA and SA
Volunteer Dinner, RH
Opening Ceremony, RH, BA, SA
Patron Member Reception, ACBL
Goodwill Reception, ACBL, SA
Some of the links we found useful, SA

Analysis of Tournament Table Counts
The linked spreadsheet (BA) shows the detail of attendance for this tournament. Director In Charge, Chris Patrias, had estimated 9696 tables for our NABC in Detroit. That estimate came in advance of one of the most vicious snowstorms in history covering the entire Midwest and part of the south and southwest. The table count in Detroit fell about 1000 tables short of Patrias's projection. A summary appears below.

What the summary suggests, and what we know from comment and other evidence, is that the snowstorm wreaked havoc with travel plans, at the regional and national levels. While there might be other issues confounding this conclusion, such as the temporal proximity of the Canadian Nationals (the regional in Toronto beginning two days after the end of the Detroit NABC) or the unfounded fear of downtown Detroit or the current FBI rating of the entire city as number 1 in murders, or current high gasoline prices, or the lack of support of some bridge clubs in District 12 (in not closing for the tournament), those taken together do not account for the pattern here. As Jonathan Steinberg, District 2 Director notes in his recent report of the Detroit NABC:

> "The Detroit NABC at the Marriott Hotel in the Renaissance Centre provided almost perfect playing facilities on three levels, all under one roof. The local organizers succeeded in providing outstanding late night entertainment and snacks. Congratulations to tournament Co-Chairs Bill & Sandy Arlinghaus, Ron Horwitz, and all the volunteers who worked so hard to ensure an enjoyable experience for everyone who attended.
>
> The ACBL recognized that Detroit in March would be a hard sell, and unfortunately a major snowstorm the first weekend had an adverse effect on attendance. The final count of 8,553.5 tables was about 1,000 tables below pre-tournament estimates."

Jonathan apparently found the storm sufficiently impressive, although his district that includes Toronto certainly knows its share of bad weather, to include as "Memories of Detroit" two photos of the snow, link 1, link 2. Newspapers across the nation carried accounts of the snowstorm in the Midwest and its ancillary counterparts in Florida and Texas. Not only were regional players prevented from driving cars (in both Cincinnati and Cleveland residents were guilty of a criminal offense if they ventured out of their homes during the time when the National Guard was trying to clean up) but also national players were prevented

from flying due to numerous airport closures…some expected and some not (such as Dallas). The following links show a few sample stories:

- The Detroit Free Press
- The Detroit News
- The Detroit Free Press
- Now Public, Crowd Powered Media

Certainly the folks who came to the Arlinghaus suite in 6910 were impressed with the whiteout conditions, from the swirling snowstorms, at that height---no lights were visible at night, not a one, whereas even on nights with fog the lights of nearby Cobo Arena were at least visible! In the table below, the first column of numbers shows estimated table counts; the second column shows actual counts at the Detroit tournament. The third shows the counts from St. Louis spring NABCs one year earlier. The fourth shows Actual Detroit as a percentage of the estimate.

SUMMARIES				
side games				
morning series	171	119	181	69.59%
afternoon series	233	205.5	229.5	88.20%
evening series	325	272.5	342	83.85%
one-session team	536	414	558	77.24%
total	**1265**	**1011**	**1310.5**	**79.92%**
knockouts				
morning	503	341	513	67.79%
10 and 3	27	26	26	96.30%
afternoon	1354	1031	1405	76.14%
evening	668	525	713	78.59%
total	**2552**	**1923**	**2657**	**75.35%**
two-session pairs and teams				
10 and 3	723	739	777	102.21%
afternoon	584	551	630	94.35%
evening	581	546	610	93.98%
total	**1888**	**1836**	**2017**	**97.25%**
GRAND TOTALS				
morning	819	593.5	837.5	72.47%
10, 2, and 3	750	765	803	102.00%
afternoon	4103	3654.5	4316.5	89.07%
evening	3971	3495	4192.5	88.01%
midnight	53	45.5	61	85.85%
total	**9696**	**8553.5**	**10211**	**88.22%**
national events	3268	2968	3493	90.82%
side games	1265	1011	1310.5	79.92%
knockouts	2552	1923	2657	75.35%
I/N	670	770	672	114.93%
two-session regional championships	1888	1836	2017	97.25%
midnight	53	45.5	61	85.85%
total	**9696**	**8553.5**	**10211**	**88.22%**

This data set speaks clearly to the success of the I/N pre-tournament workshops. They generated an extra 100 tables over the projections. The Seniors events were right on target. Others were consistently lower across the board suggesting some global reason, such as violent weather in a broad area, for the pattern. One particularly notable variation from expected appears in the knockouts. These are unusually low. Knockouts all over the country go over well and are viewed as opportunities to pick up large quantities of points. That has not been the case in the Detroit metro area where the knockouts are typically populated entirely by the areas leading teams, only. One might guess that the combination of weather and local perception of anything called a "knockout" caused this low value of 75% of projected. Further, when knockouts begin with a low value, the nature of the event forces perpetuation of that value. Thus, knockouts offer a compounding effect of table counts, high or low. In any event, we refrain from too much interpretation of the data other than to note the obvious weather connection. The dataset is here for the reader to consider along with selected associated information.

Summary with Emphasis on Fund-Raising and Finance

As this report is read, it is important to understand the structure of our host group. Technically the Detroit Spring 2008 NABC was awarded to District 12. They, in turn appointed the three co-chairs. District 12 has no treasury, so all financial matters were in the hands of the host committee.

Since Detroit had not hosted an NABC for 27 years, most players did not know the difference in responsibilities for the host body between a regional and an NABC. We had to spend a fair amount of time educating experienced players as to exactly what we needed to do and what the ACBL did.

Organization Overview

Our NABC was chaired by three people. We all knew going in that having three co-chairs was a risky business, but we were determined to make it work. One of the co-chairs, Bill Arlinghaus, was also the local district director on the ACBL board. We were not sure how this would be received or how it would work out, but it turned out to be very important to our success. As a district director, Bill brought a very important insight into our planning that would not otherwise have been available. We strongly recommend that the district director be heavily involved in the NABC planning.

Our second co-chair was Bill's wife, Sandy Arlinghaus. Sandy has attended numerous NABCs, and she was able to develop important recommendations on what would work and not work with the handling of the VIPS and tournament entertainment. Her mixed professional backgrounds in culinary art, fine art, geography, and web design offered some interesting resources. Both Bill and Sandy had chaired sectional events over four decades and also chaired hospitality for a WBF Juniors event. The third co-chair, Ron Horwitz, had chaired the Motor City Regional for 16 years back in the days when it routinely drew over 2,000 tables. So he was very familiar with the operation of a good sized tournament and he also has a finance background (CPA). All three co-chairs are academics by background; all have PhDs and extensive experience in university level academics; they brought their logic and leadership skills to the bridge arena.

The first task was dividing responsibility for the committees among the three chairs. One (Horwitz) was responsible for a variety of local pre-NABC bridge activities, including fund raising and some local publicity. Because of his financial background, he was responsible for finance. The Arlinghauses were basically in charge of all areas that would function during the NABC and all national pre-NABC activities, including (over a three year period) banners, handouts such as buttons, flyers, pencils, gifts for district directors, as well as our website and local databases, set up three years in advance and maintained on a continuing basis by Sandy (in server space she donated). They also brought the national scene to the local level in hosting ACBL Presidents at local tournaments and at special functions in their home, as early as two years out. All three chairs had shared responsibility for everything during the NABC.

The co-chairs then selected the committee chairs, drawing on their knowledge of the cast of characters and sensitive to the fact that there are two dominant units in the Detroit area that would each expect to have equitable representation among the chairs. Most choices were excellent, although as in all large ventures, a few changes were necessary for personal and medical reasons. Prior chairs had recommended that one should not be afraid to replace committee chairs if necessary, and this report concurs with that advice.

We agreed to operate with: (1) an executive committee that included the three co-chairs, the chair of publicity and the treasurer. This group would make the key decisions and met frequently – at least once a quarter in the 2nd and 3rd year out and at least bi-monthly and then monthly as we got closer to the NABC, and (2) A steering committee composed of all of the committee chairs, liaisons from each of the five units in District 12, the ABA and a representative from Windsor, Ontario which is directly across the Detroit River from the NABC site. This group met three times and was basically an information sharing device.

Email was a very critical communication device as was our website. Lots of meeting time was avoided through the use of emails and databases posted on our site. If at all possible, we strongly advise recruiting committee chairs who have active availability and use of email and are internet saavy.

Fund-Raising

We decided early on that we were not going to nickel and dime pre-NABC fund-raising: no bake or T-shirt sales, etc. We decided to have a named NABC major sponsor and followed the advice of prior NABCs to go after a firm that had some ties to bridge. Our first two solicitations were rejected. But, we found out from a duplicate player that the CEO of Detroit-based Compuware Corporation (Peter Karmanos, Jr.) was a "closet" bridge player. On further investigation we discovered that he was an ACBL member (although he had never player duplicate) and played regularly in a rubber bridge game with Chuck Burger and Steve Landen. Horwitz knew that a regular player at the club where he directs worked for Compuware and played occasionally in the rubber bridge game with Karmanos. Ron approached him with our idea and he offered to serve as our "point man" at Compuware. A letter was sent to Karmanos explaining our objectives and happily he accepted to the tune of $50,000. Copies of the agreement with Compuware are available from Ron Horwitz.

The two Detroit-area units were sitting on very large treasuries. So we went to each of them asking for a donation. Each contributed $25,000. We were hopeful that the other units in District 12 would emulate them, but only one did – and then only for $2,000. Because of the NABC surplus, most of these monies were returned to the three units with our thanks.

We actively searched for companies to be day sponsors. We thought for sure that the three Detroit casinos would jump at the opportunity – but no luck, Through a contact with our publicity chair we were able to get Chrysler to sponsor ($5,000) the first Saturday – but that was our only day sponsor.

We also wanted a sponsor for the Schedule and Restaurant Guide. Once again, several offers were rejected. But then, one of our committee chairs, who owns a wealth management company, offered to be the sponsor ($5,000).

We also took full advantage of the opportunity to run the NABC Fund Games for the three years preceding the NABC. We got excellent participation – with about 95% of the district 12 clubs running the games, charging a $1 surcharge per player. These games accomplished two important goals: (1) they raised nearly $9,300 and, more importantly (2) brought the NABC to the attention of the players throughout the district.

We also got our District board to approve a $1/person surcharge on all regional entries for the three years preceding the NABC. We raised $26,600 from this vehicle. We committed to the units (in District 12, the units run the regionals) that IF the NABC had a surplus, we would rebate the surcharges pro-rata with the understanding they be used to reduce subsequent entry fees, so the money would get back to the area players. There were no surcharges on sectional entries or for clubs. We ended up with a surplus and all of the regional surcharges were returned to the respective units.

About a year before the NABC we let the word go out that event namings were available. These proved to be very popular and with virtually no arm twisting and we raised $18,700. Marty Hirschman, who was in charge of the Schedule and Restaurant Guide worked with the ACBL so he could sell ads in the book, primarily to area restaurants. These raised $4,900. Lastly, he got the great idea to sell one-liners to individuals for $50 in what he called a "Bon Appetit" listing. These raised $3,700.

The appeal to businesses was much stronger since they could write-off the cost of the ad/sponsorship as a business deduction. We got many questions from individuals wondering if they would get a tax deduction. But the ABCL, while it is a tax-exempt organization, does not qualify as a charitable one.

So, in total, we were able to raise nearly $180,000 from sources outside of the ACBL subsidy. This gave us tremendous opportunities to do a first-class job in servicing the local players and having high quality entertainment.

Financial Administration

As soon as the committees were allocated to the co-chairs, a preliminary budget was prepared based on the reports of prior NABCs and the counsel of the ACBL. In this budget we set goals for our fund-raising as well as expense projections. As things began gelling, it did become necessary to modify the budget. Our final budget was approved by the Exec. Comm. about six months before the NABC.

As the funds came in we immediately invested them in laddered CD maturities. Then when it came closer to the NABC, we opened a money market fund. Unfortunately, we had to get our own taxpayer identification number (TIN). So, we needed to file a 990 tax return. We got advice from two of the big-4 CPA firms and will not be paying any taxes on our investment earnings. We may be challenged on this by the IRS, but believe our case is strong.

It would have been much easier to use the district's TIN – but the way our district is organized, it has no funds and thus no TIN. So, we were hoping to use one of the local unit's but they preferred that we not. Our investment earnings will total around $5,000+.

We developed an expense reimbursement form early on and required that all requests for reimbursement be accompanied by the form that, in turn, required a co-chair's approval before a check would be cut.

While this is basically a volunteer effort, we did not believe anyone should have to be out any of their own funds. So the Exec. Comm. approved mileage reimbursement at the IRS rate per mile for charitable organizations. It also approved a per diem for the three co-chairs for each day they are in the hotel during the NABC equal to the per diem for the ACBL tournament directors ($49 for Detroit for 2008).

Under ordinary circumstances, the ACBL establishes an account with the host hotel to accumulate all of the host group's catering costs and then settles up with the host group after the NABC. We did not want to lose any potential credit card rebates that would be the case if the ACBL paid the hotel directly by check. So we got their approval to pay for the catering portion of the volunteer dinner and by reimbursed by the ACBL. The ACBL and the Marriott also agreed to charge all of the NABC food/entertainment charges (nearly

$100K) to Ron's American Express card (AmEx provides cash rebates, as opposed to miles, etc.). We met the credit limit problem by pre-paying the card to the tune of $90,000. That, plus his credit limit, was enough to absorb all of the charges. The rebates on the card were used to pay for a post-NABC celebration at a local fine restaurant to which all committee chairs and their spouses were invited.

Miscellaneous

We were determined to have good communication with the units, especially the two in the Detroit area. Either Bill or Ron (or both, on occasion) attended all of the units' board meetings until the NABC. We also had regular update articles in both units' Newsletters. Updates were also posted on our web site. We practiced real transparency in all of our work. There were absolutely no secrets.

We wanted our local club managers and directors to feel comfortable with the playing site, so we negotiated with the host hotel to hold a pre-NABC breakfast for them about five months before the NABC. The morning included breakfast and a tour of the hotel, including the playing sites and sleeping rooms.

As part of our effort to maximize participation of local players, we decided early on to heavily subsidize shuttle busses to the playing site from outlying areas. We were advised by prior NABC chairs who tried this that it did not work. Despite this, we made arrangements for the busses. We were also successful in negotiating outstanding rates at a parking garage physically connected to the Marriott Hotel. We printed up discount parking vouchers that were included in the pre-NABC mailing to all District 12 players and we also had a supply at the Information Desk.

The parking option proved to be very popular; the shuttle busses, as we were warned, did not. As a result, we spent nearly $16,000 on the busses to transport a handful of players. If we were to do it over again, we would seek other alternatives to the use of shuttle busses.

The ACBL advised us to begin staffing the Partnership Desk the first Friday. However, by Thursday 10:30 am crowds started appearing around the Partnership Desk. So, we had to literally corral some locals who (foolishly) were drifting by the Partnership Desk, and had them begin doing some pairing. Therefore, we would strongly advise having the PD staffed beginning the morning of the first Thursday.

There is always the question of whether the chair(s) should plan on playing any sessions. Our recommendation is a qualified "why not?" We found that our pre-NABC planning nailed everything and our committee chairs were 100% reliable. As a result, the actual operation of the NABC, from the Host Committee's perspective, was on "auto-pilot." This permitted the co-chairs, if they so chose, to play, understanding they were always on call and needed to be present at the catering following the conclusion of the 7:30 sessions.

Free play policy

Because of the varying amounts of entry fees, we decided to have the ACBL print up scrip of $14.50 each. If a player chose to play in events with higher entry fees, the player would play the difference. All members of the Executive Committee had unlimited amounts of scrip for their personal use. At the volunteer dinner, we provided each of the committee chairs an envelope with scrip for their use (typically ten for each chair) and additional scrip to distribute to their committee members who put in sufficient effort to warrant any. The ACBL charged us for all redeemed scrip as part of our settlement.

The committee chairs greatly appreciated this and their committee members were pleased to be thanked in this fashion.

Beyond the Façade

District 2 Director Jonathan Steinberg noted on his website (quoted above) the wonderful crew of friendly volunteers as well as the fine hospitality and entertainment in Detroit. So, too, does Joan Gerard, District 3 Director:

> "Never, but absolutely never have I seen more dedicated, devoted and caring people in charge of running a tournament. We should be cloning the 3 of you and sending you round to all the NABCs in ACBL land and we would never have an unhappy player nor an unsuccessful NABC. You three made Detroit a place for everyone who was there to remember with nothing but happy thoughts. The hospitality was super and the smiling faces of all the volunteers made everything wonderful. …I hope you are now resting and sitting back and thinking about what a wonderful job you all did. Thank you from the bottom of my heart."

In the material that follows, we share some of our thoughts in back of what caused many folks to react as did Joan and Jonathan (some of those comments are contained in the "Kudos" Appendix, below). Please see the links above to the various Committee Chairs for a more careful analysis, however.

- Fund-raising and Finance: raised large amount of capital in advance (coupled with careful professional budgeting of the funds) with the idea in mind that money will buy lots of things and we should have the money to do so thereby freeing up creative talent to move forward on other things that money does not buy. The total we had to spend for this tournament came in at just under $290,000!
- Volunteers: recruited, to be sure, from the local pool, and also from the pool of regular national participants from elsewhere as well as from the pool of former Detroit area residents who now live in Texas, Florida, or elsewhere. District Directors were helpful in this regard and others.
- Entertainment: draws not only from "obvious" local talent such as Motown, but also from talent in training through university connections across the area (in providing students in musical theater to be strolling a capella singers). Food from the hotel is carefully managed to maximize funds. That is, menus are developed in consultation with the hotel planner and the Executive Chef rather than simply choosing expensive items from the menu. Hospitality for local and other volunteers is managed, in part, by combining the suite for co-chairs with the District Director Suite to create one very large suite useful for a variety of purposes.
- A crew of "greeters," "human signposts," and "crowd managers" is designed to help navigate people around the RenCen complex in a friendly manner.
- Intermediate/Newcomer: an innovative set of "workshops" served as education in advance of the NABC--to draw folks who play bridge, but not duplicate, to the NABC these workshops educated them not only on the game but also on the mechanics of the game comparing and contrasting duplicate bridge with kitchen bridge (drawing on their experience with the latter and supporting that with more about the former).
- Information: an advance tour, conducted by a retired professor of urban planning who ran the expert course in field training in Detroit, helped get Information and Tours on the same page in terms of providing a uniform, basic level of information about the general area. There were of course all the usual flyers related to direct bridge player interests. There were other flyers that might be viewed as more informational about the Detroit area...showing visitors, at least through flyers, some of what there is that is fine about this part of our great nation.
- Registration: we used the registration gift as the "bag" itself that gets stuffed...so that we give a nice-looking messenger bag (instead of the ACBL plastic bag) and that is the gift. It contains maps and so forth...things we hope are of actual use to bridge players.
- Partnerships: continues the innovative use of web technology successfully employed in the recent past at other NABCs.

- Program and Restaurant Guide: created document keyed to the "People Mover" a local downtown transportation network. Includes two unusual pieces: one on Detroit-area food jargon and another on the view from the People Mover.
- Publicity: a newsletter was mailed, through the Postal Service, to every member of District 12 about 2 weeks before the beginning of the tournament. It is also posted on our website and it was sent to all District Directors as an e-mail attachment as well as to all Committee Chairs as an e-mail attachment.
- Caddy: caddies recruited not only from local caddy base but also from NABCs elsewhere as well as from Canada.
- Transportation: interesting use of the internet to create car-pooling opportunities not only within District 12 but also nation-wide. So, folks coming from Florida, for example, and wishing to drive can post an electronic note indicating their interest in ride-sharing...both convenient and environmentally-friendly. Also: shuttle buses from the suburbs will bring folks who do not wish to drive into Detroit from places where they can park and ride these buses. One of the park and ride lots is in a local university that has its own security force.
- Prizes: door prize program every day between sessions of the Senior events. Focus is on regional products to give away.
- Tours of various sorts: capture the local scene and involve heavily university connections of various sorts. Leased vans driven by bridge players offer free transportation to local sites (individuals on regular tours pay entry fees, if any, at museums and such). Tours that involve local university exhibits are entirely free. Tours of the RenCen were free and offered every day by a private tour guide. One special tour had the District Director lead the group on the People Mover tour described in the Program and Restaurant Guide. That was followed immediately by a tour of Hart Plaza, a sculpture garden adjacent to the Renaissance Center (including two works by Noguchi), led by local sculptor David Barr, whose "Transcending" piece along with Noguchi's fountain are the centerpieces of this Plaza. Learn about the sculptures straight from the sculptor's mouth!
- Internet: we have made extensive use of the Internet, from posting a large website of our own, http://www.Detroit2008NABC.org/ as early as three years out, to using web-based forms not only for partnerships but also for car-pooling. We've integrated a variety of software, from online Portable Document Files to Word files to Excel spreadsheets to Google Earth displays of mapped information, including capture of the entire Restaurant Guide in a single interactive Google Earth display.
- Opening Ceremony--a duplicate bridge demonstration and pre-tournament media event, held at Compuware World Headquarters.
- Continued association with Brian Walker, Detroit Metro Convention and Visitors Bureau. Brian came to the St. Louis Spring NABC 2007 and to the San Francisco Fall NABC 2007. He had a “Detroit” desk at each. The DMCVB were our partners from the get-go. They worked with us in developing our bid, worked with us in the relationship with the hotel, worked with us with our transportation, provided monetary support for the volunteer dinner, and so forth.
- ACBL Board of Directors, Tournament Chairs of previous and future NABCs, other individuals involved with previous/future NABCs, and ACBL Goodwill Chair. We view them as our network of "Ambassadors"--as they have carried our pins, pencils, bags, flyers, cards, posters and more across North America, beginning as early three years out. They get our hearty thanks!
- Jeff Johnston, Wendy Sullivan, Aileen Osofsky, Paul Linxwiler, Brent Manley, Carol Robertson, Rick Beye, Chris Patrias, Jackie Matthews and Jay Baum of the ACBL, and many others, are all terrific to work with. Our deepest thanks go to them, as the real hosts of this and other NABCs.
- Finally, we note a critical factor that is beyond most facades, from the institutional to the individual, is education. Thus, we note the heavy emphasis on academic connections at this tournament: All three NABC co-chairs hold Ph.D.s from major Michigan universities and all are or have served as professors there. In addition, the following link shows roles of other academics involved in the effort.

It is important to be creative with helpful resource pools, not only within the bridge world but outside it, as well.

Commentary

What makes an NABC a "success"? Should a single standard be used or should a set of standards be used? These are difficult questions. Let's take it apart a bit.

1. The ACBL is a non-profit organization and it spends money on many things that do not give a return sufficient to fund the organization. It has a membership of about 175,000 to support, a physical plant of a large building and warehouse, and a staff and supplies to maintain both the membership and the physical plant. NABCs are one very important way that the ACBL has to make a profit to make up for other losses. Thus, any NABC that loses money is a double-whammy: first, there is a direct loss of funds and second, there is a lack of generation of new funds. In that regard, then, table counts become all important.
    a. Clearly a tournament that loses money is a failure in the funding category.
    b. Any tournament that makes money is something of a success…now the question becomes, how much is enough? That is, does one need to maximize profit or simply make profit.
        i. If the goal is always to maximize profit, then an optimum strategy might be to hold all tournaments in Las Vegas—but would the locals volunteers tire of this (in their treasury and energy levels)?
        ii. If the goal is to make some profit, but not necessarily always to maximize profit, then tournaments can be spread around, with some making more than others.
2. At this point, one might then consider what benefits other than cash the ACBL can derive from holding NABCs.
    a. One large benefit might be to generate new players. These may not contribute a large amount of funds in the short run to ACBL coffers, but they will in the long run if they keep playing bridge.
    b. In any single geographical location there are only so many people and therefore only so many targets as new players.
        i. If the goal is always to target the large concentrations of population to generate new player contacts, then one should always go to large, densely populated metropolitan areas. An optimum strategy might be to hold all tournaments in the New York City area.
        ii. If the goal is to target some of the largest concentrations of population, then tournaments can be spread around. But, would the populations become saturated with the "come try a new game" approach?
3. Thus, if searching for a mix of approaches to 1 and 2, one might then search for "destination" cities…places where people want to go for vacations.
    a. If one always goes to "attractive" locales then Honolulu, San Francisco, and a few other locations might be an optimum strategy. But, in locations such as these, bridge is a small player in the convention circuit and might receive only short-shrift in treatment from hotels, news media, or elsewhere.
    b. Further, places that are attractive to visit may not hold bridge players, taking advantage of a reduced rate for hotel rooms, in the ballroom playing bridge. The bridge players may be out sun-bathing on the beaches instead of playing bridge and adding to ACBL funds.

In Detroit, we were not bored with having the ACBL here. Our volunteers were eager to greet people and to please them. Our newer players came out despite horrible weather conditions. Our playing site (the Marriott at the Renaissance Center) has often been described as "perfect," "near perfect," "fabulous," or "the best." We have lots to offer the ACBL including (but not limited to)

- A marvelous site anxious to work well with the ACBL
- Friendly and thoughtful volunteers
- A track record now of two very well run NABCs (but 27 years apart so that institutional and other memories are short from the first one).

We, in Detroit, would love to welcome you back. We offer our views above to the ACBL and the Board of Directors as they give thoughtful consideration to the complexity of awarding future NABCs. We look forward to working with you soon again and hope that this next time perhaps an NABC could be awarded to Detroit in the Fall, late October or early November.

We extend our deepest thanks to the ACBL staff in Memphis, to the Detroit Marriott and Renaissance Center staff, to the ACBL Board of Directors, and to the Detroit Metro Convention and Visitors Bureau..

Appendices

- ACBL Materials
  - Tournament Chair Manual
  - Caddy Material
  - I/N Material
  - Daily Tournament Bulletin
  - ACBL Bulletin
- Written final full reports from previous NABCs that raised large amounts of funding:
  - Pittsburgh, 2005
  - Houston, 2002—printed document
- Fund-raising information from previous tournaments
  - Houston
  - Pittsburgh
  - Washington DC
- Samples of publicity from previous tournaments
  - Atlanta
  - Dallas
  - Denver
  - Honolulu
- Kudos
  - Goodwill Chair Aileen Osofsky honors the three Detroit NABC Co-Chairs at the Goodwill Reception, Monday, March 10, 2008. Listen to the attached .wav file of the entire ceremony. Aileen honors the local "triumvirate" for their work on the Detroit tournament. Zeke Jabbour and the singers (Jessica Hershberg and Michael Lowney) honor Aileen with a special award and song!
  - Scanned notes
  - E-mail

District 12

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William C. Arlinghaus
District Director
Co-Chair
arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
Co-Chair
sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS MASTER PLAN

APRIL 1, 2008

Beyond Committees

Van Leasing, SA, BA, RH

Bill and Sandy Arlinghaus and others picked up three 15-passenger vans from Enterprise on Washtenaw in Ann Arbor. Bridge players or adult family were used to drive the vans (check with the rental company and the state to see about legal requirements). The vans were first tentatively reserved in December and then firmly reserved in January. Frequent phone contact established that they remember us. It is necessary to have a copy of a driver's license for each driver when the vans are picked up (they can be from any state and a photocopy is fine). Bill used his credit card for all three vans and was therefore listed as a driver on each van. We negotiated to have up to three drivers in addition to Bill on each van. Ron supplied 15% discount coupons from an Entertainment Book for each van. Listed drivers were: Bill Arlinghaus (3 times), Kari Arlinghaus, Dave Swarthout, Myles Maddox, Bert Newman, and Stacey Tessler. Kari and Stacey both live in Ann Arbor and were helpful in getting the vans to and from Detroit (45 miles away). Myles and Bert were staying in the hotel the entire time and Dave had a house near the tournament in Detroit. This latter group was therefore useful in helping at the tournament itself. The cost of the three vans for a two-week period is a bit more 5000 USD, including insurance from Enterprise, just to make certain all are adequately covered. Each van is equipped with a custom-made Atlas (SA) of all tours during the tournament, and there is to be at least one cell phone on each van (with numbers programmed in it from our master cell phone database of SA). These vans were housed in valet parking (comp from ACBL). They were used for transportation needs of various sorts, primarily for pre-tournament tours, tournament tours, Volunteer Dinner, and Opening Ceremony. There was never a charge for using them, nor should there be (per advice from a lawyer bridge player) given the amateur status of the drivers.

Theme, SA

As designs, prizes, website content, and so forth emerged, there seemed to be a somewhat persistent underlying theme emerging: that of "cherries." Perhaps that is not surprising. Michigan is the number 1 producer of tart cherries in the world. Thus, it is not surprising that as we looked for Michigan products we kept coming up with cherry items. We noted, therefore, that "cherries" were an underlying tournament theme: red registration bags, red caddy t-shirts, numerous cherry prizes, cherry strudel as evening food, and so forth. We did not look for a theme at the outset nor would we suggest it. To do so, might "force" the issue. But if one naturally emerges, then why not seize the opportunity? It can give an extra boost of awareness of the local scene.

Creation of Extra Posters for the Tournament, SA

- Two of our logo at 3 feet by 3 feet to welcome people. Displayed on tripods in the Motor Lobby and the Main Lobby of the Marriott, photo.
- Two of the high resolution People Mover map.

District Director Receptions, BA and SA

- Sunday, March 2, District Directors arrive.
  - Suite 6910 is open all day, to 6p.m., to members of the BOD and their spouses and others. They were all e-mailed in advance and invited. They were given the room number and told to come on up and relax and have fine hospitality before or after they check in.
  - A special "door prize" drawing was created for them. It gave us an opportunity to gauge bridge player reaction. They seemed to enjoy it a great deal and with the competitive spirit toward winning that one might expect. The prizes are Michigan/District 12 based in nature: Teddy Bear stuffed with cherry pits that serves as an ice pack and a heating pad; oven mitt with map of Michigan on both sides; curly dog cutting board; and so forth.
  - Day-long reception: they will have cheese and crackers (standard cheese such as Brie (triple cream) to local cheeses 5 different chunks of cheese), Bar Scheeze (3 containers) and breadsticks (6 packages); St. Julian fruit spumante (3 bottles), Larry Mawby wine (Blanc de Blanc (3 bottles); Blanc de Noir (3 bottles)), Charles Shaw Cabernet Sauvignon (6 bottles); dried Michigan cherries (1 pound); chips (potato and Frito), MBA dips, platter of sandwiches, and so forth.
  - Directors are given their gift bags, in addition to the all-day reception. The emphasis on the gifts is on stuff that is enjoyable while they are in Detroit, that shows off what we have in District 12, and that is not breakable and easy to carry back. Each bag (bag is glossy red with white tissue insert and gold curling ribbon) contains: 1 lb. of Bar Scheeze and breadsticks, Chocolate Garden 2-fer of Dark Chocolate Cherry truffles, a CD of Memories of Detroit (basically our local NABC website), a variety of other snacks (peanut butter crackers and such) and a sheet of Michigan facts. In addition each director was given a bottle of St. Julian cherry fruit spumante, reflecting the underlying "cherry" theme—Michigan is the world's number 1 producer of tart cherries. Photo shows gifts displayed in the background on the bar in our suite.
  - At 6:00p.m. the group moves to the Presidential Suite for dinner at the Morses.
- Our Suite, 6910, was available each evening to the District Directors, in addition to the Presidential Suite (7010). We also supplied assistance to the Presidential Suite as requested. In particular, we lent our car (housed in complimentary valet parking) to Bert Onstatt (Bert and Kathryn were helping the Morses) on many occasions so he could shop at Sam's Club or Costco. We also supplied sharp knives to that suite, for cutting meat from Sam's Club.

NAP Reception, BA and SA

Joan Levy Gerard contacted us ahead of time and asked if we might have a reception in our suite for these players who arrive in advance of the event. We checked with Jeff, he said it was fine with him, and so we were delighted to do so. We had wine and cheese available for them on the Tuesday night preceding the tournament, from 9-11:30. Jeff advertised it in an attachment to the Pre-Bulletin. However, no one came. It may be that a different form of publicity is required, but bear in mind that it is difficult to put anything in writing about the event, given contractual obligations of the ACBL with the hotel. Working with Jeff on anything that goes on in a private room is critical. District Directors might be a natural word-of-mouth network to consider. However, on Tuesday night they are typically in the Presidential Suite, along with spouses and Memphis Staff involved in a duplicate game of their own. We held the event and invited District Directors who were sitting out of the bridge game upstairs; that way, some of them got involved, and perhaps the next time there will be greater advance awareness of the event.

Volunteer Dinner, RH

The Volunteer Dinner on the Wednesday before the beginning of the tournament. The event was held at the "Max"—Orchestra Hall in Detroit. In addition to a fine meal, a string quartet of young musicians played during the cocktail hour and tours of the Max were available and greatly enjoyed by many. The dinner that

followed included an outstanding array of fine food. Guest chose from among beef filet, salmon, or vegetarian main dishes—supplemented by appetizer and salad. The chocolate mousse dessert captured the fancy of many.

Opening Ceremony, RH, BA, SA

A Board-A-Match team event. The Friday before the tournament, the "closed" room played…three local players and one businessman. That event was held at Lawrence Technological University (LTU). LTU President Lewis Walker was the partner of ACBL District Director, Bill Arlinghaus. They played four boards against recent national champions Rick Kaye and Bill Melander. On Thursday, March 6, an opening ceremony was hosted at Compuware World Headquarters in downtown Detroit….the "open" room. Here, Compuware CEO, Peter Karmanos, Jr. (Walker counterpart) was partnered with ACBL CEO Jay Baum. They played four boards against world champions Bobby Wolff and Dan Morse (also ACBL President). This media event drew attention from TV, radio, and newspaper folks from across the metro area. The Karmanos team (Karmanos, Baum, Kaye, and Melander) beat the Walker team (Walker, Arlinghaus, Wolff, and Morse) in this 4 board event. SA and Aileen Osofsky welcomed folks to this media event. Ron hosted the event. Bill wore his District Director hat and introduced the presentation of the funds to the Karmanos Cancer Center. Bob Cappelli served as moderator for the event. Bill Connellan arranged for the wide variety of publicity contacts along with Compuware. Stu Cohen, bridge player and Compuware person, watched.

Patron Member Reception, ACBL

The ACBL runs this reception on the first Sunday night, in the Presidential Suite, after the evening game. The local committee has nothing to do with this event, but simply needs to be aware of its existence as it might factor into plans they wish to make. There might be 100 people at this reception, normally held at a time when a local committee might be planning food service or live entertainment.

Goodwill Reception, ACBL, SA

Aileen Osofsky hosts this reception which meets Monday between sessions. Light food is served. A local committee might therefore wish to have a relatively hearty dish after the game as some will have made the earlier light "meal" a dinner. Also, we thought it would be nice to contribute an addition to Aileen's event from our budget. Thus, we added the singers for that evening to her event. We talked to Aileen in advance about the arrangements and she was delighted to have them. Link to audio file of the entire event.

District 12

Compuware Spring 2008

North American Bridge Championships

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http://www.Detroit2008Nationals.org/

William C. Arlinghaus
District Director
Co-Chair
arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
Co-Chair
sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

BACK TO HOME PAGE

NABC CO-CHAIRS
BILL ARLINGHAUS
SANDY ARLINGHAUS
RON HORWITZ

The set of three co-chairs got along very well as a group. They are all academics; all have Ph.D.s; all are experienced public speakers; all are experienced published writers; all are experienced community, bridge, and business leaders. Despite the many similarities, each had a particular niche of skills to offer. These were drawn heavily from academic backgrounds, not only in terms of getting universities involved in various ways but also in utilizing personal skills that come from many years of teaching, research, and administration. All play bridge but at various levels: from novice to expert. Their interests and skills, though similar, were also different enough to reflect a wide variety of facets of the bridge-playing community. Finally, academics, as a group, have an altruistic side. Thus, their focus on this event was as an opportunity for Detroit and its metro area to come together and work creatively in a positive direction to generate revenue for this "renaissance" city on the Detroit River segment of the great St. Lawrence Seaway.

Generally, we liked to let the Committee Chairs focus on what interested them the most about doing their jobs and then fill in around that with our own efforts or with those of others, in close consultation with the Committee Chairs. That way, we hoped to avoid situations in which the Chair got bogged down doing something he/she did not like to do with a consequent loss of quick action in moving forward. Also, some committees had more to do at various times than did others and we hoped, by doing substantial work ourselves, to help balance the work load in the entire tournament (from which we had the best vantage point). The strategy seemed to work quite well. For reference in implementing that strategy we have separated our own "assists" to committees on each of the committee pages and attached the "assists" as a link to each page.

We offer, below, a bit of information about each co-chair, for reference purposes. For each of us, bridge has never been our main intellectual stimulation. All of us have been involved for many years as leaders in arenas outside the bridge world. Finally, each of us plays bridge at a different level. Pulling all that together meant that we were not competitive with each other, but rather supportive of each other, in running the tournament.

- Bill Arlinghaus
  - Bill is current representative on the ACBL Board of Directors from District 12 and is active on many ACBL Board committees. He is co-creator of the formula used by the ACBL for scoring of high-level team games. Bill is four-time past Tournament Chair, President, and CEO of the Michigan Bridge Association (ACBL Unit 137)--once each in the 1970s, 1980s, 1990s, and 2000s. He was Chief Scorer of the WBF World Juniors held in Ann Arbor in 1991 and also served as co-chair of hospitality for that event. He is past-President of District 12. He is co-chair of the Compuware Spring 2008 NABC in Detroit. Bill is an emerald life master who has been playing at NABCs since 1964. He is a Patron Member of the ACBL and has a "Goodwill" pin and a "Charity" pin.
  - Bill is Professor of Mathematics and Computer Science at Lawrence Technological University where he continues to teach and do research. He is past Chair of that department and has served his university in a variety of other administrative capacities. He also serves as Manager of Arlinghaus Enterprises. He has served his community as President of the St. Thomas Church Pastoral Council. He continues to serve his community as President of the Huron Chase Condominium Association (a post he has held for 11 years).
- Sandy Arlinghaus
  - Sandy helped Bill at sectional tournaments, during each year of Bill's tenure as MBA tournament chair, by orchestrating, creating, and/or preparing hospitality and food, artwork, signage, and related materials. She served with Bill as co-chair of hospitality at the WBF World Juniors in 1991. She is a Patron Member of the ACBL. She has a "Goodwill" pin.
  - Sandy is an adjunct professor of Mathematical Geography at The University of Michigan, School of Natural Resources and Environment, in Ann Arbor where she continues to teach and do research. She is a principal at Community Systems Foundation in Ann Arbor, an international Non-Governmental Organization partnered with the United Nations. She is Director of the Institute of Mathematical Geography. She serves as President of Arlinghaus Enterprises as well as principal fine art and internet designer. She served her community for nine years as a member, Secretary, Vice-Chair, and Chair of the City of Ann Arbor Planning Commission; for three years on the Environmental Commission. She sits on Ann Arbor Police Department Neighborhood Watch Advisory Panel. She also helps Bill at Huron Chase condos by serving as the Chair of the Social and Welcome Committee.
- Ron Horwitz
  - Ron currently directs several games each week at The Bridge Connection in Southfield, Michigan, Michigan's largest ACBL sanctioned duplicate bridge club. For 16 years he chaired the Motor City Regional during its hey-days in Cobo Hall when the tournament typically drew over 2,000 tables annually. He is a past president of ACBL District 12 and The Michigan Bridge Association, ACBL Unit 137 where he also served as executive-secretary and treasurer for many years. Ron has a "Goodwill" pin.
  - Professionally, he is Professor Emeritus of Finance at Oakland University in Rochester, Michigan where he served as Dean of the School of Business Administration for 12 years. He currently is secretary of the board of trustees of Providence Hospital in Southfield, Michigan and a member of the Finance Comm. of St. John Health and the Audit Committee of St. Louis based Ascension Health.

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Co-Chair
sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

CADDY COMMITTEE

SAM HIRSCHMAN, CHAIR

The ACBL has a set of well-trained "master" caddies that work at many different NABCs. This set of caddies works under the direction of Jackie Matthews and her daughter Pam. The local Caddy chair fills in as needed around this set. Sam Hirschman, himself an outstanding tournament duplicate player (and a former caddy), organized the local set and kept track of their relation to the national set in an Excel Spreadsheet (attached). Sam was at one time the ACBL "Youngest Life Master." He has kept in touch with the world of bridge as he proceeded through the educational process obtaining a Master's Degree in Education from The University of Michigan in Ann Arbor. He currently teaches at Emerson School in Ann Arbor, a school for gifted and talented children. Sam goes to NABCs as he has time; he recruited a number of caddies from Lansing and from Canada while at NABCs prior to the Detroit event. As a young man, successful educationally, professionally, and in bridge, Sam is, himself, an outstanding role model for other caddies and young bridge players.

Assistance from NABC Co-chairs.

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District 12

Compuware Spring 2008
North American Bridge Championships
Detroit, Michigan
MARCH 6 - 16, 2008
http://www.Detroit2008Nationals.org/

William C. Arlinghaus
District Director
Co-Chair
arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
Co-Chair
sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

CADDY COMMITTEE
SAM HIRSCHMAN, CHAIR

Assist from NABC Co-Chairs:

In Detroit, we had a great many caddies and the arrangements for caddies worked very well.

BA—had it been necessary (but it was not because of Sam's, Pam's, and Jackie's fine work), Bill had possible contacts at his university, Lawrence Technological University (LTU) in Southfield Michigan, to fill in as support. LTU President Lewis Walker had pledged to support the tournament in any way that he could. We found a number of local universities to be quite supportive of various aspects of this NABC because they saw an advantage to any event that brings business and folks from elsewhere to Detroit.

SA—

1. Food for caddies was supplied from the District Director's Suite/Volunteer Suite/NABC Co-Chair Suite. Large quantities of peanut butter, jam, and crackers were sent to the caddy room as were large quantities of homemade baked goods donated by helpful volunteers (especially Marilyn Maddox and Patty Becker). In keeping with the spirit of the tournament, we wished to give our caddies, as well as others, products of high quality.
2. T-shirts. SA made the design. Beverly Kruger produced the shirt, on a colored material, one color type, for a cost of 4.25 USD per shirt. The design was printed on both the front and the back of the shirt. Caddies were not required to wear the shirt but most did because they liked it (and a number of them volunteered comments to that effect); we chose not to require them to wear the shirt because we thought that a happy caddy is a better caddy and that many teenagers might not care for clothing that was "required" rather than simply "free." The red color had a double purpose.
    a. First, one-color printing on shirts is much cheaper than multiple colors. So, when card pips are to be produced in red and black, choose black for the text and make hollow heart and diamond pips so that a red background shows through and colors the hearts and diamonds red at no extra cost.
    b. The underlying "cherries" theme is reflected in the red T-shirt. It also matches the design and color on the registration gift, a messenger bag, again with the same thought about a strategy to get a two-color image from a one-color printing scheme.
3. 200 caddy T-shirts were produced in a variety of sizes ranging from M to XL in a distribution recommended by Jeff Johnston and Beverly Kruger. Get enough so that the caddies have clean shirts—Roni Gitchel Atkins in Pittsburgh noted that she ordered 200 shirts and had some left but that she preferred to err on the side of too many and have neat caddies. We agreed. The remainder were

kept locally. Beverly Gardner suggested giving them to caddies working the local units. That too seemed like a good idea. Thus, the District Director took the remainder to distribute to units in District 12, as they wished to have them.

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ENTERTAINMENT COMMITTEE

MARILYN MADDOX, BEVERLY RIORDAN, AND HOWARD B. ABRAMS, CO-CHAIRS

These three co-chairs worked individually on specific projects in close association with SA. The details of their activities are listed below. For the overall coordination, in addition to specific assists, please see the linked "assist" page. Information about the events and food was projected onto the wall on the fourth floor: Food Powerpoint; Entertainment Powerpoint. These were updated each day to reflect various changes and supplemented the Daily Bulletin in letting players know what was happening each day.

MARILYN MADDOX: PLAYER ENTERTAINMENT

Marilyn has been active in the local Detroit bridge scene for many decades. She and her husband Myles also have been to many recent NABCs and they are frequent travelers to regionals. Marilyn and crew serve food at many local sectionals, regionals, and other bridge events. Folks love the home baked goods that are often available due to Marilyn's efforts. In addition, Marilyn is a fine cook. She received brief training at the Cordon Bleu School of Cooking in Paris, France and has used that training well to create numerous finely-crafted artistic culinary events.

In the pre-tournament period, Marilyn and crew assisted both the I/N committee and the District Director in preparing receptions. They also assisted at a later reception for Sharon Fairchild when she responded to a direct invitation from the District Director to visit a regional in advance of the Detroit NABC.

Marilyn worked with SA and BA to suggest some content for events. She wanted, in particular, something with a "Sanders" connection because she, and others, love their hot fudge sauce. She also wanted to serve Detroit-style coney island hot dogs and Vernor's Ginger Ale on one evening. These fine ideas were echoed from other quarters, as well. Marilyn was present for part of a meeting with SA and BA and Sue Carlson of the Marriott.

Marilyn took charge of matters involving getting hospitality to the players at times when the hotel did not (and with sensitivity to the idea that the hotel serves all food as per contractual arrangement between the hotel and the ACBL). The NABC Co-chairs, in consultation with the ACBL, decided against putting candy and other "party favors" on the card tables where folks play bridge. Still, they wanted players to have candy available. So, as have some other NABCs, the idea was to make candy available in dishes on staffed desks.

Marilyn, with assistance from Myles,

1. Created and personally baked a variety of home made breads, cookies, and so forth and delivered them to 6910 each day. She also got her team to do the same.

2. Selected and purchased an array of candy and bowls to put out on desks. They bought 200 pounds of Hershey's Miniatures directly from Hershey in Pennsylvania (delivered in advance to Arlinghaus home). After experimentation with the amount to put out, and when to put it out, they decided on about 25 pounds per day, distributed twice daily among 5 bowls—2 at the Partnership Desk, 1 at the Local Information Desk, 2 on the Third Level for the I/N and Regional events. They supplemented the original Hershey purchase with another 100 pounds of candy from a nearby farmers' market.
3. Beginning on Friday, March 7, Marilyn organized a team of "greeters" to meet folks in the Motor Lobby of the hotel and say "welcome to Detroit" and offer them a piece of candy. She did the greeting herself and got others involved, as well. She used some of the candy above for baskets held by the greeters.
4. Marilyn and Myles also used their vast experience to communicate anything they saw that looked like something might be needed. Their eyes and ears were of great value in communicating to the NABC co-chairs what they were observing as they moved around the tournament.

BEVERLY RIORDAN: SUITE 6910

Beverly has been active in local bridge administration for many decades. Among other things, she was co-chair of the 1991 World Junior Championships in Ann Arbor. She has much experience working directly with SA in matters involving bridge hospitality.

SA and BA asked the ACBL to combine the "volunteer suite," the "district director's suite," and a "tournament co-chair's suite" into a single giant suite, with a specific request for the 1800 square foot "Governor's Suite" in room 6910 (on the 69th floor) of the Detroit Marriott. They had seen this particular suite two years out and knew that it had a kitchen with a full-sized refrigerator freezer in addition to the mini refrigerator in the bar area. The suite had a fabulous view looking south along the Detroit River at the Ambassador Bridge through floor-to-ceiling windows the entire length of the suite. We wanted our volunteers to have the best with the idea that a happy and relaxed volunteer is a good volunteer.

Beverly's mobility is a bit impaired these days but her experience and wisdom are as sharp as ever. Thus, she was the perfect person to work with SA in seeing to it that the "volunteer suite" component of usage of room 6910 worked well. The suite was open to volunteers each day, Friday, March 7, through Saturday, March 15, from 10a.m. to 8p.m. We needed to work closely with the ACBL in order not to violate their contractual arrangement with the hotel. Thus, we provided volunteers with a place to rest, watch TV, and socialize. We did also provide snacks that Sandy made in conjunction with her management of the suite for personal reasons (as a "District Director's" suite). Volunteers were therefore treated, on a regular basis, to the "leftovers" from the personal use component of the suite. These included, but were not limited to: hotdogs (there was a microwave in the kitchen), popcorn, home baked treats brought in by Marilyn and crew, home made chip dips and chips, soft drinks including local Michigan products, shrimp and sauce, and a variety of other treats. Typically, Sandy prepared all personal food; Beverly set the leftovers out in an attractive arrangement on the table and hosted volunteers as they came alone or in small groups throughout the time the suite was open. If Bev were playing bridge, she arranged for someone else to serve as host. Also, she coordinated getting leftovers to the caddy room. The most popular items with the volunteers were the hot dogs and the popcorn. Each day there was a steady stream of volunteers with small groups in the early afternoon and the early evening, right after the beginning of game time. Each day about 15 to 25 volunteers used the suite. Knowledge of it, and its location, was through word of mouth diffusion of information, only (again, in the interests of contractual agreements).

HOWARD B. ABRAMS: LIVE ENTERTAINMENT.

Howard has been active for many years in the Detroit music scene including as an organizer of the Detroit Music Awards. He is a professor of Law at The University of Detroit/Mercy. Howard is an expert in, among other things, entertainment law.

Howard volunteered to coordinate live entertainment for us, particularly the segments that involved bringing in professional groups, negotiating their contracts, working with the hotel on adequate setups (such as lighting systems, sound systems, and even pre-performance dinners for the groups), and a variety of other detail that only someone with his experience would think to plan in advance.

Thus, Howard:

1. Suggested and arranged all detail for an appearance by the Motown group, The Contours. The performance was held on Tuesday, March 11, 2008 at 11:00p.m. in the Fifth floor ballroom of the Detroit Marriott where earlier that day a Senior Bridge event had been held (finishing by about 7:00p.m. allowing both the ACBL and the hotel time to test sound systems, rearrange the room, have a catered dinner for the performers and their handlers, and so forth). The ballroom holds about 400. There were about 200 at this event. At the end of the performance, there was time for dancing. The audience danced with the Motown members and with each other. They all loved the opportunity, especially insofar as this Motown group was the group singing "Do You Love Me" that was the hit of the movie "Dirty Dancing."
2. Suggested and arranged all detail for an appearance Jeremy Kittel, National Celtic Fiddling Champion. Kittel is a graduate of The University of Michigan School of Music and is a native and current resident of Michigan. He had a support group with him; the cellist of the evening was also a National Fiddling Champion. The performance was held on Wednesday, March 12, 2008 at 11:00p.m. in the Fifth floor ballroom of the Detroit Marriott where earlier that day a Senior Bridge event had been held (finishing by about 7:00p.m. allowing both the ACBL and the hotel time to test sound systems, rearrange the room, and so forth). The ballroom holds about 400. Again, the room was about half full at its height.
3. Suggested and arranged all detail for an appearance by the Motown group, The Miracles (without Smokey Robinson). The performance was held on Thursday, March 13, 2008 at 11:00p.m. in the fifth floor ballroom of the Detroit Marriott where earlier that day a Senior Bridge event had been held (finishing by about 7:00p.m. allowing both the ACBL and the hotel time to test sound systems, rearrange the room, have a catered dinner for the performers and their handlers, and so forth). The ballroom holds about 400. It was full.
4. Suggested and arranged all detail for an appearance by Gia Warner a local singer who does voice segments for commercials and movies. She appeared with her father, a local guitarist. Gia became available for a concert only very late in the planning. The original plans had called for a VuGraph demonstration on Friday, March 14 but that was cancelled. Versions of the Daily Bulletin earlier in the week had carried announcement of her concert on Friday. However, on Friday that announcement somehow slipped out. On this evening, there were only about 85 in the fifth floor ballroom to hear the voice of this extraordinary performer from Michigan.

Assistance from NABC Co-Chairs

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FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

ENTERTAINMENT COMMITTEE

MARILYN MADDOX, BEVERLY RIORDAN, AND HOWARD B. ABRAMS, CO-CHAIRS

Assistance from NABC Co-Chairs.

Traditionally, player food and live entertainment are held after the regular evening games and we stuck with that tradition. To avoid a mad dash for food, we negotiated with the hotel to have multiple server stations (we had eight). We chose food that was easy to eat on a plate but that was not highly portable otherwise (not easy to stuff into pockets or purses). We also had local committee members in the background should additional crowd control be needed (it was not).

Powerpoint displays projected on the wall were created by SA and set up by her using her own laptop linked to an ACBL projector, both of which were locked to the table and remained in place throughout the tournament. She altered the files as needed and set them up each day. Sample displays: food, entertainment.

With the live entertainment we had a variety of styles. Early in the tournament, we had only strolling entertainment (singing, a clown). That way, players greeting old friends and new partners, could choose to talk to each other as they ate. Others could choose to focus on the entertainment and even interact directly with the entertainers in a comfortable manner. Later in the tournament we had more traditional entertainment in a theater-style setting.

In addition, we offered food for Senior events between sessions each day (with dessert items served later in the break and luncheon items served earlier in the break) and also door prize drawings of local Michigan products (purchased or contributed) each day just before the break. Finally, special events of various sorts were offered for I/N folks.

PRE-TOURNAMENT WORK

1. BA invited Harriette Buckman to a reception he sponsored following a regional. It was to serve the dual function of serving as a “warm-up” for Marilyn’s segment of Entertainment and also to afford the local bridge players an opportunity to meet, one-on-one, with a sitting ACBL President.
2. BA invited Harriette to Ann Arbor to a reception he sponsored to meet with a variety of local players at his home (SA making food).
3. BA invited sitting President Sharon Fairchild to a regional. The same dual function as in the previous year when Buckman came was served by this visit. He also hosted Fairchild in him home but just in a simple function without others.

PLAYER ENTERTAINMENT

The main NABC Co-Chair assist was from SA. Although all three NABC Co-Chairs have considerable hospitality experience, it was Sandy's that served principally to guide this committee. In addition to experience with bridge hospitality, Sandy has lived her entire life in the world of professional food management (at least indirectly). Sandy's mother, Alma Lach, is the first American woman to hold the highest degree, Grand Diplome, from the Cordon Bleu School of Cooking in Paris, France; she is a Chevalier de Tastevin; a member of the Chaine des Rotisseurs, and an award-winning member of Les Dames d'Escoffier. Alma has written many books, served as food editor and restaurant critic for the Chicago Sun-Times, and served as a consultant on kitchen and menu design to major hotel restaurants (including The Pump Room in the Ambassador East in Chicago), airlines, and corporations. Sandy was happy to share some of her connections in the world of food with the folks in the Detroit Marriott, as a sort of a benchmark of mutual understanding and cooperation.

Jeff Johnston advised that we not order off the hotel menu, but instead ask to meet with the Chef and discuss matters that might involve having the Chef decide, within general parameters set forth by us, what would be a good choice on a day-by-day basis. Thus, we initially studied the hotel menu to understand the range of costs and items offered on an individual basis. Then, we obtained from the St. Louis NABC, the spring NABC directly before ours in the spring of 2007, the actual table counts. A bit later, we obtained from Chris Patrias, the Director in Charge for our Tournament, his estimates of table counts for Detroit. We supplemented these with Jeff Johnston's projected counts. Then, we took 75% of these and rounded down to get an idea of number of servings. We wished to make sure to have plenty of food without going way over; Jeff had suggested using a figure between 65% and 75%.

In our meeting involving both Sue Carlson of the Marriott and Executive Chef, Franz-Josef Zimmer of the Marriott, we asked for estimates from the chef of what he could prepare for 6, 8, and 10 dollars (inclusive) per serving for 1000 people over the course of 10 days (maxing out therefore at 100,000 USD). We indicated that we were aware that there was a 22% service fee and on top of that 6% sales tax thus adding 29.32% to each item. In asking for the bid to be "inclusive" we were thereby asking that it include not only the cost of the food itself but also the 29.32%. We also indicated that we would tinker with the numbers as per projection. Further, we indicated that in asking for these "low" values, we understood that there were economies of scale in preparing 1000 portions and that we preferred to put all money into the food itself and not into alcohol (so, no cash bar) and not into fine china (so disposable plates and cups). In addition, we indicated an understanding that there is far more involved in managing these quantities of food that the simple grocery store cost of the item: labor union contracts with hotel staff, perishability (lettuce may be cheap to buy, but one cannot effectively store any leftovers or take advantage of any specials on it), and a host of other items that serve to drive up the cost of hotel food preparation that one does not even consider in a home kitchen. We also indicated that beyond what the chef might come up with (and we encouraged him to be creative) we did wish to have three specials that would correlate well with the live entertainment: Sanders' creampuffs after The Contours; Upper Michigan pasties after Jeremy Kittel; and, Vernor's and Coneys after The Miracles. That is, Detroit/Michigan food to go with Detroit/Michigan entertainment. The hotel came back with an outstanding array of suggestions, all within our price range. They also offered to run a cash bar at their expense as an experiment. When we saw what we had as possibilities, we also worked to include food for the Senior events, between sessions, on a daily basis, along with "entertainment" in the form of Door Prizes based on Michigan products (donated and purchased).

A copy of the Banquet Event Order (BEO) is attached. SA communicated on a regular basis with the hotel. It was necessary to sign off on it three days in advance of each event (after which no changes could be made). A summary of what was served follows—for details, see the BEO. The timing of the food for the seniors varied (as per Sue Carlson's suggestion)—with lunch items served early in the break and dessert items served later in the break. For "regular" events, all items were served at 11:00p.m. They were snack-

sized servings—not dinner sized portions although the hotel was very generous in its servings! The food, service, and personnel were all excellent and people loved the food.

Thursday night, March 6, the ACBL suggested a welcome at about 8:00p.m. of coffee and pastry. We served coffee and mousse tarts, chocolate and vanilla mousse half and half inside a tart shell.

Friday, March 7
Seniors: Cherry Strudel with Vanilla Sauce and Michigan Fudge
Regular: Cherry Strudel with Vanilla Sauce and Michigan Fudge

Saturday, March 8:
Seniors: Sanders Cream Puffs
Regular: Roast Beef with Mashed Potatoes and Gravy
The hotel tried a cash bar Saturday; it did not make enough to continue so they dropped it.

Sunday, March 9:
Seniors: Turkey and Ham Sandwiches
Regular: Turkey and Ham Sandwiches

Monday, March 10:
Seniors: Ice Cream Bar Reception
Regular: Chili and Crackers

Tuesday, March 11—selection to correlate with Live Entertainment
Seniors: Chocolate and Vanilla Mousse Cups
Regular: Sanders Cream Puffs

Wednesday, March 12—selection to correlate with Live Entertainment
Seniors: Upper Michigan Pasties
Regular: Upper Michigan Pasties

Thursday, March 13—selection to correlate with Live Entertainment
Seniors: Coney Island Hot Dogs and Vernors Gingerale
Regular: Coney Island Hot Dogs and Vernors Gingerale

Friday, March 14—selection to correlate with Marcy Abramson's article in the Restaurant Guide
Seniors: Boston Coolers and Better Made Potato Chips
Regular: Boston Coolers and Better Made Potato Chips

Saturday, March 15:
Seniors: Cherry and Apple Strudel with Vanilla Sauce
Regular: Cherry and Apple Strudel with Vanilla Sauce.

Also, there were I/N events that were handled here, as well:

Friday, March 7: pasta alfredo dinner
Saturday, March 8:
Coffee and pastries in the morning
Fruit and cheese at the dinner-time book signing event.
Sunday, March 9: I/N reception of small sandwiches

In addition, as per Motown contracts, chicken dinners were provided to The Contours and The Miracles. The hotel was accustomed to their standard contractual requirements and so basically the hotel handled all of that for us.

SUITE 6910

SA and BA did all shopping in advance. SA did all food preparation within the suite. In addition to Beverly's work during the hours from 10a.m. to 8p.m., the suite was open for parties in the evening in support of District Director functions and in support of Tournament Co-Chair functions. There were parties for various groups each evening of the event. Memphis staff was invited on some occasions, as were representatives of other bridge organizations (USBF, for example).

In preparation for the event, 60 boxes of materials were accumulated, including groceries, prizes, gifts, and so forth. These were stored in the Arlinghaus home. On Saturday, March 1, SA and BA checked in to 6910. They arrived in three 15-passenger vans and two cars. Bill Arlinghaus, Kari Arlinghaus, and Stacey Tessler drove the vans from Enterprise rental in Ann Arbor. Bill E. Arlinghaus and David Arlinghaus drove the cars. Nice to have extended family nearby! All three vans and the car of Bill and Sandy were in complimentary valet parking from March 1 to March 15 (for the vans) and March 17 (for the car). Although there is extensive security to get items into the hotel, Sue Carlson arranged for us to bring things in through the regular motor lobby giving the bell captain a substantial tip. We gave the guy who unloaded the cars and vans a tip of 60 USD. We gave the guy who brought the stuff to the room a tip of 40 USD. They seemed quite happy with that and continued to be helpful to us throughout the tournament.

Also, in terms of tipping, on March 1, a maid came to our room. She seemed agreeable and seemed to me as if she might enjoy an extra 5 USD per day. I tipped her 5 USD and told her that we would be staying here until March 17. Then I asked her if she would be with us every day. She told me that if I had a specific request, I could call housekeeping and make it. I did so, and Velda was with us each day. She seemed to appreciate the 5 USD per day tip. At the end, I gave her an extra 20USD. She was very good about taking out the garbage. Sometimes there was quite a bit, as with the various boxes of stuff brought in.

LIVE ENTERTAINMENT.

Beyond the entertainment that Howard recruited, SA did the following:

1. Shady the Clown did juggling, balloon animals, card tricks, and magic tricks in a manner that was interactive with small groups of the crowd on the 4th level as they were getting food after the game. He worked on the first Friday and first Saturday and also on the second Friday and second Saturday.
2. Contacted her friends Braxton Blake (Ph.D. in Music Composition and Conducting, Eastman School of Music) and his wife Freda Herseth (Chair, Voice Department, University of Michigan School of Music). Freda contacted her colleagues in the Musical Theater department and sent us two of their best students (Jessica Hershberg and Michael Lowney) to perform "oldies show tunes" on the first Friday, Saturday, Sunday, and Monday evenings. As with Shady, these two performed as strolling entertainers working in an interactive manner with small groups on the 4th level.
3. Worked on music for the Goodwill Reception (link to audio file for the entire reception)
    a. With Aileen Osofsky for before the event.
    b. With Zeke Jabbour in support of Aileen's surprise award (Zeke wanted "Step to the Rear" from How Now Dow Jones to be sung at the time of the award).
    c. Photo: Bill Arlinghaus pins new Goodwill pin on Ron Horwitz as Howard Abrams looks on.
4. SA and BA met early on with Don Rumelhart and Judy Dow Rumelhart to discuss entertainment in general. They also did the same, early on, with Zeke and Sharon Jabbour.

5. SA and RH with help from Zeke Jabbour found Guys and Dolls bridge lyrics by Tiktin from Cleveland which the UM singers performed on the final Monday. A copy of Tiktin's lyrics were displayed using the wall projector and a copy of the text is linked here.

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FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

FINANCE COMMITTEE

PATTY AND ALLAN BECKER, CO-CHAIRS

This committee combined various aspects of finance. Patty Becker served as Treasurer for the entire Tournament. Bill Connellan served as Fund-raising Chair under the umbrella of "finance." Fund-raising was the earliest critical activity. With good success in this arena we knew we would have a good tournament. Money can buy lots of things to ensure success. There are other things, of course, that it cannot buy. But, having a good supply of it makes things much easier.

The Beckers were gracious is allowing us to have our frequent Executive Committee meetings in their office. They also supplied various amenities to the group, such as use of a photocopying machine (at cost), analysis of demographic data, generation of professional questionnaires, and help with bulk mailings. They helped the effort in countless behind-the-scenes ways.

A complete financial report is included below. Accounting was made available on a regular basis to the co-chairs, all of whom were quite comfortable using Microsoft Excel and e-mail attachments.

Financial Report: Compuware Detroit 2008 Nationals

March 6-16, 2008

	Budget	Actual	Comments
Income			
ACBL	101,000	111,000	
NABC Fund Games	9,000	9,283	
Investment earnings	2,000	4,219	
Regional entry surcharge	26,000	26,656	* Returned to sponsoring units
Sponsors	65,000	81,279	Tournament and events
Advertising	0	8,600	For restaurant guide
Unit contributions	50,000	52,000	* Most returned to donating units
Total income	**253,000**	**293,038**	
Expenditures			
Sponsorship costs	4,316	4,166	Bridge Bulletin ads for Compuware
Player entertainment (live)	40,000	33,106	
Food at games	95,000	98,073	
I/N promotion	10,000	11,725	

Player transportation	21,000	15,990	
Volunteers (free plays, etc.)	20,000	17,542	Incl. excess cost of volunteer dinner partially underw
Pre-tournament VIP	4,000	10,605	Incl. cost of vans
Welcome bag and prizes	25,000	14,188	
Publicity	10,000	8,499	
NABC club subsidy	1,000	727	Subsidy to clubs who closed during NABC
Returned contributions: *			
Regional surcharge		26,656	
Unit contributons		44,200	
General/administrative		1,260	
Contingency	22,684		Never needed
Total Expenditures	**253,000**	**286,736**	
Balance	**0**	**6,301**	Final balance to be returned to donating units

pcb 6/25/08

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PATTY AND ALLAN BECKER, CO-CHAIRS

Assistance from NABC Co-Chairs:

FULL REPORT TO COME

Fund-raising, in addition to ACBL 100,000 for hotel plus 1,000 for pre-tournament tours:

- April 2005 to March 2006
  - RH, Compuware, 50,000 USD
  - BA and RH, ACBL, Michigan Bridge Association, 25,000 USD
  - BA and RH, ACBL, Southern Michigan Bridge Association, 25,000 USD
  - RH with help from Patty Becker, Summer games at clubs
- March 2006 to March 2008
  - RH, Sale of Program Book and Restaurant Guide, 5,000 USD
  - BA and RH, ACBL, Eastern Michigan Bridge Association, 5,000 USD
  - RH, Sales of games
  - RH with help from Patty Becker, Summer games at clubs
- During the tournament, SA with others as noted,
  - Kathy Newman, Sale of extra registration bags
  - Kathy Newman, Sale of extra T-shirts, both totaling 835 USD
  - Don Rumelhart, Extra tours funds, 10 USD
- RH, Post tournament: billing of hotel food to AMEX credit card generates about 2% interest to fund a celebration dinner for Committee Chairs.

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horwitz@oakland.edu
Sandra L. Arlinghaus
Co-Chair
sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

INTERMEDIATE/NEWCOMER COMMITTEE
BEVERLY GARDNER AND GAIL HANSON, CO-CHAIRS

Early in the sequence of events, Connie Dugger suggested the idea of workshops for kitchen bridge players to become familiar with differences between kitchen bridge players and duplicate bridge players. Connie based her ideas on material she had read earlier in the ACBL Bulletin and she worked with Gail and Beverly to get their considerable talent as teachers to implement the idea.

The implementation of that idea has been written about in a variety of places. It was the headline story on the ACBL home page in February of 2008. Thus, we offer here a variety of links to selected material already written about this innovative and successful program for drawing new players into the game.

Sample flyer
Detroit Bridge Workshops: ACBL
The Bridge Teacher: A Newsletter for Teachers
SOMBA Newsletter

The results from their workshop efforts were splendid—there were about 100 tables more than projected at the tournament coming directly from these efforts. While that total is a tiny fraction of what is needed at an NABC, it is a newly growing segment of the District 12 bridge player base that may be important to local clubs in the years following the NABC.

Assistance from NABC Co-Chairs

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Detroit, Michigan
MARCH 6 - 16, 2008
http://www.Detroit2008Nationals.org/

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arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
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sarhaus@umich.edu

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Assistance from NABC Co-Chairs.

All three NABC Co-Chairs served to assist this committee in various ways. Early advice from other tournament chairs, from District Directors, from the ACBL, and from others with a variety of experience running NABCs told us that even though the other committees might have a variety of personality types in charge, that the I/N committee would be one that differed, necessarily and by virtue of what they do, from the others: that they would have needs of their own, in terms of our time, help, and effort, that others would not have. Our assist to this committee was to try to see that their desires and budgetary needs were in synch with the rest of the committees and with the ACBL and hotel contractual arrangements. There were, as well, a host of other issues that appeared unique in this sheltered I/N world: some involved ensuring adequate communication between I/N and other committees, encouraging communication between I/N and appropriate contacts in the ACBL, and so forth. The time expended by the NABC Co-chairs on this task is far more than a mere paragraph can indicate—but, it is worth it. New players are critical, especially young ones, to the continuation of the game.

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FINAL REPORT OF TOURNAMENT CO-CHAIRS

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INFORMATION COMMITTEE

BOB CAPPELLI AND CLERELY CHANEY, CO-CHAIRS

In the September prior to the tournament, Bob and Clerely, and also Don Rumelhart (Tours) were taken on a day long tour led by Mitch Rycus, Professor Emeritus of the Taubman School of Architecture and Urban Planning at The University of Michigan. For years, Mitch ran the field study course for Detroit for graduate students in urban planning. His preparation of these "students" put them on the same page as they thought about Detroit. Mitch is yet another example of an academic involved in this tournament who is not himself a bridge player.

At the Marriott, the local information desk shared space with tours and other local needs (storage of "Ask Me" buttons, etc.) This arrangement worked quite well because staffing needs could be shared. Pre-tournament activities for this committee centered on the accumulation of information to put on the local information desk, working on a staffing plan for that desk, and seeing that information about the tournament would be available at the tournament.

Information for the local information desk:

- ACBL flyers
- Local flyers
  - From local restaurants, especially those advertising in the Program and Restaurant Guide
  - Materials from the Concierge Desk in the hotel
  - Materials from RenCen
  - Materials from the Detroit Metro Convention and Visitors Bureau
  - Materials from local universities, especially The University of Michigan and Lawrence Technological University.
- A laptop computer display projected on the wall in support of various committees using various state of the art file formats and software:
  - Restaurant Guide
  - Tours
  - Food
  - Live Entertainment
  - Door Prizes

Staffing of the local desk: according to ACBL guidelines this task proceeded efficiently

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INFORMATION COMMITTEE

BOB CAPPELLI AND CLERELY CHANEY, CO-CHAIRS

Assistance from NABC Co-Chairs:

- SA arranged the tour with Mitch Rycus.
- BA arranged to get residual from the registration bags to the Information Desk
- BA arranged to get materials from the hotel Concierge Desk to the Registration Desk.
- BA and SA met with Managers of RenCen to arrange for information from them.
- BA arranged for materials from Lawrence Technological University (thanks to Dr. Lewis Walker, President of the university).
- SA arranged for materials from The University of Michigan:
  - School of Natural Resources and Environment, thanks to Dean Rosina Bierbaum
  - Map Library, thanks to Karl Longstreth
  - University of Michigan hospital system
  - University of Michigan general flyers, thanks to Development Office
  - The Gerald R. Ford Library at The University of Michigan, thanks to Elaine Didier and David Horrocks
- SA arranged for flyers of Shady the Clown in advance of his four performances.
- SA created, maintained, and showed a display of electronic files on a laptop she donated for use with an ACBL projector. The files available were based on the following ones (they were modified on the fly as needed). The files are in jpg format (displays in a web browser), ppt format (Microsoft PowerPoint), .gif format (animations that show up in QuickTime, for example), .psd format (Adobe PhotoShop), and .kmz (download Google Earth) format

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FINAL REPORT OF TOURNAMENT CO-CHAIRS

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PARTNERSHIPS COMMITTEE

POSH GULATI AND ROSANNE WINOKUR, CO-CHAIRS

This committee ran by the book: the ACBL Tournament Chair Guide. The importance of having backup was underscored here. About six weeks prior to the NABC, Dodie Beckman, who had been Co-Chair of this Committee with Posh developed the return of a very serious illness and was forced to resign her position. Rosanne graciously took over and both she and Posh worked hard to make this very difficult job run like clockwork. Many previous NABC Chairs and the ACBL have told us that Partnerships is a thankless job: folks often think they are better than any partner the desk can find for them. Some have even been known to come back and make rude comments to the Partnership Desk and blame them for not winning. Fortunately, we did not hear of that sort of story here.

The physical facility for the Partnership Desk was an excellent one. It was separated from other desks with enough room around the area to accommodate players waiting for partners. The ACBL brought its usual collection of all needed supplies, including a microphone system. The ACBL experience makes it all flow well. Marilyn Maddox's idea of keeping two candy bowls there probably also helped to make things flow more smoothly, as well.

Assistance from NABC Co-Chairs.

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PARTNERSHIPS COMMITTEE

POSH GULATI AND ROSANNE WINOKUR, CO-CHAIRS

Assistance from NABC Co-Chairs.

RH filled in the first day, Thursday March 6 before the afternoon session when there were as yet no volunteers present (they were either checking in or soon to check in).

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sarhaus@umich.edu

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PRIZES COMMITTEE

JOANNE MOLT AND BOB VARTY, CO-CHAIRS

Joanne has been running regionals very efficiently in the western part of District 12. That task involves coordination across a broad territory, unlike coordinating regionals in a single metro area. Bob has been her associate in these tasks and the two form a well-honed team ready to work long and hard at a variety of tasks.

In the case of prizes, there were two components:

Section Top Prizes:
The ACBL will pay up to four dollars a prize, with the funds coming in addition to other funds from them. Joanne and Bob elected to give t-shirts as section top prizes and ordered 2700, as per ACBL recommendation, in a size distribution also suggested by Jeff Johnston but tilted a bit more than his toward the larger sizes. Joanne and Bob made a number of trips to the t-shirt store in Grand Rapids where they had original art being made for the t-shirt. The store delivered the shirts to the Marriott when they said they would. The shirts were of good quality and people enjoyed them. Some of the leftovers were sold at a profit and the residual funds were kept in the Detroit NABC treasury. The remainder were given back to Jeff (he had paid for them) to be distributed to a charity of his choice in Memphis (given that he was loading them on his truck for the return to Memphis).

Door Prizes:
The "live entertainment" for the Seniors game consisted of "door prizes" between sessions. Local Michigan products were given away in a random drawing. Some of the prizes were donated but most were purchased. The idea was to make sure to have things that were nice and that represented the best of our state and of individuals residing in our state. Prizes given included:

- a teddy bear stuffed with cherry pits from Traverse City—put the bear in the microwave and then use him as a heating pad, or put him in the freezer and use him as an ice pack on a sore knee
- a one pound bag of dried Montmorency Michigan cherries
- Tickets to the Detroit Symphony Orchestra
- St. Julian natural fruit non-alcoholic spumante
- Larry Mawby Blanc de Blanc (champagne) from the Leelanau Peninsula
- Chocolates from the Chocolate Garden in Paw Paw (featured on the Food Network)
- Sanders Candy

- Oven mitts with a map of Michigan: lower peninsula on one side with the thumb in the correct position and upper peninsula on the other side again with appropriate correlation of map shape to mitt shape.
- Curly dog cutting boards, donated by patent-holder Alma Lach. Given away on day when Coney Island hot dogs were served. A curly dog fits on a hamburger bun and holds chili in the middle without the usual mess.
- Vases fitted with a carefully crafted top to hold flowers in place—from Grand Rapids.

Two part tickets were used in the drawings in a "must be present to win" mode. Sometimes choices were given, sometimes they were not. Bridge players seemed to enjoy the drawings and they worked best when conducted in the bridge playing room while the players were still seated. Directors were generally cooperative about letting us place tickets on the tables and in doing the drawing which took only a couple of minutes. The enthusiasm among players was clear as they argued with each other about who gets which of four tickets set on a table (one number "feels" better than another) and that sort of thing! One lucky player won two prizes, one on each of two different days. The lure of something for nothing is attractive.

Assistance from NABC Co-Chairs

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District Director
Co-Chair
arlinghaus@ltu.edu
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Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
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sarhaus@umich.edu

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JOANNE MOLT AND BOB VARTY, CO-CHAIRS

Assistance from NABC Co-Chairs.

- SA obtained from Sue Carlson at the Marriott the specific information needed in terms of security to bring boxes of t-shirts into the Marriott. The t-shirt maker seemed to have no trouble following the somewhat intricate directions involving security for this very tall building situation on an international border.
- SA suggested the door prize program and therefore got involved in helping to implement it by finding things on the internet and elsewhere:
  - Cherry pit teddy bear
  - Cherries
  - RH got tickets to the Detroit Symphony Orchestra
  - Mawby champagne
  - Chocolate Garden
  - Oven mitts
  - Curly dog cutting boards donated by her mother
- BA ran the door prize drawing each of 10 afternoons.
- All door prizes were stored at the Arlinghaus home and transported in the 60 boxes taken to the Marriott and stored in suite 6910.
- Listings of the day's door prizes were available at Information as a projected wall display: link to sample (SA)
- T-shirts—design work checked and contributed to by SA.

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FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

PUBLICITY COMMITTEE
BILL CONNELLAN, CHAIR

From the outset, it became clear that beyond conventional publicity needs there were also District Director needs. The work of the Publicity Chair related to those needs to publicize the tournament, other than the needs of the District Director. The bulleted list below shows publicity efforts both at the local and the national level. A Press Kit was sent to the media about 6 weeks prior to the tournament. A Newsletter was sent to all ACBL District 12 members about a month before the tournament: link.. To see the ACBL publicity, such as in the ACBL Bulletin, please refer to the Appendices at the end of the Cover Page.

Bill C.'s role as Past President of the Detroit Convention and Visitor's Bureau provided us with an early, important contact, Brian Walker, who stayed with us throughout the three years. Brian helped us to get a "best-possible" rate for airport taxis (in a hostile, unionized environment). More than anything, though, he worked hard to sell Detroit as he charmed visitors in St. Louis (Spring 2007) and San Francisco (Fall 2007) with his displays at the Detroit desk, gifts of flashing buttons, maps, guides, and so forth.

Local

- Detroit News
- Detroit Metro Convention and Visitor's Bureau
- March 15, Warren Pierce radio show, WJR
- Welcome Banners at Detroit Metro Airport
- March 6, WWJ TV coverage of Opening Ceremony
- March 6, local radio and news coverage of Opening Ceremony
- Oakland University
- Fox Business
- Grosse Pointe News
- Detroit News
- Crain's Detroit Business
- Rochester Hills

Outside the local area

- New York Times, Philip Alder
- Reuters
- Forbes
- WLBT

- KVOA
- WBF
- Street InsiderPurple Pawn
- High Beam Research
- Bloomberg
- Great Bridge Links
- Materials created by Marty Hirschman and Marcy Abramson: Detroit Free Press
- Related materials not specifically designed to promote the NABC but which had the effect of doing so: Mary Smith's articles in the ACBL Bulletin

Assistance from NABC Co-chairs.

Direct Report of Bill Connellan:

Spring 2008 NABC Press Report
Bill Connellan, Chair, Publicity
April 20, 2008

We generated substantial publicity for the Spring NABC held in Detroit in March 2008, some of it not the result of our own initiative. Detroit received substantial national publicity during the tournament because Bear Stearns Chairman James Cayne was playing in the tournament while his company was collapsing. But aside from that unsolicited publicity, we had a careful plan laid out to generate both coverage and "awareness" for the tournament.

We wanted to hit the national bridge population, and we achieved that via:

- In addition to the coverage that the ACBL did in the ***Bulletin,*** we wrote (and ACBL published) two good stories in the months leading up to the tournament, one on the Pro-Am tournament in Detroit and another on the very successful newcomer workshops.

- Several other districts published on their web sites the special tournament newsletter we did for District 12 members.

- Brian Walker, from the Detroit Metro Convention and Visitors Bureau, went to both the St. Louis and San Francisco NABCs to push the Detroit venue (one of these was part of the original bid package; the other via gentle nudging from the publicity chair to the president of the convention bureau).

We wanted to reach our local bridge playing audience with information early and often, and we did this via:

- Press coverage a year out, six months out, just prior to the tournament, and during the tournament. Crain's Detroit ran the first release; we were not successful in the six-month out push; and the tournament coverage was very good, as noted below.

- A special district 12 tournament newsletter, mailed to homes a month prior to the tournament. District 12 webmaster Alan Bau also posted it on the District 12 web site (in addition to our own website), and as noted above several other districts picked up the newsletter. More details on the newsletter are noted below.

.

We wanted news coverage for the general population to increase the visibility of bridge, and we succeeded well beyond our expectations, mostly the result of a single press release

- We focused on the economic impact of the event, and on the participation of Compuware CEO Peter Karmanos, Jr., in a celebrity exhibition just prior to the opening of the tournament.

- The Metropolitan Detroit Convention Bureau sent the release and some background on the tournament out over the PR Newswire, which was then picked up by the US Press Newswire.

- We pitched stories to individual media outlets. Several of our local players had direct connections with the Detroit area media (such as Marty Hirschman and Marcia Abramson) and they did their own stories that were published.

Summary on newsletter

- It was a twelve-page newsletter, plus an insert of discount parking coupons. We published 4000 copies (3500 mailed to members at home and 500 available for general distribution).

- It was professionally typeset and included photos, so it was a considerable upgrade from traditional bridge newsletters. Cost was approximately $3500, including postage.

- Because it was done in conjunction with final planning of such things as transportation, the newsletter was delayed about three weeks to include last minute information.

- Recommendations for the future:
  - We received very positive feedback from District 12 members on the newsletter and we would encourage other local host committees to do a similar publication.

  - Any local host committee planning to do a similar newsletter should have a copy deadline about three months ahead of the tournament, and it should be in the mail about seven weeks before the tournament for maximum impact.

  - We underestimated the demand the printed version (most went across the border to Windsor, but we could have used another 500 or so for other audiences, such as local ABA members).

Summary on Press Coverage (excluding Jimmy Cayne coverage)

Print
Detroit Free Press had two pre-tournament stories
Detroit News had one pre-tournament and one on Friday, March 7
Oakland Press ran a feature on page one the first Friday of the tournament
Macomb Daily did a story on Vickie Vallone's high school class playing in the 0-5 game
Jewish News did a feature on Ron Horwitz
Grosse Pointe News did a feature on a couple local players

Local Electronic Media
WWJ radio did a feature on the Karmanos celebrity match on March 6
WJR radio did a feature on the Warren Pierce show with Ron Horwitz on March 15
Several local radio personalities mentioned it on air (including committee member Terry T. Brown, who does the traffic for a number of stations)

Local Internet
Oakland University did a web news article on Ron Horwitz

National Print
We did not subscribe to any clipping service, so we are limited in terms of knowing who published anything in print.

The Dallas Business Journal, apparently both on line and in print, did a story on the Karmanos event.

National Electronic Media
National Public Radio picked up the Karmanos release and did a feature opening weekend

National Internet
Forbes.com
CNBC.com
Dallas Business Journal
Foxbus.com
Quote.com
Bloomberg.com
And others published the PR newswire piece

Recommendation for future committees:

While we did the standard press kits, it is clear that the electronic approach works the best. While press kits are an outdated vehicle, they are still important. The PR newswire release was very successful in generating both local and national visibility. Of course, the sponsor (Compuware and Karmanos) was key to the media receptivity, but any NABC that has a large corporate sponsor should be able to generate the same type of coverage.

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FINAL REPORT OF TOURNAMENT CO-CHAIRS

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PUBLICITY COMMITTEE
BILL CONNELLAN, CHAIR

Assistance from NABC Co-chairs:

From the outset, it became clear that beyond conventional publicity needs there were also District Director needs. Thus, Sandy Arlinghaus with input from the District Director and his colleagues, created a set of materials to be distributed over the course of three years.

- Three years out, prior to existence of a naming-rights sponsor. All files posted and available for download from our local website.
  - Website created, May 2005: http://www.Detroit2008Nationals.org/ and http://wwwDetroit2008NABC.org/ both pointing to the same location in server space donated by SA. SA has continued to donate space after the event, for the benefit of others, elsewhere.
  - First vinyl banner, 3 feet high by 10 fee wide, first used October, 2005 until March 2006. This banner continued, throughout, to serve as a banner for tournaments that could not have ready access to more current materials. Link to file for 3 foot by 10 foot vinyl banner. Banner was produced at Fast Signs in Ann Arbor. Research was done for competitive pricing and references. There appeared to be merit in choosing a local firm where Sandy could go in as needed. This firm did banners for a number of local hotels. Banner production appears to be a bit risky. Thus, reference quality outweighed pricing. Fast Signs gave a bid about in the middle; it's references were the highest.
  - First large posters, first displayed October, 2005 until March 2006. The wide format printers of the Duderstadt Center at The University of Michigan were used to create the slick color copy. These materials were posted in clubs, sectionals, and regionals. As one might expect, they are therefore designed for fairly close-range viewing by the observer.
    - 3 foot by 3 foot poster, left half of a 6 foot wide poster: Link 1
    - 3 foot by 3 foot poster, right half of a 6 foot wide poster: Link 2
    - 3 foot high by 6 foot wide poster: Link 1; Link 2.
  - Flyers, first used beginning in October, 2005. Flyers were offered in a number of sizes and formats.
    - "Detroit Deals RenCen" Flyer: 8.5 x 11 format pdf, or 11 x 17 format pdf. In .jpg format: 8.5 x 11 | 11 x 17
    - "Detroit Deals Globe" Flyer: 8.5 x 11 format pdf, or 11 x 17 format pdf. In .jpg format: 8.5 x 11 | 11 x 17
    - Transparent .gif and print it out on a background of your choice or on colored paper: 8.5 x 11 | 11 x 17

    - Buttons, first used beginning in October, 2005 until March, 2006.
        - Download button for flyers in .pdf format: 8.5 x 11 | 11 x 17. Physical 3-inch, pinback, buttons using this image were also produced and distributed at Registration along with a convention card holder in 2005. The physical buttons were also given to District Directors in the Suite and a limited number were made available at NABCs. Affordable Buttons, in Rochester Minnesota produced 1000 buttons from this design.
        - Download button as a transparent .gif and print it out on a background of your choice or on colored paper: 8.5 x 11 | 11 x 17.
        - Click on gray button to see full-sized image; download the full-sized image and then resize as desired. File produced in response to a request for a grayscale button for use in publications.
        - Button used only as a website button.
- Two years out, March 2006, following addition of Compuware as naming-rights sponsor until the tournament in Detroit. Subsequent to March 2006, as per our agreement with Compuware, all graphics were to be cleared with the graphic artists at Compuware with Sandy as the approval person. Compuware contributed the large magenta file which served as a base from which Sandy made many variants.
    - Banners produced on vinyl by Fast Signs of Ann Arbor:
        - First one at 3 feet high by 10 feet wide: displayed in March 2006 and then used as a backup national-level banner and as a principal regional-level banner.
        - Second one at 4 feet high by 12 feet wide: displayed from July 1, 2006 through to the NABC in Detroit.
    - Poster, produced in 3 foot by 3 foot size on slick photographic paper at the Duderstadt Center of The University of Michigan. A number of copies of this poster were produced and displayed in clubs, sectionals, regionals, and NABCs. A variant of it, without much text, served the ACBL well as our tournament logo on their publications. ACBL website archived.
    - Flyers distributed at all levels of tournament.
        - Bookmarks
        - Poster for download
        - Larger poster for download
    - Buttons. A sequence of buttons, becoming successively more bold as tournament time drew nearer in Detroit was produced by Affordable Buttons; there were 1000 of each produced. These 3000 pinback buttons were used primarily for national distribution. Each one was 3 inches in diameter.
        - First Compuware button
        - Second Compuware button
        - Third Compuware button
    - Ask Me button for the tournament volunteers: 500 produced. 4-inch pinback buttons from Affordable Buttons.
- Three years out to the tournament, golf pencils were handed out at all NABCs and at local events when requested. In all, 3000 were handed out. We chose this size of pencil because it is cheap and because it is identical to the pencils handed out by the ACBL. Thus, we placed our handout-pencils next to those of the ACBL so they would get picked up.
- One year out, March 2007. District Directors were given a yellow messenger bag (closeup) suggestive of the red one to be the registration gift at the NABC. Reaction to it was extremely positive. Each bag was stuffed with buttons and golf pencils.
- Goodwill Ambassadors for this tournament have been helping to spread the word about the tournament in their locales (by handing out materials above supplied by the District Director or from information supplied in conversations with the District Director) or otherwise:
Dick and Jan Anderson; Marie and John Ashton; Roni Gitchel Atkins; Jay and Kathy Baum;

Rick Beye; Harriette Buckman; Sylvia Christian; Donna Coker; Rich and Sandy DiMartino; Sharon Fairchild; Joan Levy Gerard; Phyllis Harlan; Georgia Heth; Sue Himel; Zeke and Sharon Jabbour; Jeff Johnston; Morrie Kleinplatz; Don and Linda Mamula; Jan Martel; Joan and Dan Morse; Dave Nagy; Aileen Osofsky; Chris Patrias; Craig Robinson and Elaine Landow; Shirley Seals; Mary Smith; Roger Smith; Jonathan Steinberg; Stan and Suzi Subeck, Wendy Sullivan; Jayne Thomas; Brian Walker; Bob Wallace, Nadine Wood.

- Other related activities by Arlinghauser:
    - Bill and Sandy Arlinghaus had a number of discussions with Zeke and Sharon Jabbour prior to Zeke's article in the ACBL Bulletin and also took Zeke and Sharon on a field trip to see the Marriott at the RenCen in August of 2007.
    - New Miss America, 2008, is Miss Michigan. Contacted her office but expense for a brief appearance was out of line for us. Had made the appeal on the basis of helping Detroit. Did not work out.
    - Georgia Heth
    - Conversations with Suzi Subeck leading to promotion in newsletters in the Chicago area.
    - Participation in numerous NABCs; Bill and Sandy have been participating in NABCs since New York in 1964. Recently, Bill has been at tournaments in 2003 in Philadelphia and Long Beach; in 2004 in Reno, New York, and Orlando; in 2005 in Pittsburgh, Atlanta, and Denver; in 2006 in Dallas, Chicago, and Honolulu; in 2007 in St. Louis, Nashville, and San Francisco. Sandy accompanied him to New York, Pittsburgh, Dallas, Chicago, St. Louis, and Nashville. They stayed at the tournaments for 2 weeks (the 10 days of the tournament plus the four days in advance for ACBL Board meetings). This gave them considerable opportunity to
        - Compare and contrast a sequence of modern NABCs in a variety of locales
        - Get to know tournament chairs and have an extended opportunity to talk to them.
        - Get to know district directors and talk to them at length about NABCs

      Reports were written for consumption by the three Detroit NABC co-chairs. Photographs were taken to show different NABC facets and features. Digital voice recordings for private use only were taken of interviews so that verbal commentary three years out did not get re-interpreted over time. This sort of background analysis was very helpful in setting guidelines for committees as we created master planning documents.

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APRIL 1, 2008

REGISTRATION COMMITTEE
JOANNE MOLT AND BOB VARTY, CO-CHAIRS

Joanne has been running regionals very efficiently in the western part of District 12. That task involves coordination across a broad territory, unlike coordinating regionals in a single metro area. Bob has been her associate in these tasks and the two form a well-honed team ready to work long and hard at a variety of tasks.

In the case of registration, there were two components:

Pre-tournament activities:
The main pre-tournament activity involves the selection of the registration gift and its procurement in a timely fashion. This all took place very easily. A messenger bag was selected as both the gift and as the bag for maps and stuff. It had a zippered pocket on the outside to facilitate bag stuffing. The bag came in red and, as with the t-shirts, that meant that a one color black text design could be created and still show heart and diamond pips as "red" by making them hollow to let the red fabric show through. The bags were ordered from Beverly Kruger who got a fantastic price on them. We chose, other things being equal, to favor merchants in District 12 as part of the benefit of having an NABC is to inject funds into the local economy.

Tournament activities:

- Stuffing the registration bags. Joanne and Bob made a preliminary trip from Grand Rapids to Detroit on the Tuesday before the tournament to begin the process of bag stuffing. This was a great effort for them as they returned home Tuesday night and then came back again on Thursday morning…a trip of 160 miles each way. Stuffing the bags is always an issue at these tournaments. Sometimes the spouses are able to help. Here they were not—they had a long trip on Wednesday and the volunteer dinner on Wednesday evening. Aileen Osofsky was a big help on Thursday (she had arrived Wednesday evening). The ACBL might be able to help in the future by having the Registration Committee check in on Wednesday rather than on Thursday.
- The bags were stuffed with the following items:
    - Program and Restaurant Guide.
    - Maps of Detroit, the People Mover, a "Dine-Around" booklet, and other materials from the Detroit Metro Convention and Visitors Bureau—Jeff worked with them to make sure a good packet of materials was included.
    - Sticker for convention card holders. Bob and Joanne found the item, ordered it, stored it, paid for it, and brought it to the Marriott.
    - Materials from RenCen about RenCen
    - Advertisements from some who paid to get flyers into the bag

- Staffing the registration desk. Having registration and prizes near each other, in a place where gifts can be locked up overnight, was very convenient. Also, having registration and prizes near I/N is useful, as long as communication from I/N goes through. Staffing of the desk proceeded as suggested by the ACBL. There were volunteers at the desk when needed.

Assistance from NABC Co-Chairs

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Compuware Spring 2008

North American Bridge Championships

Detroit, Michigan

MARCH 6 - 16, 2008

http://www.Detroit2008Nationals.org/

William C. Arlinghaus
District Director
Co-Chair
arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
Co-Chair
sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

REGISTRATION COMMITTEE

JOANNE MOLT AND BOB VARTY, CO-CHAIRS

Assistance from NABC Co-Chairs

- SA found an earlier version of the messenger bag online and BA gave that as a gift to District Directors, one year out to gauge their reaction (highly favorable).
- Joanne and Bob thought the bag was a good idea and they, together with SA, looked at over 150 possibilities for gifts.
- SA and BA met with vendors in St. Louis, one year out.
- SA, BA, and RH all agreed that all else being equal items such as registration bags would be purchased from local vendors as part of the function of an NABC is to inject funds into the host District businesses.
- Beverly Kruger found a fine price for a red bag with a zipper on the outside. SA designed the cover for the bag and worked with Beverly in production.
- SA had bags on display at a number of previous NABCs at "Detroit" desks.
- SA and BA met with managers of RenCen in advance of the tournament to line up materials to be donated to be put into the bag.
- SA helped Aileen Osofsky begin the bag stuffing process on Thursday.

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William C. Arlinghaus
District Director
Co-Chair
arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
Co-Chair
sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

PROGRAM AND RESTAURANT GUIDE COMMITTEE
MARTIN HIRSCHMAN, CHAIR

Marty (himself an attorney and former professional newspaper man) recruited a staff of local experts and assigned them roles in which they were comfortable in order to generate a first rate product. For example, Marty's wife, Marcy Abramson, who is an Editor for the Detroit Free Press, one of the two major newspapers in Detroit, took on the role of "Editor." She, in turn, recruited Lynne Schaeffer, a retired professor of English at Marygrove College, and one of Marty's regular clients, to help with the proof reading. Both Marty and Marcy wrote interesting, thoughtful, and helpful pieces to add to the usual fare in this document. These reflected clearly their professional writing skills.

On the sales end, Marty said early on that he was not comfortable with doing sales. Beverly Kruger is in the business of sales to conventions and so understood quite well both ends of that equation and she and others sold a spectacular number of advertisements for the Guide. Marty's excellent work, and that of his staff, fit very well with the Co-Chair's general strategy: recruit at least some folks you know (with specific expertise), do what you are good at, and just get the job done. A copy of the final program is attached. Notice that there is association (but not rigid correlation) between the map of the People Mover (the one-way elevated monorail circling the downtown) and the text in the document.

Paul Linxwiler (under the direction of Brent Manley) in Memphis, and staff, did an outstanding job as well. The graphic arts folks in Memphis inserted images that made the text sparkle. The Co-chairs could see quite clearly (as they were offered opportunity for comment) the importance of getting materials to Memphis on or before deadlines so that there was plenty of time for "back-and-forth" through multiple drafts using e-mail attachments and related technology. The Detroit People Mover folks were helpful in supplying a high-resolution image of their map of downtown Detroit to Memphis.

Finally, Marty and Marcy supplied carefully-crafted maps and text (1, 2, 3, 4) with many hand-drawn links to post for players at the site. They hoped that when such material was posted at the Information Desk that folks who did not have their Guide handy would still find and interesting spot for dinner. Such caring and attention to detail at numerous levels was characteristic of their approach.

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FINAL REPORT OF TOURNAMENT CO-CHAIRS

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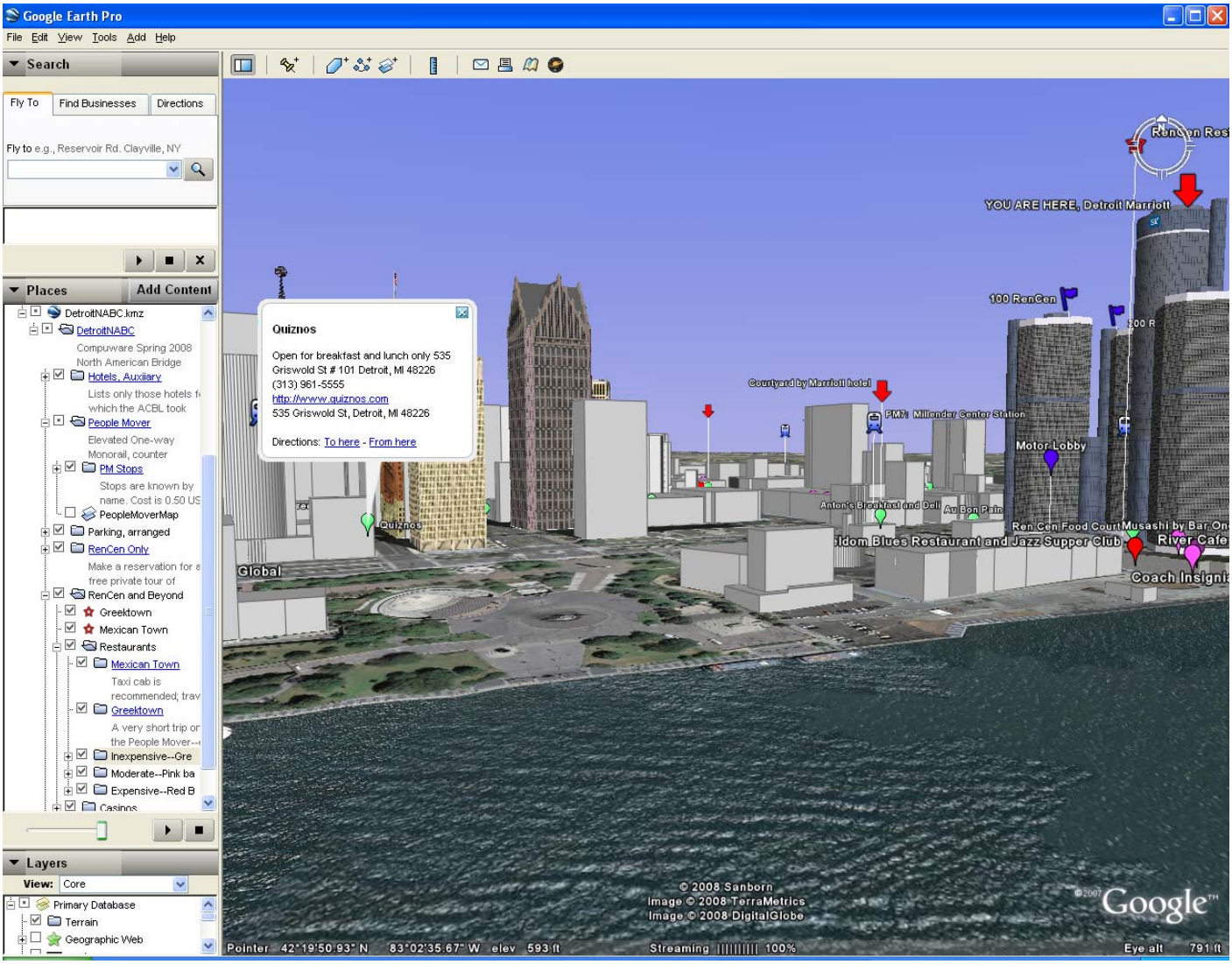
PROGRAM AND RESTAURANT GUIDE COMMITTEE

MARTIN HIRSCHMAN, CHAIR

Assist from NABC Co-Chairs:

1. From SA—
    a. Advice on mapping and preliminary work with a variety of maps, including the People Mover map. Much of this was drawn from background work done earlier for the website including clickable maps of Detroit based on People Mover stops. Click here to see a linked sample.
    b. Later, provided continuing contact for obtaining People Mover map at high resolution including production of two high-rez People Mover maps printed out on slick paper at The University of Michigan Duderstadt Center "Ground Works" at a size of 3 feet by 3 feet and mounted professionally on foam core by Graphic Arts Warehouse in Ann Arbor. These were then displayed on tripods by supplied by the hotel or ACBL and were placed near the Local Committees desk on the fourth level outside the national events ballroom.
    c. Marty's hand-drawn maps with line links: printed them out in large format, 11 by 17 inches for posting on the bulletin board, as well as a number of flyers at that size and also at 8.5 by 11 inches in both color and B/W (for quick reproduction of extras).
    d. Inclusion of maps in the computerized wall display, projected on the wall in Detroit, showing a variety of maps with restaurants. There was a wide variety of displays available.
        i. Google Earth models with links showing lots of information on a single click.
        ii. An animated display of the entire restaurant guide projected on the wall.
        iii. Marty's hand-drawn maps with line links
    e. Map files appear as part of the load set of the laptop belonging to SA that was locked to a table at the Information Desk and hooked up to an ACBL projector.
    f. The screen capture below shows a still shot of the dynamic, interactive Google Earth display showing much restaurant and other information. Link to file for Google Earth. Google Earth software is free. Download the software. Place the attached file on your Desktop. Launch Google Earth. Make sure you have a live internet connection. Then, go to File | Open and navigate to where you stored the file on your desktop. Then, drive around in the file and click on the balloons to get extra information about restaurants (including direct links to their websites), views of People Mover stops from the street and a host of other interesting associations from the internet. In Detroit and in many hotels, there is no live internet connection in the playing areas. To overcome this, download material into the laptop in advance and use local links so no direct internet access is required. To use this feature, SA guided folks through it in an on-demand basis.



2. From RH—
    a. Preliminary contacts to attempt to sell the Guide—contacts made over a number of years.
    b. Eventual landing of Advance Capital Management as the Program Book/Restaurant Guide Sponsor (a 5000 USD sponsorship).

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FINAL REPORT OF TOURNAMENT CO-CHAIRS

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TOURS COMMITTEE
DON RUMELHART, CHAIR

The Tours Committee ran the Tours component of the Local Information Desk. Don kept a meticulous record, in a book he set up for himself in advance, of all tours, participants, and cash flows. He staffed the desk with his own time, primarily, and saw to it personally that all tours progressed as planned.

For the Pre-Tournament Tours, he worked closely with SA and arranged a special cheese tasting from Zingerman's Deli in Ann Arbor (of "Best of…" fame on the Food Network) and hosted it, along with his wife Judy Dow Rumelhart, in their fabulous home in Ann Arbor. Don went on all pre-tournament tours and hosted these, along with Donna Tope of Ann Arbor and Barbara Jur, President of District 12.

Leased 15-passenger vans were used for all tours. Transportation was free. At museums and such the regular tour group paid the entry fee. Each van was supplied with a custom Atlas, a van number posted in the windshield with the tournament logo on it, an extra entry step, and a driver who is a bridge player. The tours broke into two pieces:

Pre-Tournament Tours—these were scheduled for Monday, March 3 through Thursday, March 6 for spouses/friends of the Board of Directors, during the time when the Board has meetings.

- Monday, March 3.
  - Director guests (including the team from the Presidential Suite) go on a tour of the Henry Ford Museum. Leave the Marriott at 9:30a.m. to visit The Henry Ford Museum in Dearborn Michigan, just to the west of Detroit. Donna Tope, part of the Ford Motor Company extended family, will accompany Don Rumelhart on this trip. Sandy does not go on the trip.
  - Return to the Marriott and come to the Arlinghaus Suite, Room 6910, for a fine, relaxing time. Enjoy a panoramic view of your new surroundings, get reacquainted in a congenial and hospitable atmosphere.
  - Crustless sandwiches: Krakus ham and Lorraine swiss—12 sandwiches cut into quarters. Roast beef—12 sandwiches cut into quarters. Cucumber open-faced sandwiches, 12 sandwiches cut into quarters. Champagne, wine, and cheese.
  - Van driver: Dave Swarthout
  - Parking: south van lot of museum
- Tuesday, March 4.
  - The focus on historic buildings continues today, but this time to the north of Detroit. Both the Cranbrook and Meadow Brook properties are National Historic Landmarks. Donna Tope grew

up in Bloomfield Hills and will accompany the group today, along with Don. Leave the hotel at 9:30a.m.

- A van tour of Cranbrook properties and the estates of Bloomfield Hills begins the trip.
- At Meadow Brook Hall, guests will have the opportunity to tour the mansion (11:30a.m.) and be served luncheon in one of its rooms (1:00p.m.) The luncheon will center on a beef dish; vegetarian alternatives will be available for those who request one soon.
- Following luncheon and the tour, the vans will drive through the Meadow Brook Festival Grounds. Note the sculpture; some of it (Sunset Cube) is by local sculptor, David Barr, whose piece "Transcending…" is a focal point of Hart Plaza, adjacent to the Renaissance Center. Keep that in mind and consider joining Barr on the general tour Saturday morning (March 8) as he leads the group through the sculpture at Hart Plaza.
- If there is time and interest, one or both vans may visit the Somerset Collection, an elegant mall serving residents of the northern suburbs. The choice is yours: shop or return to the hotel.
- Van Driver: Dave Swarthout

- Wednesday, March 5.
  - Tour selected libraries of The University of Michigan in Ann Arbor, 40 miles to the west of downtown Detroit. Leave the Marriott at 8:00 a.m. The tour will meet Don and Donna in Ann Arbor; both have lived for many years in Ann Arbor, have extensive community service records there, and are graduates of The University of Michigan.
  - The University of Michigan Law Library: Reading Room and Hutchins Hall. Margaret Leary, J.D., Director, University of Michigan Law Library will offer the group a brief view of the interior of this well-known campus landmark. (Parking 9 dollars per day per van to park in any blue area).
  - The University of Michigan Map Library: enjoy the panoramic view of Ann Arbor from the 8th floor (top floor) of the Hatcher Graduate Library on the Central Campus "Diag." Map Library Head, Karl Longstreth, will show the group various items of interest, including an uncut sheet of 17th century French geographic playing cards.
  - The Gerald R. Ford Presidential Library: tour at 11:15. A private tour for our group, alone, through this unique facility. David Horrocks; arranged by Elaine Didier
  - Tasting and Luncheon from Zingerman's Deli, hosted at the elegant Rumelhart home. Zingerman's has been featured on the Food Network's "The Best of…" Events begin at 1:00p.m. Don and Judy graciously invited not only the tour group but also the librarians and others.
  - Return to the Marriott in time to rest up in advance of the volunteer dinner (transportation will be provided by our vans).
  - Van driver: Dave Swarthout
- Thursday, March 6. Barbara Jur arranged and implemented this tour.
  - Tour the east side of the Detroit area. Leave the Marriott at 9:30 a.m. Today, east-sider, Barbara Jur (District 12 President) will accompany Don.
  - Begin with a van ride through some of Detroit's older areas just to the east of RenCen, along Jefferson Avenue. Circle Belle Isle, an island in the Detroit River, and see your home at the Marriott from a different perspective: in the context of the Detroit skyline, as ship crews see it routinely.
  - The vans will pass the Pewabic Pottery site on Jefferson Avenue and may make a stop there.
  - As you leave Detroit to enter the Grosse Pointes, notice the sharp distinction in the surrounding socio-economic environments.
  - Luncheon and tour will be at historic Alger House at the Grosse Pointe War Memorial.
  - Return to the Marriott following the luncheon in time for a brief rest prior to the Opening Ceremony to be held at Compuware World Headquarters (our vans will take you there).

- Van driver: Dave Swarthout

Tournament Tours—these were scheduled for mornings, Friday March 7 through Saturday, March 15.

- Friday, March 7. Tour of Renaissance Center, leaving from the Local Information Desk at 10:00a.m. with a private tour guide for our group only. Having a tour of RenCen only encourages folks to get to know their new surroundings.
- Saturday, March 8. Now that you know the interior of your new surroundings, get to know the adjacent outside areas.
    - Tour of Renaissance Center, leaving from the Local Information Desk at 10:00a.m. with a private tour guide for our group only.
    - Morning tour: People Mover Tour/Walking Tour. Leave hotel at 9:00 a.m. Individuals purchase their own People Mover tickets at $0.50 per on/off. Return in time for 1:00 game. Special Feature:
        - Ride the People Mover and see Detroit from above; correlate it with the article by Marty Hirschman in the Program and Restaurant Guide! Bill Arlinghaus, District Director, leads the tour.
        - Walk through Hart Plaza with sculptor David Barr, who designed and co-created one of the largest sculptures there ("Transcending..."). Because of a vicious snow storm, the walking part was moved to suite 6910 where the sculpture could be viewed from above.
- Sunday, March 9.
    - Tour of Renaissance Center, leaving from the Local Information Desk at 10:00a.m. with a private tour guide for our group only.
    - Detroit Institute of Arts. Reserve ahead; 5 dollar registration fee to be refunded at the Tours desk when the person shows up for the tour. Leave hotel at 9:45 a.m. Individuals pay entry fees; $8 per adult is the maximum. Return in time for 1:00 game. Valet Parking at the Woodward entrance at a cost of $6.00 per car. Possible “Ambassador”(=docent) free service if group is over 10 people. Van driver: Bert Newman.
- Monday, March 10.
    - Tour of Renaissance Center, leaving from the Local Information Desk at 10:00a.m. with a private tour guide for our group only.
    - Henry Ford Museum. Leave hotel at 9:00 a.m. Reserve ahead; 5 dollar registration fee to be refunded. Individuals pay entry fees; $14 per adult is the maximum. Return in time for 1:00 game. Van driver: Bert Newman.
- Tuesday, March 11.
    - Tour of Renaissance Center, leaving from the Local Information Desk at 10:00a.m. with a private tour guide for our group only.
    - Reserve ahead; 5 dollar registration fee to be refunded. Ann Arbor and The University of Michigan. Leave hotel at 8:00 a.m. Return in time for 1:00 game. Start at the Map Library with Karl Longstreth and then go to the 3D Lab of the Duderstadt Center to see the very modern approaches to 3D modeling. Vans park in any blue area (9 dollars per day per van). Van drivers: Bill Arlinghaus and Dave Swarthout.
- Wednesday, March 12.
    - Tour of Renaissance Center, leaving from the Local Information Desk at 10:00a.m. with a private tour guide for our group only.
    - Reserve ahead; 5 dollar registration fee to be refunded. Compuware World Headquarters. Leave hotel at 9:00 a.m. Return in time for 1:00 game. Van driver: Bill Arlinghaus.
- Thursday, March 13.
    - Tour of Renaissance Center, leaving from the Local Information Desk at 10:00a.m. with a private tour guide for our group only.

    - Reserve ahead; 5 dollar registration fee to be refunded. Henry Ford Museum. Leave hotel at 9:00 a.m. Individuals pay entry fees; $14 per adult is the maximum. Return in time for 1:00 game. Van drivers: Bill Arlinghaus and Dave Swarthout.
- Friday, March 14.
    - Tour of Renaissance Center, leaving from the Local Information Desk at 10:00a.m. with a private tour guide for our group only.
    - Reserve ahead; 5 dollar registration fee to be refunded on the return van trip. Detroit Institute of Arts. Leave hotel at 9:45 a.m. Individuals pay entry fees; $8 per adult is the maximum. Return in time for 1:00 game. Van Drivers: Bill Arlinghaus and Bert Newman.
- Saturday, March 15.
    - Tour of Renaissance Center, leaving from the Local Information Desk at 10:00a.m. with a private tour guide for our group only.

In addition, the ACBL Tournament Chair Guide identifies "special events" along with the pre-tournament tours. The NABC Co-Chairs chose, however, to group the "pre-tournament tours" with the "tournament tours" and keep the "special events" components as a separate one that they would handle since often "special events" overlapped a number of committees.

Assistance from NABC Co-Chairs.

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District Director
Co-Chair
arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
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sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

TOURS COMMITTEE
DON RUMELHART, CHAIR

Assistance from NABC Co-Chairs:

Tours before and during the Event, SA
We explored our various local connections to generate an interesting and well-received set of local tours for spouses/friends of District Directors just prior to the tournament and for morning tours for players in the 1 and 7:30 games during the tournament. The general strategy was:

- For Pre-tournament tours to draw on the observations of SA who participated regularly in a number of these tours elsewhere. Some of these observations included:
  - Not too much walking
  - Engage friendly local people to go with them
  - Many enjoy seeing local high-profile homes
  - Make the ride comfortable (in vans add a step)
  - Host them in a local home.
- For tournament tours
  - Do not expect large groups: typically, groups range from a handful to about 25.
  - Focus on what is good about the locale; repeat a tour because a good tour may draw more the second time around from word-of-mouth commentary. Bridge players like to sleep in the mornings; only a known "good" tour will get some out of bed.
  - We charged a 5 USD deposit for the van ride, refunded when the player showed up for the tour. We were advised not to charge for the van ride given insurance constraints.
  - Players paid their own way for museum entry fees and such.

From SA (and others as noted); the strategy of the person with the contact setting up the tour seemed to work quite well. From there, Don followed through and went on the tours.

- Created special electronic files that sent information about tours from one of her laptop computers to a projector that projected images on the wall. Link to a timed "tours" Powerpoint display.
- Created custom Atlas for each van and for tours desk.
- Created van number shields posted in the van windshield with the tournament logo on it.
- With BA, purchased extra entry steps, one per van. Done in response to observation on earlier Pre-Tournament tours at other NABCs (a specific request from Joan Morse).
- With BA met in advance with two managers of RenCen; we set up with them the capability to have a private tour guide of our own to take folks on tours of RenCen.

- Checked that tours went on schedule each morning and met with the spouses (as they already knew me) while waiting for the vans.
- Created and prepared luncheon in Suite 6910 for Board spouses and friends…sample photo.
- Contact of Donna Tope. Donna served with Sandy on the City of Ann Arbor Planning Commission for 6 years.
- Meadow Brook Tour. Co-chair RH with an assist from Bill Connellan (both faculty at Oakland University where Meadow Brook is located) got advance information and a special room reservation to SA and from there they arranged the tour with SA previewing the BEO.
- Contact of David Barr. Sandy has served as a consultant to him on a number of his sculptures.
- Contact of Margaret Leary and arrangement of tour. Margaret served with Sandy (and Donna) for six years on the City of Ann Arbor Planning Commission.
- Contact of Karl Longstreth and arrangement of tour. Karl is a colleague of Sandy's for many years (in Sandy's capacity at the University of Michigan and in her capacity in the world of professional mappers for non-governmental organizations).
- Contact of Elaine Didier through Margaret Leary and also note connection to RH and Bill Connellan in Elaine's other post at Oakland University. Elaine set SA up with Horrocks and they arranged the tour.

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William C. Arlinghaus
District Director
Co-Chair
arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
Co-Chair
sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

TRANSPORTATION COMMITTEE
RICHARD TEMKIN, CHAIR

About three years out, Patty Becker sent out a questionnaire asking what folks would like in terms of getting to downtown Detroit. The survey came back with requests for good parking and good parking rates and also for shuttle transportation with a park-and-ride lot at the edge of the city and bus transportation into the city. Dick, who is the Director of the Small Business Administration in Michigan, worked closely with Brian Walker and others at the Metro Detroit Convention and Business Bureau to deliver all that was asked for on the survey and lots more.

The following link to our webpage describes the excellent program that Dick put into place. That page also mentions a bus program from the western part of District 12. It was arranged and implemented by Joanne Molt and partially subsidized by the Western Michigan Unit of District 12. In addition that page mentions a car pooling program that was initiated by Jeanne Hernandez and implemented by her in conjunction with Dick.

What we found is that the parking program was of great use—many took advantage of the great rates at a garage attached to RenCen or close to it. Not as many took advantage of shuttle buses from the Detroit suburbs. The buses from Western Michigan came filled with players who stayed for four days in the hotel. The car pooling program was difficult to measure but it is likely that, unless gasoline prices were of great concern, the fine parking rates and locations cut down on the car pooling. Detroit is a city of cars and car drivers.

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FINAL REPORT OF TOURNAMENT CO-CHAIRS

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TRANSPORTATION COMMITTEE
RICHARD TEMKIN, CHAIR

Assistance from NABC Co-Chairs:

- BA arranged for a free shuttle park-and-ride lot at his university, Lawrence Technological University (LTU). That university is close to the largest bridge club in District 12. The lot at the private university was well-lit, had plenty of space, and had 24 hour a day, seven day a week security. The President of LTU, Lewis Walker, arranged for the lot for the bridge players.
- BA arranged with LTU security chief to keep an eye on things for the bridge players. The chief noted the best places to park in terms of relation to security, and also timing in terms of security shift changes.
- BA met with a contact on the east side to consider buses from there.
- RH, with an assist from Bill Connellan, worked at arranging the final place for an east side shuttle.
- SA helped Jeanne Hernandez implement her car pooling scheme on the internet.

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arlinghaus@ltu.edu
Ronald M. Horwitz
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horwitz@oakland.edu
Sandra L. Arlinghaus
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sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS

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VOLUNTEER COMMITTEE

KATHY NEWMAN AND RHONDA MONRO, CO-CHAIRS

The activities of this committee in advance of the tournament and at the tournament, itself, were very different from each other. Thus, we separate them in that way. The focus for these chairs, who were far more comfortable interacting with people than with computers, was therefore for them to spend their time with people!

Pre-tournament activities drew particularly on the talkative and assertive nature of these two extraordinary women and their outstanding sales, marketing, and related capabilities:

1. Recruitment of volunteers—Kathy and Rhonda recruited not only local volunteers to supplement a preliminary set of over 100 given to them (getting the total up to close to 200) but also recruited volunteers from elsewhere. June Linhart helped Kathy throughout the tournament. Kathy's contacts with the Granovetters led to a gift of books from them to the I/N Committee. Kathy creatively interpreted her role in a variety of ways to help before and during the tournament.
2. Spreading the word. Kathy and her husband Bert Newman are regulars at NABCs. They carried promotional items to tournaments over the course of the three years in advance of the tournament and talked it up with people from all over the world.

Tournament activities:

1. Routine checking that all desks were staffed and filling in where needed, either personally or by finding other volunteers to do so, on the fly. This element of the job is critical and they did an excellent job in making sure that fresh volunteers were ubiquitous.
2. Making sure that each volunteer had an "Ask Me" button as an identifier.
3. Checking on additional volunteer needs beyond the desks: site navigation, and so forth.
4. Informing volunteers of the location, room 6910, and hours, 10a.m. to 8p.m., of a suite where volunteers were welcome to come to rest, have snacks, or socialize. A happy volunteer is a friendly, good volunteer. The suite was part of the hospitality program. It is important to have this information passed along in a word of mouth mode so that there is no jeopardy, direct or indirect, of the ACBL contract with the hotel.
5. Creating and implementing sales of extra items, such as t-shirts and registration bags, at the end of the tournament. Kathy's efforts in this regard generated an extra 835 USD.

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VOLUNTEER COMMITTEE

KATHY NEWMAN AND RHONDA MONRO, CO-CHAIRS

Assist from NABC Co-Chairs.

The activities of this committee in advance of the tournament and at the tournament, itself, were very different from each other. Thus, we separate them in that way. The focus for these chairs, who were far more comfortable interacting with people than with computers, was therefore for them to spend their time with people! The focus on the Co-Chair assist was therefore on the data management and related items involving computer usage.

Pre-tournament activities

1. Patty Becker in consultation with RH distributed a questionnaire to members of District 12, seeking volunteers as early as 2.5 years out. From the return of these forms, SA created an Excel spreadsheet listing the volunteers by committee. She added a filter to the row on committee names so that committees could be automatically displayed from the pull-down menus rather than having to sort through the entire database. SA maintained this database from the beginning through the tournament. It provides a complete record of all volunteers. Here is a link to that file.
2. SA created a desk assignment wall chart, in Excel, to keep track of volunteers. These charts were used in some of the larger clubs and the results then sent to SA for entry into the spreadsheet. Because it is not reasonable to expect that all who volunteer early on will actually appear, it is important to have a vehicle such as this one be available in the clubs close to the time of the tournament. The new spreadsheets were then sent back by SA to those recruiting volunteers. Here is a link to a sample file.
3. SA solicited input from all committee chairs for a cell phone number. She then created, from that information, a cell phone data bank programmed into her cell phone. Committee chairs were told that their cell phone numbers would never be posted on the website (unless they asked for that). There was at least one cell phone number per committee in this data bank.
4. SA designed the 4-inch in diameter pinback "Ask Me" buttons using Adobe Photoshop and submitted the design online to Affordable Buttons in Rochester, Minnesota. 500 of these buttons were produced several months in advance of the tournament and stored by SA in her home.
5. SA recruited, in addition to the set Kathy recruited, a set of "Ambassadors" through connections in the District Director Suite at previous nationals. These volunteers spread the word about Detroit to those in their own districts and to friends in other districts.

Tournament activities:

1. All three NABC co-chairs walked around the tournament at random times to make sure that there were volunteers where needed. If not, they filled in where needed but that did not often happen (more at the beginning when volunteers are not yet there).
2. BA filled in where needed as a guide from parking garages to the tournament site (or got others to do so). He also identified other problem areas and got information from the Concierge Desk up to the Information Desk on an "as-needed" basis…directions from the playing area to the People Mover being one such example.
3. SA coordinated, before the arrival of Marilyn Maddox, volunteers in the lobby to welcome people. Particular thanks in that regard go to volunteers from afar: Aileen Osofsky (ACBL Goodwill Chair) and Georgia Heth (District Director from St. Louis and downstate Illinois). These volunteers stood in the motor lobby or main lobby and handed out candy and welcomed people to Detroit.
4. SA and Aileen Osofsky helped in the pre-tournament days with registration bags.
5. SA and Beverly Riordan maintained the volunteer component of the suite in 6910 for volunteer use. SA handled the food and shopped and cooked for the suite (all but baked goods); Marilyn Maddox created a network of local volunteers to supply homemade baked goods to the suite on a daily basis; Beverly saw to it that there was always someone in the suite during the hours it was open.
6. SA was in touch via cell phone at least once per day with Kathy and also often in the suite in 6910.

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March 6-16, 2008

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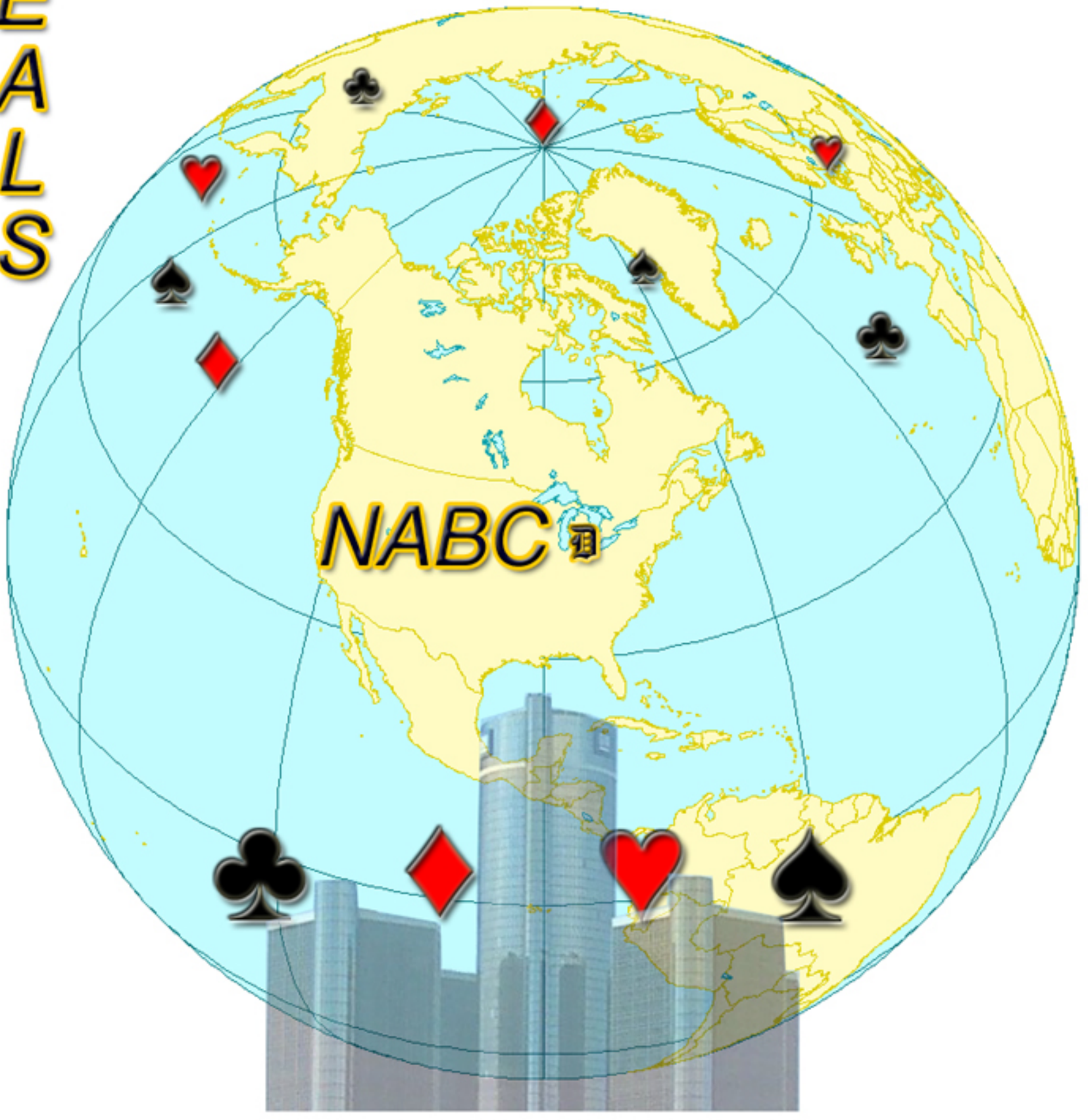
NABC

March 6 - 16, 2008

Detroit
DEALS
No Trump
NABC
March 6 - 16, 2008

Detroit DEALS

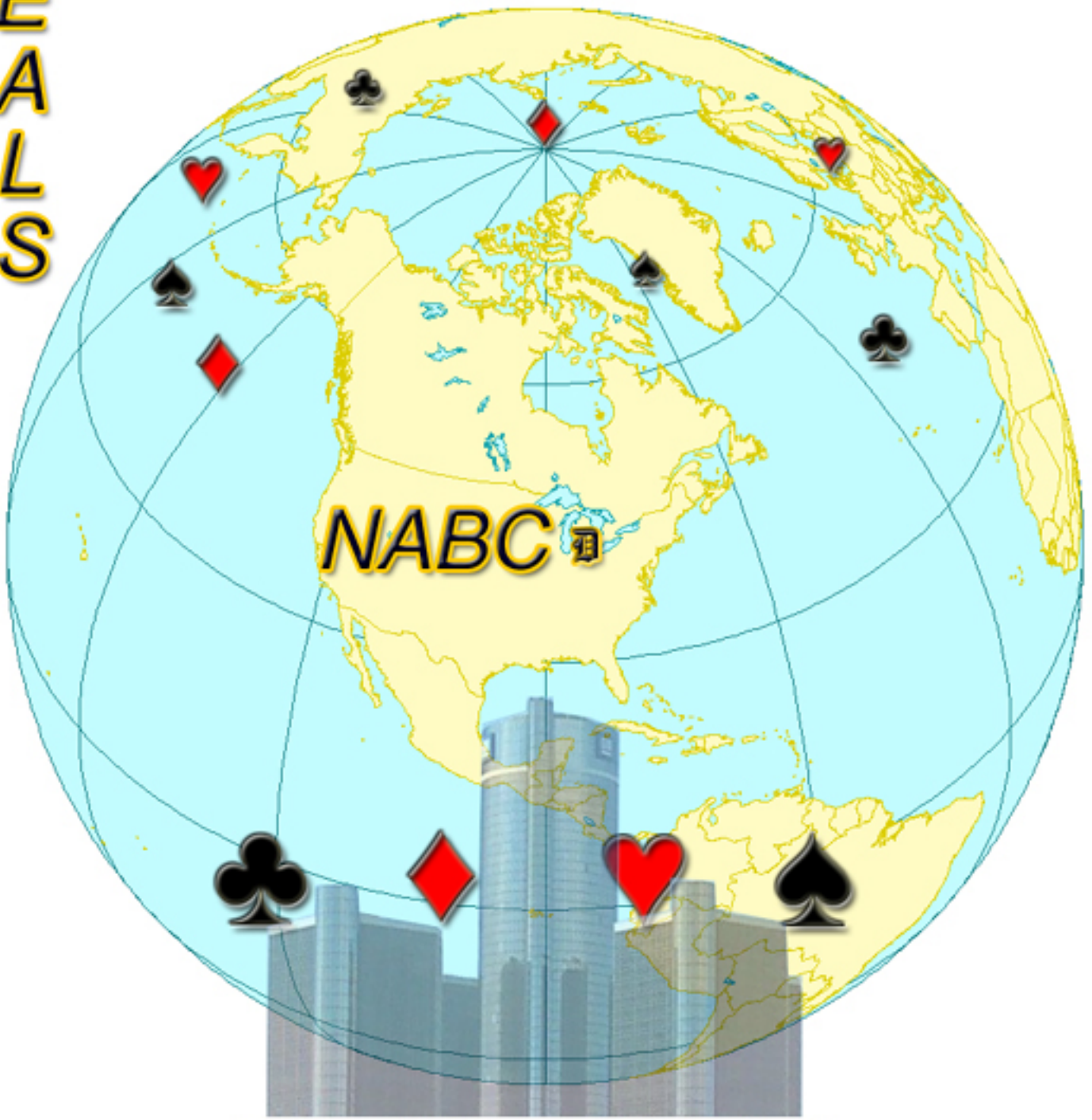
ACBL NATIONALS
March 6-16, 2008



The world comes to Detroit:
http://www.Detroit2008Nationals.org/

Detroit DEALS

ACBL NATIONALS
March 6-16, 2008



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All ACBL events at host hotel at RenCen
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District 12

Compuware Spring 2008

North American Bridge Championships

Detroit, Michigan

MARCH 6 - 16, 2008

http://www.Detroit2008Nationals.org/

William C. Arlinghaus
District Director
Co-Chair
arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
Co-Chair
sarhaus@umich.edu

FINAL REPORT OF TOURNAMENT CO-CHAIRS

APRIL 1, 2008

USEFUL LINKS AND CONTACT INFORMATION

- http://www.personalizedgolfballs.com/pencilhexprinted.html or, golftees.com—Name It Golf, Inc., same company in Florida. We handed out "golf" pencils, specifically at NABCs because that is what the ACBL hands out. We put our pencils around, next to ACBL pencils, so that folks would pick ours up and use them.
- http://www.affordablebuttons.com--pinback buttons. This online firm did an outstanding job of generating our sequence of five different buttons. Four in a sequence becoming bolder as the time approached—all three inch buttons, with a fifth four-inch "Ask Me" button for the NABC. We ordered a total of 4500 buttons…1000 of each of the circular three-inch buttons and 500 of the circular 4-inch buttons. Go to the website and get an estimate of cost easily. To order, follow their clear specifications for submitting online. Then, follow up with a phone call to talk to their graphic artist prior to final approval and subsequent placement of order.
- Fast Signs—Ann Arbor for vinyl banners. We did a lot of research on banner types. In the end, we went with a local store, easy for SA to reach (as the designer). It was quite useful, for the banner, to have that capability (rather than going online to do it…there seemed to be a lot of variation folks had had in doing banners online). The firm was excellent. We produced three banners. The first one was prior to obtaining a corporate sponsor. The banner was a 3 foot high by 10 foot wide vinyl four-color (infinite color) banner produced from a .jpg file that SA took in on CD. The resolution of the file created in Adobe Photoshop was set at 600 dpi. She also took them .tif and .psd (native Photoshop) formats. Then, we produced, working with Compuware's graphic art team, one muted 3 foot by 10 foot banner, followed by a larger more vivid 4 foot by 10 foot banner. The largest banner was used at NABCs and stored and moved around by Memphis. The smaller ones were used at local District 12 tournaments throughout the course of three years. All banners had a series of grommets, for hanging, across the top and a grommet on each of the bottom corners for anchoring the banner and keeping it flat. Not all hotels were able to use the bottom grommets (depended on ballroom procedure and such).
- Beverly Kruger—Capsetc@aol.com She got us a great deal on Messenger Bags…$2.95 each (for 3500 of them) including a one-color silk-screen on the closure flap. She beat out all the competition on this and on other items. She also did our nice caddy t-shirts. SA submitted designs for all. It was nice to have a local contact to work with. Also, it seemed prudent, all other things being equal, to favor local business. It was a pleasure to work with this local professional.
- University of Michigan for poster printout. We had numerous 3 foot by 3 foot posters produced on high quality photographic paper. The cost for one of these, on the open market, would have been 250 dollars each (at the time these were being produced). Using our university connection, they cost, instead, 45 dollars each.
- Another useful University of Michigan connection came about for our website; SA donated server space from her personal (not faculty) paid-for account (which she also uses in support of pro bono projects for her professional web design business).
- Graphic Arts Warehouse in Ann Arbor for mounting of posters on foam core board
- OvernightPrints.com for little cards, two-sided laminated. These were a big hit with District Directors at Nationals (as were the golf pencils). They are small yet get the message out in a clear way.
- Appliques, Fingerpress—the Prizes Committee chose an antique auto appliqué. We ordered 3600 of them in a mix of colors (red, green, and blue).
- Bogartsgifts.com Michigan Oven Mitts
- Traversebayfarms.com Cherry Hugs Bear

- MikeMarks.com Grand Rapids T-shirt company, section top prizes include their original design, cleared with SA to make sure on the Compuware connection
- MyShopAngel.com, Erin Smith, contact. Yellow Danbury Messenger bags, found online. 30 were ordered and given to District Directors in advance to test reaction to this candidate for a registration gift (the actual registration gift was just like this, except it had a zippered pocket on the outside and came in red and had the silkscreened flap). This online contact was terrific to deal with but could not compete with Beverly Kruger for the large order.
- Rhonda Savage, Christine Durham—RenCen shops and food court—an hour two with them was well-spent in terms of getting the food court to adjust its hours to bridge players and to be sensitive to their timing and behavior patterns. It also served to generate a pile of handouts and create awareness among the various shops in the mall areas about the NABC (along with opportunities for merchants to offer a "deal" to bridge players).
- Sue Carlson, Marriott. Sue was outstanding to deal with. Honest, clear, and thoughtful…could not ask for more!
- Executive Chef Franz-Josef Zimmer. Very clear and nice to work with. He was extremely cooperative in fashioning good food to fit within our budget. Like Sue, honest, clear, and thoughtful.
- Karen Naughton, Marriott—Sue's direct superior. She was fine, but we really did not work with her directly very much.
- Brian Walker, Detroit Metro Convention and Visitors Bureau. Outstanding resource and a great salesperson for Detroit.

BACK TO HOME PAGE

Useful

http://www.personalizedgolfballs.com/pencilhexprinted.html

golftees.com—Name It Golf, Inc.

http://www.affordablebuttons.com

Fast Signs—Ann Arbor for vinyl banners

Beverly Kruger—Capsetc@aol.com

University of Michigan for poster printout

Graphic Arts Warehouse in Ann Arbor for mounting of posters on foam core board

OvernightPrints.com for little cards, two-sided laminated

Appliques, Fingerpress

Bogartsgifts.com Michigan Oven Mitts

Traversebayfarms.com Cherry Hugs Bear

MikeMarks.com Grand Rapids T-shirt company, section top prizes.

MyShopAngel.com, Erin Smith, contact. Yellow Danbury Messenger bags.

October 12 breakfast at RenCen

Rhonda Savage, Christine Durham—RenCen shops and food court

Sue Carlson, Marriott

Karen Naughton, Marriott

Brian Walker, Detroit Metro Convention and Visitors Bureau

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NORTH AMERICAN BRIDGE CHAMPIONSHIPS

MARCH 6 - 16, 2008

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All ACBL events at host hotel at the Renaissance Center, large towers above right, overlooking the Detroit River

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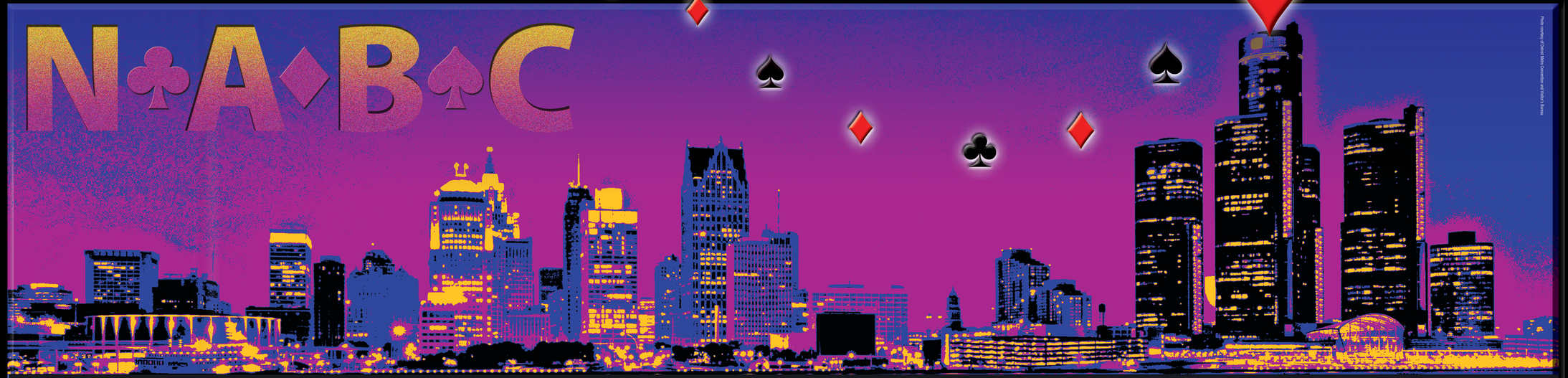

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All ACBL events at host hotel at RenCen

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District 12

Compuware Spring 2008

North American Bridge Championships

Detroit, Michigan

MARCH 6 - 16, 2008

http://www.Detroit2008Nationals.org/

William C. Arlinghaus
District Director
Co-Chair
arlinghaus@ltu.edu
Ronald M. Horwitz
Co-Chair
horwitz@oakland.edu
Sandra L. Arlinghaus
Co-Chair
sarhaus@umich.edu

Monday, June 18, 2007, 9:00 a.m. to 3:00 p.m.

Birmingham Unitarian Church
38651 N. Woodward (at Lone Pine)
Bloomfield Hills, MI 48304
Cost: $10, includes lunch and all events!

Bridge in the 21st Century - Pre-NABC Workshop

This workshop is for bridge players interested in learning about duplicate bridge and in updating their skills. Stayman, weak-twos, takeout doubles, opening bids, opening leads, and preempts are a few of the concepts that will be presented at the workshop. There will also be sessions on the mechanics and ethics of duplicate bridge as well as use of a convention card.

In the afternoon there will be a sanctioned ACBL duplicate game with the opportunity to earn masterpoints. The mechanics of play will be presented as well as the concept that "the director is your friend". There will be "fifth chairs" (experienced duplicate players) who will be available to answer questions.

Schedule:

9:00 - 9:15	Registration and coffee
9:15 - 9:40	Welcome and introduction to duplicate
9:45 - 10:30	Session 1
10:35 - 11:20	Session 2
11:25 - 12:10	Session 3
12:15 - 12:45	Lunch
12:45 - 3:00	Playing in a sanctioned ACBL duplicate game

Questions?

ACBL Compuware Spring 2008 NABC, Intermediate Novice (I/N) Committee, Co-Chairs
Beverly Gardner (313) 645.7720 bevgardner@msn.com
Gail Hanson (248) 391-9775 gakh@comcast.net
Workshop Event Coordinator for the I/N Committee
Connie Dugger (248) 647-7624 dugger@umich.edu

Bring your bridge playing friends, too!

Please detach and return with a $10 check payable to Connie Dugger, 311 Golfview Blvd, Birmingham, MI 48009 by **June 10, 2007**

Name _____ Email _____

Address _____ Phone (_____) _____

City _____ Zip _____ ACBL Member Yes ___ # _____ No____

Attending with a partner? Yes____ Name _____ No____

Based on your interest, prioritize the following, indicating your first choice with a **1**, second with a **2**, continuing through 8.

_____ Convention card
_____ Mechanics and ethics of duplicate bridge
_____ Basic conventions (Stayman & Blackwood)
_____ Doubles (Takeout & Penalty)
_____ Preempts (opening 3 & 4)
_____ 2 level opening bids
_____ Opening leads
_____ Opening bids

Winter Edition • Dec. 2007

look
What's Inside ...

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A NEWSLETTER FOR TEACHERS

THE BRIDGE TEACHER

For Your Information —

Julie T. Greenberg

News from ACBL. The headquarters building here in Memphis has been sold. The ACBL Board of Directors has requested that management explore the Memphis area, Atlanta, Dallas and Orlando as possible places for relocation. A decision is expected to be made at the Board meetings held prior to the 2008 Spring NABC in Detroit.

News on the New TAP. The updated program which introduces material written by outstanding teachers (Helms, Seagram, Harrington, Kantar, Grant), covers the techniques used by successful bridge teachers and discusses the changes made in the *ACBL Bridge Series* texts and teacher manuals, which has been well received. We are very proud of the revised program and urge all teachers to try to retake the TAP (no charge) in 2008. We plan to offer the TAP following the ABTA Summer Convention (Saturday, Sunday and Monday mornings) again this year to accommodate the ABTA teachers.

NABC Seminars and Teacher Programs. If you will be attending an NABC in 2008 and are interested in any of the many seminars we have offered over the years, please e-mail me and let me know (Julie.Greenberg@acbl.org). At this time we plan to offer the TAP at all three NABCs and the Bridge Teachers and Bridge Cruises program only in the summer. Fred Gitelman is expected to present a one-hour introduction to Bridge Base Online at all three tournaments.

Junior Bridge is Alive and Well. If you are teaching young people or have children and grandchildren interested in the game, check out this new web site, www.youthnabc.org. The first Youth NABC will be held in Atlanta on July 3-6, 2008. It is designed for all levels of young players and should be an exciting event for Junior bridge enthusiasts. Perhaps you have a young person your unit would like to sponsor to participate in the Youth NABC. Make your plans now. Contact Patty Tucker (wimsey@mindspring.com) for more information.

Getting Friends Interested in Party Bridge. Tully Liddell created a bridge manual for his dance partner, a potential social-bridge-game partner. If any of you have friends that you would like to introduce to party bridge, you might want to check out Tully's material. Contact him by e-mail at tullyliddell@comcast.net, or check out his web site at www.bridgewithtully.pbwiki.com.

HAPPY NEW YEAR!

What are your plans, dreams and aspirations as a teacher for the New Year? It's always a good idea to set some goals, so you can take stock at the end of the year. Here are some thoughts to help you decide on your own goals for 2008:

- Retake the TAP, earn a continuing education credit and find out what's new.
- Attend the summer ABTA Convention and network with fellow teachers.
- Explore new venues for lessons: community centers, schools, churches, libraries.
- Take a cruise as a bridge host.
- Teach more classes than in 2007.
- Make classes more fun – add jokes, visuals, social activities.

You get the idea. See what you can come up with and have fun pursuing your goals!

How I Hosted a Book Signing for Edward McPherson and *The Backwash Squeeze.*

by Amy Nellissen

In November, my bridge club had the great pleasure of hosting Edward McPherson for a reading and signing of his new book, *The Backwash Squeeze.* Here's how it happened:

Last August, I was listening to the radio when I heard about an upcoming interview with one Edward McPherson. It seems this McPherson fellow had just written a book about bridge and was to be interviewed on National Public radio the next day. I'd never heard of McPherson, but was thrilled that bridge was getting mentioned on mainstream radio.

I immediately drove to my local Borders, bought their only copy, and read the whole thing in a day and a half. (I probably shouldn't admit this in a national bridge publication, but, most bridge books put me to sleep after the first chapter. It only takes one hand to count the number of bridge books I've actually finished – much to my partner's chagrin.)

The Backwash Squeeze was different, though, because it wasn't a boring text. Rather, the story followed the author as he learned the game (he played no bridge at all before writing the book.)

The reader meets the cast of characters from the Manhattan Bridge Club beginner class, including Edward's 85-year-old partner Tina. The book follows him as he travels around the world interviewing social players and experts alike.

Edward worked as a caddy in Gatlinburg, traveled to London to meet Zia and Dallas to interview Hamman. His accounts of small social games in Gettysburg, PA are as interesting as those of the Chicago NABC where he dragged Tina to play in the novice games.

I immediately saw the potential: Could this book do for bridge what "Dancing with the Stars" did for ballroom? I envisioned the book becoming a best seller and bringing new students to my bridge classes in droves.

It occurred to me that I could invite McPherson to my club for a book signing. Instead, I got busy planning my fall courses. I recommended the book to my students via email, but the idea about a book signing drifted to the bottom of my brilliant ideas list.

Fast forward to October: It was the second week of my Absolute Beginner class when I walked past a table and overheard one student say he's taking the class because of a book he read.

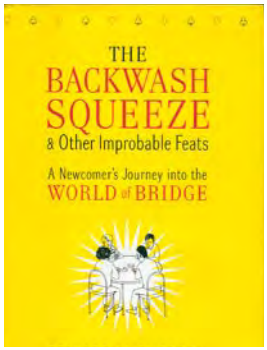
I made a quick U-turn and got the details: Phil, a young-looking retired math teacher, had seen *The Backwash Squeeze* on a table at Barnes and Noble and picked it up on a whim. It piqued his interest in bridge, and he found me through google.

Wow.

Now I had to act. I resurrected my idea of a signing and tried to find Edward.

I began recommending the book to every bridge player I could think of – all the while explaining how good this book could be for bridge.

I phoned Julie Greenberg who put me in touch with Jay Baum. I learned that national tournament director Rick Beye also found the



book by chance in his local bookstore. ACBL was making plans to host Edward at the San Francisco NABC. I contacted HarperCollins and learned the book's publicist had resigned, and the company had no plans to replace her. That sounded grim.

Finally I located Edward and invited him to Franklin Lakes. We agreed on a date, I ordered two cases of books and did my best to publicize the event. Taking no chances, I scheduled an upgraded club championship for the same afternoon.

Thursday, Nov. 15 arrived. Rain. "Well, at least we'll get the golfers," I thought. Edward read before our afternoon game, and he was as entertaining as I'd hoped. His account of his beginner bridge class and the 1929 Bennett bridge murder had the room in stitches. We played together in the game, and he read again before the evening session.

When all was done, we'd sold out our 70 books. Not bad for a church-basement bridge club with only five sanctioned sessions a week.

The Backwash Squeeze & Other Improbably Feats: *A Newcomer's Journey into the World of Bridge* is available from Baron Barclay or any bookstore. The paperback will be out next summer. You can contact Amy Nellissen at Amy@TheBridgeTable.com.

The Blessings of Bridge

By Lynn Berg

In this column I am diverging from my usual discussion of some part of the Business of Bridge. 2007 was a dreadful year for me: I watched my darling David slip deeper into the illness which took his life in November; this while I fought breast cancer with a double mastectomy in May and six months of chemotherapy.

In December I went with friends to see *White Christmas*, and I was struck especially by one of the wonderful Irving Berlin songs — Counting your Blessings. Maybe you won't think I have many blessings to count—a bald new widow whose life has been turned upside down. But I would disagree, and bridge is a great part of my argument.

I was able to teach and direct during much of the time because the oncologist let me have my treatments on Tuesdays (my free lesson and 199er game are on Mondays). My fellow directors at the DeLand Bridge Club conspired to help by having a back-up scheduled for every session I was supposed to teach and direct, so if my white blood count was abysmal and I was grounded, I was covered. The 199ers emptied the dishwasher, handed out boards, fixed snacks, anything to help. All of my regular partners played with me when I could hardly think straight, taking me out for meals and ferrying me to and from the games as well.

Nancy Hays, a 199er, brought me over-sized T-shirts, so I could dress easily without lifting my arms when I first got home from the surgery. Her partner and friend, Lois Haskins, took me to many an appointment when I shouldn't drive. Lee Roberts, my fellow director, brought chicken soup and casseroles, walked my dog, and always had sensible good cheer to offer. I received hats and scarves galore to protect my newly bald head from the intense Florida summer sunshine. I could name a lot of other bridge players who brought food, offered rides, even said they'd be glad to play with me when I needed a partner (this from Spike Lay, a nationally-known player).

I think all teachers are optimists. We believe that we have something to offer to others, and we believe that others can learn from us. I love teaching and working in our local bridge club, and I have scheduled classes for basic bidding and a five week "upgrade" to two-over-one for late January. I also look forward to resuming my work as a tournament director in the New Year. The love and support I've received from the bridge community are a huge payback for the time and effort I've put into our favorite game, and I know 2008 will be a better year.

Backwash Squeeze Author Visits the Fall NABC

Fans of the recent hit book *The Backwash Squeeze and Other Improbable Feats* received a surprise treat at the San Francisco NABC: Author Edward McPherson was in town to promote his book and sign copies at the Baron Barclay Product Store.

McPherson, 30, who lives in Brooklyn NY, wrote about his experiences of learning to play bridge at his local club and of his travels to regionals (such as Kansas City and Gatlinburg), NABCs and a slew of other venues. He also interviews some of the best-known names in bridge to give an amazing portrait of the game. You won't find any hands but you will find a story that will hold your attention and keep you turning the pages. McPherson is a very talented writer who really captures the spirit of the game and the many personalities he has encountered in the world of Bridge.

The book has won critical acclaim in the Wall Street Journal, the New Yorker and other publications. Check out the excellent review in the November issue of The Bridge Bulletin (page 24) if you have missed this publication.

Detroit Bridge Workshops
Attracting New Players and Potential Students

The 2008 Spring NABC Intermediate Newcomer Committee, led by seasoned teachers Beverly Gardner and Gail Hanson, are an energetic and enthusiastic group. Eager to give local players the "once in a lifetime" opportunity to play in an NABC, they set out almost a year in advance to start recruiting new players who had never tried duplicate.

They put together a promotional program to run in June 2007 for bridge enthusiasts who primarily play in country clubs, at local recreation facilities, at home, etc. and who had not played in sanctioned duplicate games. The goal was to get them excited about the upcoming NABC and to make them comfortable about participating.

The workshop was wildly successful. Hoping to attract 40 to 50 players, the organizers of the event were surprised when 230 non-duplicate players signed up. Event coordinator, Connie Dugger, had to turn away nearly 50 late registrants, because there was literally no space left in the building. The interest generated by this workshop resulted in a second workshop being scheduled three months later. With a limit of 240 participants, it was at capacity two weeks before the deadline with a waiting list. Those who were turned away from the first workshop signed up very early. The cost was twenty dollars.

Inside the scoring/supply room. (Left to Right: Bob Chekaluk, Beverly Gardner, Ken Savage, Mary Jo Chiesa and Ron Smith.

Any newcomer program that is this successful deserves a closer look. Here are some details about the program and the efforts to organize it. All Districts are encouraged to give this program a try.

Promotion. Input was collected from a local director, a teacher, a member who still plays social bridge and a duplicate player who attends a lot of games. Publicity was mostly by word of mouth, (although some participants did see the unit's flyer on the web site). Volunteers went to all local games, classes, civic centers and senior centers to talk to the bridge groups there, and they distributed flyers. Flyers also were given to friends who were teaching beginners and running non-sanctioned games, with a request to give their students a pep talk about attending the workshop. One of the "fifth member" volunteers went to some social clubs in the area and talked to their players. A sixth non-committee member was very helpful, since she was dedicated to getting the word out to every one she knew in any place she went. She even put posters up in beauty salons.

Without any specific plans, the committee and its supporters talked up the event as much as possible. It appears that their attitude and motto, a plagiaristic, "You can do it, we can help," was indeed a factor.

First-time players were told that they did NOT have to join ACBL, that there would be a lot of novices who knew no more than they did and teachers would be at the workshop to help them. The experienced duplicate players who just hadn't played in sanctioned games for points were told that this would be their chance to see what it was like.

Volunteers. You can't have too many helpers. Detroit was blessed with a large number of volunteers, who were eager to make the workshop a success. But, they could have used more when they were rewarded with such an overwhelming turnout. Fifth chairs (one for every two tables) and a crew specifically for set up and one specifically for tear down would be helpful, in addition to the other positions outlined in this paper.

Registration Form. The participants filled out forms with information on their experience levels (1) those with zero (or little) playing experience, (2) those with no duplicate experience, but playing experience and (3) the others (played duplicate, etc.). They were asked to list a partner, if that person was attending with them. They listed their choice of classes from 1 to 8, assured that the committee would try to honor their first three choices. It's important to provide a place on the registration for "special needs.".

The Workshop. The workshop was conceived as an all-day effort, featuring lessons on technical topics, then lunch, followed by a sanctioned duplicate game with "fifth chairs" (experienced players – ideally seated at each table – to answer

questions, help with scoring, etc.). The program's goal was to show the participants how much fun it was to play duplicate and win points and, of course, to entice them to play in the upcoming NABC.

Registration. Upon arrival, each participant was given a folder with information about ACBL, local club games, area teachers, a pencil and a tri-fold convention card holder complete with three blank inserts. The folders, "stuffed" ahead of time, were put alphabetically using custom name tags clipped to the top, on long tables in the entrance and handed out to the participants as they walked in the door. Two helpers were assigned to each of two different tables, and the participants drifted in from about 8:15 to 9:00. (The "greeters" were asked to watch for players who needed a N/S and were assigned an E/W, so changes could be made early.) Early birds were treated to coffee in the social hall, late comers were routed immediately into the Pavilion for the Keynote speech.

A typical attendee schedule:

8:45 Check-in and coffee
9:15 Welcome and Introduction to Duplicate with a keynote speaker
9:50 Sanctuary – lesson "Two Level Openers"
10:40 Commons – lesson "Opening Leads"
11:30 Blue Room – lesson "Doubles"
12:20 Social Hall – lunch
1:00 Social Hall – game

Game Assignments. Each person received a section and table assignment for the afternoon game in their registration packets. All students were assigned WITH their partners to their classes (if a partner was included on the registration form). If no partner was listed, players were matched according to class choices. An attempt was made for "matched" partners to be in at least one class together, and they were told with a "sticky paper" in their packet in which class they should look for their partner.

Registration packets that weren't picked up indicated any "no shows," of which there were very few. There were 0 to 99er subs (friends or students of area members) on hand to fill in. The partner of the absentee was located and reassigned a game partner as early in the day as possible. (In the first workshop, a few went home after the classes and didn't let anyone know. The organizers just slipped in one of the 99er partners-in-waiting.

For the second workshop, no one was allowed to register if they could not stay for the entire day.)

Sections of the Game. Note that there were differing thoughts about mixing the players. For a first workshop, it was important not to discourage more experienced players by having them play with the very new, who would take longer bidding and playing. And obviously, the goal is not to make the newbies uncomfortable either. An attempt was made to have three different groups: (1) those with zero (or little) playing experience, (2) those with no duplicate experience, but playing experience and (3) the others (played duplicate, etc.). Some people on the committee thought that a mix was normal, and they should be mixed. Nevertheless, the two-game format (repeats play in the morning; new players in the afternoon) for the second workshop automatically addresses this problem.

Classes and Teachers. The participants liked the idea of classes. A few people signed up just for the classes. The committee made sure that every teacher was a pleasant and experienced duplicate player. "Teacher" was not as important as "expert player," defined as well versed in modern techniques and able to answer any odd ball question that came his/her way, even if it was off topic of the class.

The goal of the teachers was to find out what the participants knew and to introduce them to what the 21st century bridge player was doing in competition, so they would not be surprised at the table. Teachers were advised to try to get one new thing across to the students, but to recognize that the students were not going to give up lifetime habits in a single 45 minute session.

The committee chair kept an e-mail discourse going with the teachers, to let them know the progress of the workshop, how many signed up for their classes, when to show up and where they would be once they were assigned a room. The teachers were asked to stay all day – a friendly face for those who took their classes. Some directed in the afternoon game; some were fifth chairs. (Check with your DIC before you ask the teachers to help direct. The DIC might prefer to pick his/her assistants.)

Lessons. The eight classes all ran concurrently at each of the three sessions and were 45 minutes long. Teachers were assigned a room and students came to them. Some of the classes were a bit crowded, and experience has taught how many people these classrooms actually hold. (Some

NABC Poster at registration desk with Mary Jo Chiesa.

rooms lacked air conditioning, and depending on your time of year, remember to check before the event.)

Lessons focused on very basic subjects, limited in scope. The topics were: Three- and Four-level Preempts, Two-Level Openers, The Convention Card (filling out and using), Mechanics and Ethics (how to use a bidding box, alert, call the director, etc.), Basic Conventions (Stayman and Gerber vs Blackwood), Doubles (primarily takeout), Opening bids and Opening Leads. Classes were slightly lopsided. Six had 25 to 30 per session. The other two had 40 or more in a few sessions. (Doubles and Opening Leads were the most popular picks.)

Ron Horwitz delivering the Keynote talk.

Handouts. Teachers were required to provide handouts for their classes and were asked to print double the amount of handouts than the students they expected – for friends and others who didn't take their class, but wanted to see what they missed. The extras were placed on a table in the entry where those who wanted them could pick them up.

Class Assignments. Class assignments were made based on the requests submitted on the registration forms. The participants listed their class choices from one to eight on the registration form. An effort was made to give each person their top three class choices. Note that as the registrations come in, they should be sent in order as they are submitted to the person making the assignments. Don't alphabetize. It was discovered that the partnerships tend to come in grouped. Some groups of four to eight people would sign up at the same time, and they would all want their classes together.

Location. The committee was very lucky to have an "in" with what turned out to be an excellent location for the Workshop – a church with a large social hall and a few other areas that local directors had been using for club games. When the pre-registration got so much larger than anticipated, they were able to use the sanctuary for the keynote speech and rent five separate classrooms to handle the expansion. With the bright idea to use the sanctuary for a classroom, they freed up a nice sized social hall, set it up for a double session game, for the lunch room and coffee center and never had to use it for a class. One of the larger classrooms was used as a lounge for the volunteers and computer central. So it turned out to be a brilliant location.

Lunch. The catered lunch was well received. There were three lines and lots of helpers. Only 30 - 40 minutes had been allowed for lunch, but it went smoothly.

The Game. This was well organized ahead of time. Each partnership was pre-assigned a section and table. (Their assignment was given to them in the registration packet.) The participants played twelve pre-duplicated (to speed up the game) boards. They were divided into three club games. The players were very excited with a win of 1/3 of a point.

For each section, there were experienced helpers – "fifth chairs." The goal was a fifth for every two tables, but as the crowd numbers grew, that approach was lost. Fifth chairs were to help with mechanics, scoring, the movement, and they were to check the pick-up slips to see if the scores were properly entered and reflected what actually happened. The plan was to make the game as much like real competition as possible. Teachers were to answer questions later if they came up.

There was a need for more "fifth chairs." (One "fifth chair" for every two tables is a good guideline.) Many people needed help with individual scoring and the bidding boxes. North-South used travelers and East-West pickups, so that everyone could practice scoring. Shortly after the game, section winners, overall winners and masterpoints won were posted.

Memberships. Nine ACBL memberships were sold at the first workshop. Twenty-eight new ACBL memberships were sold at the second. The new members received a sheet with free plays good for one year, offered by five clubs in different areas of Detroit. The value was $35. The coupons were good only for newcomer games. This was a very good deal for the players and an excellent way to provide prospective clients for each of these clubs. (Note that free plays were not offered at the first workshop.)

How Did We Do? Don't forget to hand out evaluation sheets to find out what you did right (or wrong). You can learn a lot from them. Many of the sheets were filled out. Teachers were almost unanimously rated high, and other than the few rooms being too warm, the day was touted as terrific.

Follow up. The IN Committee and the unit volunteers hope to follow up with a once a month seminar of a lesson, lunch and game to keep their new players enthused about the game until the main event – The Detroit Spring 2008 IN Program.

Contact Gail Harson for more information at GAKH@comcast.net.

BUILD YOUR CLUB WITH NEW PRODUCTS

By Marti & Gary Ronemus & Ed Scanlon

Each year we try to introduce a new product for our customers…our players. The goal is to help our club grow and to offer more choices for our customers. In 2005 we introduced Bridge Boardroom University, a once-a-month all-day event, including a workshop and a triple-masterpoint game. We slipped in 2006—nothing new! So in 2007 we started two new products. Each has turned out to be a winner, and one seems perfect to share with teachers.

Hour of Power!! We usually have two workshops for beginners a week, but we needed something for our more advanced and intermediate players. We wanted something different, something that would appeal to those not attending our other classes.

Here's what we came up with after some staff brainstorming: We chose an hour-long format at 11 a.m. on a day where we serve lunch at noon, before a 12:30 Open Strat game. That way, the players can attend **Hour of Power,** have a free lunch and stay to play. We offer a discount for the afternoon game for lesson attendees.

The lesson goals for HOP are a little different: We want to help players enhance their ability to count hands and visualize where opponent cards are. And we want to refresh playing skills and focus on creative defense.

Here's how it works: We pick four hands with a common theme, usually hands from Eddie Kantar or from the many books of expert hand analysis in our library. Before looking at the hands, the instructor calls out the bids. "South opens 1♥. What do we know about that hand?" "Next, West overcalls 3♣. What does West hold?" By the end of the bidding, the students have figured out as closely as possible what is held in each hand. Then the instructor tells the opening leader what card to lead and we discuss what story the opening lead tells. Still, no one has seen a hand! Now the dummy comes down and we discuss if it has what we expect from the bidding.

If the hand is meant to be a declarer puzzle, the declarer now reveals his hand, and we discuss if it is what we pictured. We then develop a line of play with a backup (if one is likely to be needed), based on what we expect defenders to hold, based on the lead and the bidding. Only then are all hands revealed. We discuss if the plan will work.

If it is a Defender hand, after the dummy comes down, one of the defender's hands comes down (is it a third hand puzzle? A signal puzzle?) and a similar discussion is held. Is the hand what was expected? What should the defense plan be based on the bidding and the opening lead? Then all four hands are faced and a discussion about whether the plan was workable or not.

We do a hand every 15 minutes. It's a challenge to keep to the time, as discussions can get very long. The instructor has to remember that it's not so much a class about bidding, but rather what inferences can be gained to enable players to count hands. The hands aren't played, so it is possible to keep it to 15 minutes a hand. We start exactly on time and end on time…very high energy!

Feedback from players has been very gratifying. They tell us that they are benefiting from visualizing what the hands are from the bidding rather than deciding what to bid with the hand. The emphasis is just different enough that it makes them think in a slightly different way.

At the end of class each person gets a handout of the four hands, with the complete analysis. If anyone would like help implementing this idea, we welcome you to contact us at mronemus@comcast.net or by using the contact links at our web site, www.bridgeboardroom.com.

Ed Scanlon is Marti's new secret weapon. He joined her staff in March of '06 with no bridge knowledge or experience. He has become a good player, a terrific director and a super cook. Ed does all of the cooking – roughly 200 meals a week – and his soups

Teachers' Bookshelf *by Pat Harrington*

HANDS ON – Weak Two Bids, written by ABTA Master Teacher Joan Anderson, debuted at the 2007 ABTA Convention. I expect it will be a contender for the 2008 book of the year award.

This book contains everything our students need to know about weak-two opening-bids, including 36 practice deals and exercises. Joan's HANDS ON concept is very clever. If you are familiar with those large facing-out hand records that Dealmaster creates so your students can deal lesson hands in class, you have an idea of the format Joan uses in this attractive 8½ by 5½ spiral bound book. Each deal takes up two pages with one page devoted to an attractive

(continued on page 8)

Hands on — Weak Two Bids *(continued from page 7)*

facing–out hand record in red and black, and the second page offers a normal printout of the deal with an analysis. This eliminates the need for EZ Deal cards and makes the product comparable to one of the ACBL Play Course booklets. I just wish I had thought of this formatting; I might have published several books by now!

You might think that 36 deals on a single topic is too much, but I have had great success with thoroughly teaching a bid/convention to my students and giving them practice using it in a variety of situations. We're kidding ourselves if we think that giving a student one weak two to open makes him ready to go out and use weak twos.

The book starts with examples of what is and what is not a weak two. I really like the fact that some of the lesson hands are designed to make the point NOT to open a weak two with the hand. Students who do are likely to achieve a poor result. You haven't really learned a convention unless you've also learned when not to use it. The author then moves on to responding to a weak two, including new suit forcing, 2NT for a feature and furthering the preempt. The last sections cover competing over a weak two in both direct and balancing seats.

Your students will really enjoy owning this book to practice weak two bids and they can get a lot more than 36 hands to play from it just by sitting N-S the first time through and then changing to E-W the next time. Teachers also will find great fodder for lesson hands. The only flaws I saw were that the author is extremely disciplined in the use of weak twos, sticking to the requirement of two of the top three honors and at least one quick trick but not more than two. The analysis of the hands focuses on bidding and sometimes does not give enough discussion on the play (some play could get interesting).

The book is self-published and should be ordered from the author (jla224@mchsi.com). One copy is $15 with a 20% discount for 10 or more copies. Shipping extra.

AMERICAN CONTRACT BRIDGE LEAGUE
2990 Airways Blvd. • Memphis, TN 38116–3847
EDITOR
Julie T. Greenberg
PRODUCTION
Leona Allison
CONTRIBUTORS
Julie Greenberg • Amy Nellissen • Lynn Berg
Marti & Gary Ronemus • Ed Scanlon • Pat Harrington

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PLANNING AND ORGANIZING AN INTERMEDIATE/NEWCOMER (IN) TOURNAMENT OR PROGRAM

Revised January 2005

INTRODUCTION

Congratulations! You are taking the first step toward generating new, enthusiastic duplicate players for your unit games and tournaments by planning an IN tournament or IN program. These IN activities are designed to generate fun and excitement for those who are new to bridge, new to *duplicate* bridge and those who have begun playing regularly but have not acquired the status of Life Master. Nothing will make this audience more interested in playing competitive bridge frequently than a good first duplicate experience.

This booklet gives step by step suggestions for planning and organizing an IN sectional, an IN regional or an IN program. IN sectionals and IN regionals are run exclusively for players with a limited masterpoint holding and stand alone; IN programs also are run for players with a limited number of masterpoints and are organized as a part of a regular sectional or regional tournament.

ACBL places a high priority on making IN activities available to its membership. The future of bridge and the ACBL is dependent upon a steady influx of new players.

If the ACBL can be of any assistance to you in the development of your IN tournament or program, send an e-mail to education@acbl.org or call the Education Department at (901-332-5586, ext. 1262).

If you have questions about scheduling, sanctioning or directors, please contact the ACBLTournament Department at tournaments@acbl.org or at (901-332-5586, ext. 1244).

GOOD LUCK WITH YOUR IN TOURNAMENT OR PROGRAM!

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PLANNING AND ORGANIZING AN INTERMEDIATE-NEWCOMER TOURNAMENT (SECTIONAL OR REGIONAL) OR PROGRAM (AS PART OF A REGULAR SECTIONAL/REGIONAL)

AN OVERVIEW

Intermediate-Newcomer (IN) tournaments and programs are run for newer players – those who are new to bridge, new to *duplicate* bridge and those who have begun playing regularly but have not acquired the status of Life Master.

IN tournaments/programs offer a pool of congenial partners, a suitable place to play, events in every session that Intermediate and Newcomer players can win and a lot of fun. The IN tournament provides these attractions in a relaxed atmosphere, among fellow Intermediate and Newcomer players.

What is an IN Program? It is a full ten-point program of bridge activities designed for new and advancing players. An IN sectional and an IN regional follow this format. An IN program follows this format and is organized as a part of a regular sectional or regional tournament.

When this format is used, a tournament becomes an ideal tournament experience for a new player who is interested in competitive bridge. An IN Program should not be confused with simply scheduling newcomer games at a tournament.

Here are the basic ingredients of an ACBL IN Program:

- ♥ Games for 0-5, 0-20, 0-49er, 0-99er, 0-199er, & 0-299er players each session.
- ♥ Trophies for each overall win in a newcomer event.
- ♥ A special area or room for the Intermediate-Newcomer games.
- ♥ Directors who are experienced in working with newcomers.
- ♥ A Celebrity Speaker Program.
- ♥ Social Events.
- ♥ Pictures of the Winners.
- ♥ Flyers to invite the players and guarantee partners.
- ♥ Newcomer hand records with analysis sheets (0-5 and 0-20).
- ♥ New Player Services Committee – to greet players and answer questions.

From the unit's/district's viewpoint, IN tournaments can help create a new player program or expand the one already in place. They generate new members for the unit and spark increased participation at the local level. IN activities also help to integrate the newer player into the bridge community and, as a result, they will improve the unit's membership retention stats.

A unit may hold an unlimited number of IN sectionals (with district approval) that run from one to five days in length, and each district may hold one IN regional from two to six days per year. An IN program can be held in conjunction with any sectional or regional tournament and it does not require a separate sanction.

Planning and running IN tournaments/programs tend to infuse the unit members with new vitality by giving them an exciting project to work on as a team.

GETTING STARTED

Sanctioning the IN Tournament

Number of IN sectionals per unit: ACBL regulations do not restrict the number of IN sectional [0-49er, 0-99er , 0-199er, 0 to 299er and 0 to non-LM (500)] tournaments a unit can run. The district, however, may choose to restrictthe number allowed.

Number of IN regionals per district: Each district is entitled to conduct one IN (0-199er, 0-299er, Non-Life Master) regional each calendar year. These regionals can be from four to twelve sessions and can be held concurrently with an open sectional or a senior regional. A district may allow a unit to conduct its IN regional.

Number of IN programs: A unit or district is encouraged to offer an IN program in conjunction with all of its sectional or regional tournaments. An IN program does not require a separate sanction.

Sponsoring the IN tournament*:* A unit can run its own IN tournaments, or it can give one or more IN sectional sanctions to a club under its jurisdiction. An IN sectional sponsored by a unit should be organized to attract players from a larger area, whereas one run by a club may attract only local players and should be organized accordingly.

Preliminary decisions and approval*:* Before a unit or district can apply for a sanction, it must select the dates for the IN tournament, secure a site and appoint a tournament chair (TC). The sanction application must be completely filled in with the number of the unit or district applying for the sanction, the name of the requested director-in-charge and a preliminary schedule of events to be approved. The unit may list a Tournament Correspondent or Tournament Contact if the TC has not been officially named. The Tournament Correspondent or Tournament Contact is the Liaison with the ACBL and must have Internet access. The TC for this type of tournament is often the Unit Intermediate Newcomer Coordinator or the Unit Education Liaison if there is no IN Coordinator appointed.

Choosing a Site

Overview: When selecting a site, always keep in mind these things. Is it a safe location? Is there a lighted parking lot? Is it in a good part of town? Are there enough bathrooms? Is the lighting (especially at night) sufficient for card play?

Local Hotel Discounts*:* Check with hotels, located within easy walking distance (if possible) of the playing site, for a weekend package deal. Some hotels give special rates for rooms and also serve a complimentary breakfast. If enough rooms are booked for the tournament, the unit or district might be offered one or more complimentary rooms to use as a hospitality suite or to house volunteer workers.
Campus Weekend Package Deals*:* Some universities offer sites on their campus which can be rented as playing space. They may also offer rooms and a meal plan. These dormitory locations are attractive to bridge players. They allow the players to enjoy tournaments where lodging, dining and playing can be arranged under the same roof. Campus sites can often be secured during summer break or long holiday weekends. Check with the local college or universities in your town to discover these super bargains.

State Parks: Tournaments held in these locations can be fun for the entire family. Parks with a resort facility generally offer special rates during the "off" season. Not only can you get special room rates, but you might also arrange extra discounts for meals that come with the plan. Resort parks may offer golf, swimming, fishing, boating or other activities for non-bridge-playing family members to enjoy while the bridge player is happily playing.

Chamber of Commerce*:* Check with your local Chamber of Commerce for other conventions and activities scheduled for the weekend you are considering for your bridge tournament. It is important that you verify that hotel rooms will be available for your out-of-town players before making a final date selection.

Applying for a Sanction

The unit's tournament coordinator submits the sanction application to the district tournament coordinator as soon as the unit or district board approves the details of the tournament. On approval, the district tournament coordinator then forwards the application directly to the ACBL Tournament Department. When the Tournament Department approves the application, it assigns a sanction number and returns the form to the tournament coordinator or tournament correspondent/contact.

When to Apply for the IN Tournament Sanction

An IN tournament sanction should be submitted at least one year ahead of the scheduled tournament date for sectionals and three years ahead of the scheduled tournament date for regionals.

Early application allows time for proper promotion of the tournament and planning of hospitality. If the unit hasn't established a New Player Services Program, this is a good time to get one started. Click here for more information on the New Player Services Program. Early application also allows time for the Tournament Department to advertise the IN tournament in the schedule of Intermediate-Newcomer Tournaments which appears monthly in *The Bridge Bulletin.*

Applications submitted in a timely fashion are sanctioned subject to conflicts with "traditional" tournaments. Untimely sanction applications are subject to the regulations governing conflicts. (See the ACBL Handbook of Rules and Regulations.)

Planning the IN Tournament Schedule of Events

Number of Days

Sectionals: An IN sectional can be one to five days long.
Regionals: An IN regional must be from two to six days long.
Programs: An IN program (run as part of a regular sectional or regional) should run concurrently with all of the regular sessions of the tournament to encourage players from out of town to attend.

Schedule of Events

Have the same schedule every day. Offer the same events at the same time both afternoon and evening. Use imagination in naming your events and add morning games and Swiss teams. You can even schedule knockout events.

IN sectional tournaments can have an upper masterpoint limit of 50, 100, 200, 300 or NLM (500). No matter which limit you select, events for all groups within the selected range should be scheduled each session. For example, there should be events for players who have 0 to 5 MPs, 0 to 20 MPs, 0 to 50 MPs, 0 to 100 MPs, 0 to 200 MPs, 0 to 300 MPs or 0 to NLM (500). The 0 to 200 and the 0 to 300 or 0 to NLM (500) categories are for intermediates.

By offering all of these single-session events every session, players can find partners more easily. With specific activities listed for each session, the Intermediate and Newcomer players will feel invited and more people will attend. Don't worry about offering so many different events. It's better to have only a few players for a strata than to have none. These newer players will not come if you don't invite them. Whenever an event attracts too few tables to form a separate game, the director can stratify any two or three groups to create a very enjoyable event. Three tables constitute a legal game.

Tips for Attracting a Big Crowd

Diverse Scheduling
The scheduling should be as diverse as possible. Single-session events in all categories are a must, but by all means, offer two-session championship games, too.

Special Names for Events
Be creative and use special names and themes for each of your events to give them personality. You can name the games after sponsors and/or teachers whose students are playing in the tournament.

Special Trophies
Best of Two – Consider a "Best of Two" trophy. A partnership must have the best-combined percentage for both sessions to win, but players can choose to enter only one session. The "Best of Two" event offers more masterpoints than a two-session championship making it a popular game.

Best Overall – Consider a trophy for best overall performance in the tournament. This is an excellent way to highlight someone who participates in a lot of sessions.

The Bridge Plus+ Event
Bridge Plus+ is a shorter, friendlier, low-key duplicate experience created especially for students who have taken one or more of the ACBL beginning bridge courses. The game is patterned after the students' classroom experience. They play 10 to 14 deals in a two-hour game supervised by an ACBL Accredited Teacher. Use this game at one session of your IN tournament to introduce local bridge students and social bridge players to duplicate bridge for the first time. Consider starting with a free lesson followed by a Bridge Plus+ game. This is a popular format used with the NABC IN Programs.

Schedule Bridge Plus+ games (without fees) on one afternoon of your tournament. A successful game requires the cooperation of your local bridge teachers. Ask them to distribute free play coupons and encourage their students to come to the Bridge Plus+ games, or allow the teachers to sell entries to their students and keep the money. When the student arrives at the Bridge Plus+ game, give a free play for another session of the tournament. This is an excellent promotional idea. Students who play twice will tend to come back to play in more sessions.

Bridge Plus+ players are encouraged to ask questions on bidding and play. The teacher's job is to guide the players to answer their own questions. Invite local teachers to help out at these sessions.

The 0 to 5 Masterpoint Event
Consider having a day or session when the 0 to 5 players play free. This is an excellent promotional tool to bring in new people. Mail out coupons or ask teachers to distribute them.

ACBL regulations state that three tables constitute a legal game. If there are at least three tables of players with 0-5 MPs each, the director should offer them a separate game. These players are more comfortable in a group of their peers. If they have a good time, they are more likely to return to play in another session.

The director-in-charge should limit the number of boards played in entry-level games. IN players often play more slowly than those with more expertise, and they are not conditioned to having a good time playing cards for more than a couple of hours at a time. ACBL regulations state that a minimum of 18 boards must be played in each session to award masterpoints. IN games run no more than 24 to 25 boards. When these players are able to play more, it's time to move them to an open game. (In Bridge Plus+ Games, ACBL requires only 10 to 14 boards. In 0 to 5 games, as few as 10 boards can be played. See Chapter 5 in the *ACBL Handbook of Rules and Regulations* for details or call the Tournament Department, ext. 1244, for more information.)

Swiss Team Events

Schedule a Swiss team event on Sunday. Also schedule a full complement of pair games (0 to 5, 0 to 20, 0 to 50, 0 to 100, 0 to 200, and 0 to 300). Advertising a diverse schedule usually attracts more players, and because new players enjoy playing in team games, having pair games gives you the opportunity to invite new players to participate in the team games if a team is needed to fill out the movement.

Conventions

The director-in-charge and the TC should review the conventions that will be allowed for the IN tournament. The ACBL Limited Convention Chart may apply for IN games having an upper limit of points no higher than 20 MPs. However, ACBL suggests that the ACBL General Convention Chart be allowed in all IN games. (Click here to see all of the ACBL Convention Charts.)

STAFFING THE TOURNAMENT

Chair, Director-in-Charge, Staff and Equipment

The IN Tournament Chair (TC)

The unit appoints an IN tournament chair (TC) who has the overall responsibility for planning and running the tournament. The TC works together with the unit or district board and the Unit Tournament Coordinator to get the tournament sanctioned and to develop a tournament budget. (Click here to see the budgeting worksheet in the Appendix.) The TC is the sponsoring organization's official liaison with the Director-in-Charge (DIC).

The IN TC should include the IN Coordinator in the planning and organizing of the IN tournament/program or the IN Coordinator can serve as the TC. The TC should also work with the Unit's Education Liaison and the area bridge teachers to focus on opportunities to bring new players (students) into the games.

To run a successful tournament, the TC must put together an effective team of volunteers for committees. Remember to ask your newcomers to participate. They tend to be very enthusiastic.

For smaller tournaments, the work of several committees can be combined. Hospitality, Registration and Membership could all work together. In some cases, groups and individuals will be given specific assignments and asked to report back to the TC.

A detailed timeline for the TC to use in preparing for the IN tournament/program is included in the Appendix. It will help with decisions on the amount of detail you want to incorporate into the planning process and the organization of work that must be done to run a successful IN tournament or program.

Possible Committees

In an ideal world, the following committees and duties are suggested...

- Advertising/Promotion
- Hospitality (New Player Services)
- Partnership
- Caddy
- Membership
- Prize
- Entertainment

At the first meeting of each committee, the members should brainstorm about what they can do to ensure the success of the tournament. The TC should then meet regularly with the committee heads for several months before the tournament to review and coordinate the activities of each group. The TC should make regular reports to the unit board as the plans for the tournament develop.

Director-in-Charge (DIC)

ACBL allows a local director to serve as DIC of an IN sectional if the tournament has an upper masterpoint limit of 100 or fewer masterpoints. A sectional for players with more than 100 MPs must have a tournament or higher-rated DIC unless use of a local director is approved by ACBL management. All DIC assignments must be made by the ACBL Tournament Department.

IN regional tournaments must be staffed by an associate national or higher-rated director assigned by the ACBL Tournament Department.

IN programs held as part of a sectional or regional tournament will use the directorial staff assigned to the tournament. It is suggested that the unit request an IN director, one who is experienced in working with new players, and that the IN director work all of the sessions in the IN program. This will allow the new players to bond with the director and feel a sense of security and familiarity.

The unit or district can request a specific director on the sanction application. These requests will be honored whenever possible.

The DIC handles all aspects of running an IN tournament. This includes setting up the games, selling the entries, handling the tournament proceeds, supervising the other tournament directors and paying their expenses, handling appeals and completing and submitting the required paperwork.

Directing Staff

In addition to a DIC, other directors are necessary to help run the tournament. The number of directors you need will be based on the expected attendance.

NOTE: If you have a personable, local director who would like to work with the IN directors at the tournament, contact the Tournament Department for information on how to proceed.

Computers

All tournaments are scored by computer and all computers are provided by the directors. A computer enables the director to quickly calculate the scores, making the game more exciting because the competitors can find out how well they did almost immediately.

Personal summaries or recaps can be generated for interested participants. These are very popular with the newcomers and a great study tool. The line for these may be long because the players who win points are excited about having a printout to show their friends.

COMMITTEES

Overview

In an ideal situation, a lot of volunteers would serve on the following committees to produce the best possible results at an IN tournament/program. In the real world, and for a smaller tournament, the TC will probably want to select some of these ideas – those that seem best for the type of IN activity you are planning – and assign people/groups to work on them. Each committee would report back to the TC.

ADVERTISING AND PROMOTION COMMITTEE

Advertising is the key ingredient in attracting outstanding attendance and in ensuring the success of an IN tournament. If the new players aren't invited, they won't come. New players like to feel that they were given a personal invitation.

The Tournament Flyer

Your flyer needs to be bright and cheerful. In addition to the schedule, it should include all of the special features of your IN tournament or program such as:

- ♥ **Guaranteed Partners** – for anyone who shows up an hour before game time.
- ♥ **Playing with Your Peers** – all the participants will be Newcomer or Intermediate players with about the same amount of bridge-playing experience.
- ♥ **IN Tournament Directors** – special directors who work well with Newcomers and Intermediate players.
- ♥ **Free Lesson & Speaker Program**
- ♥ **Free 0 to 5 Game**
- ♥ **Free Bridge Plus+ Game**
- ♥ **Entertainment, Refreshments**
- ♥ **Door Prizes (Goodie Bags, etc.)**
- ♥ **Trophies**

The Schedule

In advertising the schedule, make certain you show the different stratifications on the flyer. It is important that each person know there is a specific place for them (*e.g.,* If it's a 199er tournament, show 199er, 99er, 49er, 0 to 20 and 0 to 5 newcomers). Remember, the director will try to make the best games possible for the players. What you want is for everyone in every category to know they have a place to play, so they will show up. This is especially important if you are talking about an IN program as part of a larger tournament.

Never advertise events, as warranted. This will keep people home. Have the same events every day – same stratification and same time. Use your imagination to name the events to increase their appeal and to challenge the players.

NOTE: The tournament can offer a free game as high as 199er and not have to pay any sanction fees, as long as the game has zero entry fee and is used as a promotional tool to attract new players.

Extra Activities

The chair of this committee needs to work with the Entertainment and Hospitality Committees to see what they are planning. The tournament will be fun, so make it sound that way in the flyer.

Mailings

A mailing to advertise the IN program should be made to the group targeted to attend. Select your target group for the mailing based on the number of masterpoints they have earned; *i.e.,* 0 to 5, 0 to 20, 0 to 50, 0 to 100, 0 to 200, 0 to 300 (or Non-Life Master – 500 mps). Pressure-sensitive, printed mailing labels can be purchased from the ACBL targeting almost any group you wish, including not only players who are members of the host unit or district, but also groups in all surrounding units. These labels cost $.025 each for the first 2000 and $ .015 each label after that ($20 minimum order). The labels can be ordered by telephone, by e-mail (Alica.VanGunda@acbl.org) or through the Internet.

For the best results, mail your advertisements six to eight weeks ahead of the tournament dates. This gives potential participants time to set up partnerships and make arrangements to attend. This is very important for out-of-towners who must make travel and hotel arrangements.

Special Funding from ACBL

The ACBL has a cooperative advertising program. You may apply to receive one-half of the cost of your flyers, or mailing or other promotional effort. Click here for more information on the ACBL Cooperative Advertising Program.

Radio and TV Public Service Announcements
Many commercial radio and television stations will broadcast a certain number of public service announcements (PSAs) every day. By making the Friday night game a charity game, the sponsoring unit often can get free announcements on radio and television. If you are offering free bridge lessons at the tournament, the stations will usually announce them as well. Many newspapers are happy to publish such news in their weekly or monthly calendar of events. Click here for information on creating a press release.

Newspaper Articles/TV News Spots
Call the entertainment editor of your local paper and the "about town" news reporter at the local TV stations to tell them about the IN tournament. (You have nothing to lose by asking.) If you have a "hook" (such as a very young person playing in the tournament or a free charity game), you may get some additional free publicity for your local bridge activities.

Telephone Subcommittee
The Advertising and Promotion Committee Chair should appoint a telephone subcommittee to contact the Intermediate-Newcomer players in the unit(s) to encourage them to come to the tournament.

Social Bridge Players
Several members of the Advertising and Promotion Committee should arrange to visit all social clubs in the area to invite people who play bridge to participate in the IN tournament. This is an ideal way to give social players a positive, fun introduction to duplicate bridge. Remember, there may well be hundreds of people in your town who have never tried duplicate and who might enjoy the game, if you give them a chance to discover that competition can be great fun.

Area Bridge Teachers
The Advertising and Promotion Committee should coordinate its efforts with the unit's Continuing Education Committee (or Education Liaison) to ask area bridge teachers to invite their students to the tournament. These teachers should receive free invitations for their 0 to 5 players and flyers to share with all of their students. Give the names of the teachers you are working with to the Hospitality Committee. They should be asked to serve as hosts and hostesses at the playing site. Students like to see familiar faces when they arrive.

Distributing the Flyers
Encourage players at the local clubs to take flyers to any social players they know. Ask unit members to post the flyers at libraries, shopping malls, YMCA, YWCA, senior centers and country clubs.

Convention and Visitors Bureau (Local Chamber of Commerce)
Check with these groups to see what they might be able to do for your tournament. The Convention and Visitors Bureau sometimes offers giveaways provided by their members (boxes of cereal, perfume, etc.) or a booklet of coupons for your customers to use during the tournament (restaurants, etc.). If you apply in a timely fashion, the Chamber of Commerce may support the tournament with a grant.

Follow-up Publicity and Ideas
For six months after the tournament, the Advertising and Promotion Committee should assist the unit or district in sending advertisements announcing their regular tournaments to the players that attended the IN tournament. If the unit or district has a newsletter, this committee should send copies to these players. Follow-up publicity can help bring players to future tournaments.

Working with the Education Committee, you might also want to phone the players who participated to see if they enjoyed the tournament and to get suggestions for the next tournament. It's a good idea to have a special game in mind to invite these players to attend when you call. Your goal is to see if you can get them to be more active locally.

HOSPITALITY COMMITTEE

The main function of the Hospitality Committee is to make the new players feel welcome.

New Player Services (NPS) Program

It is suggested that you take this opportunity to develop a New Player Services program for your unit. NPS is primarily a public relations program. A group of unit members serve on a committee (New Player Services) where they take turns being in the IN area, welcoming the players, answering questions and chatting.

New players often venture into club games or their first tournament with more than a slight level of trepidation or fear. Fear of embarrassment or failure may cloud the excitement of an advancing player. NPS Committee members help advancing players put these fears aside. The work of this committee results in a positive experience for the players – one that they will want to repeat again and again – even if they come in last! Through a New Player Services Program, a group of volunteers are able to greet newcomers with a friendly face while providing information and assistance.

Click here for more information on the New Player Services Program found in the Unit Education Liaison Handbook.

By implementing a NPS program in your unit, you will establish a committee that can continue to function at all levels of play to help ease new players into the bridge community. It's a nice feature at a club game, a sectional or a regional. New Player Services Committee members are encouraged to visit the IN program at all NABCs to help out.

If the intermediate and newcomer players feel welcome, they will be inclined to attend the unit's future IN sectionals and regionals.

Hospitality Desk

The people manning the hospitality desk need to be able to answer all types of questions, and when they can't come up with the answer, promise to get back to the player later on.

Set up a table where players can get local information about bridge lessons, club games, local hotels and local restaurants. Take-home materials on these subjects are invaluable. Ask the area clubs to provide flyers listing their newcomer and intermediate game schedules and distribute them during the tournament. Poll local bridge teachers, it's helpful if you can produce a list of the bridge courses currently being offered in the area.

Have on hand an ample supply of ACBL's *Exciting World of Bridge*, an inexpensive pamphlet that contains valuable information on what to expect at a duplicate game including bidding boxes, Alerts and Announcements, computer scoring and ethics. It also contains the information side of a convention card, a simplified version of the official ACBL convention card. This sample has been filled in to reflect the possible choices of a beginning bridge player. A newcomer can use this card or adjust it to show variations. The simplified convention card (blank), can be ordered from ACBL (product # SS4) for your tournament. Newer players, who don't use many conventions, may find it easier to fill out. (This card has affectionately been named the "fat free" card.) You can download a PDF of the simplified card at www.acbl.org/play/toolsSupplies.html

Registration Desk

Set up a desk to register the players and to distribute special registration gifts, or "goody bags," as they are often called. New players love receiving presents.

Registration Cards: Have each player fill out a card so the unit or district can get valuable information on each new player and at the same time properly distribute any gifts.

Gifts: Here are some suggestions for your registration gift: free plays from local clubs, the ACBL booklet *Adventures in Duplicate Bridge* (available from the ACBL Sales Department for $2.00 each plus shipping), the *Exciting World of Bridge* brochure, the *E-Z Guide to Bidding the ACBL Way* booklet, lists of area clubs, IN games

and bridge teachers, a tournament flyer for the next sectional or regional in the area, a convention card holder, an instant scorer (available free from ACBL), a list of restaurants in the area and a candy bar or some other treat.

Name Tags: Name tags help new players get to know each other. They may be issued at the registration desk, included in the gift bags or made available at the selling desk. To help the new players feel more at ease, the people hosting the tournament should also wear name tags.

Extras: The Hospitality Committee should aim to make the room in which the events are played more pleasant and comfortable for the players. For example, the committee can place dishes of hard candies on the registration and partnership desk, provide coat racks and hang decorative signs for the various information desks. Balloons, posters, paper flowers, etc., all add a festive air.

PARTNERSHIP COMMITTEE

Staffing the Partnership Desk

Units or districts often staff the partnership desk with local intermediate players and newcomers, generally because they have a good feel for matching up other intermediates and newcomers. In addition, these players may be willing to fill in with people who are still looking for partners when it is time for the session to begin.

Guaranteed Partners

If you want to attract new players to the tournament, offering a guaranteed partner service is extremely important. Ideally, players seeking partners should arrive one hour before game time. Have a stand-by person ready to play in case there are an odd number of players who need partners. If your volunteer stand-by doesn't get to play, it's a good idea to thank this person for helping out with a free play for another session of the tournament.

Standby Pairs

It's a good idea to have a pair of eligible players stand by in case they are needed to fill a game with a half table. Anyone willing to fill in should be allowed to play free.

MEMBERSHIP COMMITTEE

Membership Desk

It's a good idea to have a membership desk or booth available at your tournament and located with the Hospitality Desk.

Supplies: Stock the membership desk with instant membership forms (available from the DIC), brochures about duplicate bridge and the *ACBL from A to Z* member guide. One of the best times to get a new player to join is immediately after winning a masterpoint.

Help from Local Clubs: Ask local club managers to help at the membership desk and use the instant membership forms that bear pre-designated ACBL player numbers. Memberships issued from this desk can help clubs earn an upgraded club championship and increase rebates to club officials. The club officials can earn the recruitment credit. This is a perk that the unit or district can offer to a club (or clubs) that might have canceled a regularly scheduled game in deference to the tournament.

Junior Memberships*:* ACBL offers a junior membership to players age 25 and under at a cost of $14 per year provided the player is enrolled in school. The name of the student's school and the student's birth date must be on the application. A Junior membership entitles a student to receive three issues of ACBL's junior newsletter and a monthly issue of *The Bridge Bulletin*.

CADDY COMMITTEE

Caddy Chairman
The Chair of the Caddy Committee is called the Caddy Master and is usually the only member of this committee. The Caddy Master hires, schedules, supervises and pays the caddies.

The Right Kind of Caddy
Caddies are not there just to pick up score slips. They should be pleasant and friendly, and it is helpful if they have an interest in bridge. A personable caddy can enhance the players' enjoyment of the game. In addition, caddies often hear about problems that directors may be unaware of and can bring them to the directors' attention (such as a very slow table).

Training the Caddies
Click here to see the Caddy Master's Guide, a brochure designed to help train the caddies.

Caddy Bridge Lessons
If you have four or more caddies interested in bridge, ask one of the local teachers to give them some mini-lessons between sessions. These youngsters can easily get started with MiniBridge and may want to take lessons when the tournament is over. This activity could lead to an entree into one of the schools the caddies are attending.

PRIZE COMMITTEE

TROPHIES

Overall Awards: It is suggested that you award trophies for each overall win and overall in each stratification. These awards can be trophies, engraved glass mugs, ACBL Bridge Bucks, etc. Trophies of any kind are extremely popular with new players – but if it's a trophy you decide to give, remember the bigger the better.

Section Top Awards*:* Section top awards are nice because they allow more people to collect prizes. Decks of ACBL cards, convention card holders, glasses engraved with the name of the tournament or an item that represents the area are all popular choices. If you aren't using *Adventures in Duplicate Bridge* in the gift bags, they make excellent section top awards ($2.00 each for units from ACBL).

Door Prizes
Door prizes are fun, and you can award them in several ways.

First, fill three separate containers with slips of paper bearing section letters, table numbers and directions, respectively. By drawing one slip from each container, a winner can be determined, (*e.g.,* Section A, Table 3, East).

Another way to award door prizes is to play Bridge Bingo at the end of each session. This will only work well if the games in the room are scheduled to finish at the same time and this activity is given publicity before the fact (otherwise the players will leave or gather around the scores). Here's how it works. Players use the last hand played as a bingo card. At the microphone, a member of the Prize Committee instructs the players to put their hands face up on the table, dummy-style. Taking another deck of cards that has been shuffled, the caller turns the cards up one at a time, calling each one out to the players. When players have the card that is called, they turn that card face down. The first player who turns over all thirteen cards is the winner. (It's also possible to use this gimmick to get the room quiet before the game starts.)

Awards Presentation
To add more interest to the tournament, a local official could be invited to formally acknowledge the winners immediately after each session as you award the trophies. The excitement is in the moment! It generates enthusiasm for others to try to win a trophy. Newcomers like to see who won the trophies, so make the most of the presentations. One of the members of the New Player Services Committee might be available for this job.

Remember, however, that many players come just for one session. They should be able to take their trophies home with them right after the game – even if there is a later score adjustment. The goodwill you have created is worth much more than the cost of an additional trophy!

Copies of the Event Overall Award
The DIC can run two extra copies of the event overall awards on the computer to give to the winners. A member of the Prize Committee should check to make certain the DIC (or a designated TD) is planning to do this.

Club Free Plays
The Prize Committee can work with local club managers to arrange for free play coupons for the participants in the IN tournament. If a club is willing, a free play coupon can be added to each gift bag or given out as a door prize. The players appreciate them and these coupons give the players a reason to visit a club and possibly become members.

Photos of the Winners
Intermediate players and newcomers like to be photographed when they win.

Polaroid pictures placed on a computer-generated event leader sheet make a great Wall of Fame or Rising Stars display. The last time the winners play at the tournament, they can take their picture with them. *Make sure each winning player gets a picture!*

Let your imagination go and get more creative with your Wall of Fame. Consider a pot of gold where you post pictures of the winners on the gold coins. Suspend stars from the ceiling and hang the pictures on them.

Often the IN director will be available and willing to help with the picture taking.

NOTE: With all decorations, make certain the playing site allows you to hang materials on the wall. If not, plan on free-standing displays – use easels, wire arches, white boards, etc.

Prize Desk
At an IN tournament, the section tops can be given out at the same time as the overall trophies. At a larger tournament, there is usually a prize desk for section top awards since so many are given.

ENTERTAINMENT COMMITTEE

The Entertainment Committee plays a very important role in the success of an IN tournament. Here are some suggestions for activities you can provide that are popular.

Speaker Program
Organize a speaker program. Local experts and teachers make great speakers. Who is more of a celebrity or expert to beginners than their teacher? If teachers are speaking at the tournament, they are going to make sure that their students are there to hear them. Teachers don't want to speak to an empty room. Mini-lessons or bridge tips should be scheduled for each afternoon and evening starting 45 minutes before the session.

Here are some steps to follow:

♥ Put together a schedule for the tournament.
♥ Confirm and reconfirm with your speakers.
♥ Try to have a couple of back-up speakers who can step in if something goes wrong.
♥ Check out the tournament site and select an area for the speaker program that is appropriate – not too much traffic, good lighting, sufficient space, etc.
♥ Ask your speakers to provide a one-page handout that you can either photocopy before the tournament or reimburse the speaker for copying.
♥ Provide a microphone and a flip chart.
♥ You can schedule volunteers, such as local experts and bridge teachers, to speak for 30 minutes before each session. (If you don't have enough volunteers, schedule speakers only once a day.)
♥ Decide how you are going to compensate the speakers – with an honorarium or a free play – and be prepared to give them this "thank you" at the conclusion of their talk.

The Speaker Program can lead into a lot of other possibilities:

♥ You could have a book signing for speakers who are authors.
♥ You could give a door prize of one of the books written by a speaker.
♥ You could gather a panel of the speakers to answer questions after one of the sessions. (Coordinate this with a pizza party between sessions and you'll see a lot of players returning for the evening session.)

Free Lesson on Saturday Morning

Offer a free Introduction to Duplicate lesson on the Saturday morning of the tournament. Coordinate this activity with the Education Committee. This group will help you select a local bridge teacher to make the presentation. This gives local teachers a chance to bring their students who haven't tried duplicate to the tournament. Schedule a Bridge Plus+ (short, friendly) game to follow. Don't charge an entry fee. This is an excellent promotion and, if done well, should bring the unit or the district some new business.

You also could offer a beginning bridge lesson – Lesson One of the ACBL Bridge Series course *Bidding (The Club Series)* was designed as a promotional piece – and recruit people who don't play. The teacher who gives the lecture should offer the rest of the course for a fee following the tournament for those who are interested.

Special Saturday Night Bridge Show

Offer a special Saturday night bridge show. This activity takes a lot of organization and work but is well worth the time spent preparing it.

Invite eight of the better known players in the area to get together to deal and play about 10 hands as a board-a-match competition. Include five or six of the more interesting deals in a pre-duplicated set of boards for the Saturday evening events. Write out the hands on transparencies and, at the end of the game, show them with an overhead projector on a screen, or a chalkboard or large sheets of paper taped to the wall.

This presentation should be done in an entertaining fashion. When discussing these hands, include some errors. It's good for the newcomers to realize that experts don't always make the right bid or play.

NOTE: This will work at an IN Sectional. The players who pre-play the hands can't participate in the actual event.

Newcomer Hands with Analysis Sheets

Order sets of newcomer hands with analyses from the ACBL Sales Department. They give the players another opportunity to re-examine and discuss the hands when the game is over. These hand records have 60 copies in a pack and cost $14.95 a set with free shipping and handling. They are for 0 to 5 and 0 to 20 games only. Notify your DIC prior to the tournament that you want to use these hands. (Incidentally, the director, unless a local, will have the regular hand records for the other events.)

Panel of Local Experts

Organize a panel of local experts to answer bidding and playing questions about hands the intermediate players and newcomers have just played. (Hand records for the players are necessary to make this activity work.)

Social Activities

Social activities are important. You can hold an informal dance by clearing the bridge tables and turning on a disc or tape player. Unit or district volunteers can cook various dishes to create a before-the-session breakfast or dinner buffet. A wine and cheese party is fun either between sessions or after the evening game.

IN Reception

If you host a between-sessions party for the IN players, be certain to invite some local bridge stars or dignitaries to attend. The new players enjoy knowing who's who!

REPORTING THE RESULTS OF AN IN TOURNAMENT

Reports and Payment of Fees

Report Forms: The DIC must submit the results of an IN tournament to the ACBL Tournament Department.

Press Sheets*:* The DIC must also provide the Tournament Department with a report of the games on disk. ACBL will award masterpoints earned at the tournament based on these results.

Sanction Fees: Sanction fees must be submitted with the tournament report. Click here for a schedule of current fees.

Due Date for the Tournament Report: The DIC must submit all fees, financial papers, and tournament results within two days of the end of the tournament.

IN Sectionals Run by a Tournament Director: If a tournament director is assigned to the sectional, there is a $.50 per table surcharge up to a maximum of $135.00. At the conclusion of the tournament, the DIC will meet with the TC to present copies of the completed financial forms and to collect the fees due ACBL. A unit official must be ready to write a check for the amount due at this time.

IN Sectionals Run by a Local Director: If your IN sectional has been approved to be run by a local club director, the TC is responsible for submitting the results (a copy of the game files on disk) within two days of the end of the tournament to Tournaments@acbl.org. The unit will be billed for the amount due ACBL.

APPENDIX

IN PROGRAM/TOURNAMENT TIMELINE & CHECKLIST

The Intermediate-Newcomer (IN) Coordinator who follows the ABCs of building an IN Program is responsible for insuring that there is:

- as large an attendance as possible, increasing throughout the tournament.
- an attractive selection of events for each group to play in each session.
- a direction to those events that will encourage these newer players to play more bridge – both at the tournament and club level.
- an attractive selection of social activities for the players.
- a continuous dialog between the unit's IN Coordinator and IN players throughout and after the tournament.

8 months before the tournament

- Discuss and create the event schedule for 300 MP and under games with the Tournament Chair.
- Discuss assignment of IN Director with the ACBL Tournament Department.
- Decide what IN promotions will be used (e.g., first day free-entry for 0 to 5 MP, teacher panel show, bridge lessons, special registration gifts, free-play coupons, etc.).
- Discuss IN space availability.
- Arrange for adequate budget for prizes, speaker free plays, IN promotions and mailing of IN Program flyer.
- Review the projected tournament ad, or appoint someone to create an ad to advertise the IN Program.
- Place the ads when ready in the district newsletter, etc.
- Ensure that the next sectional in the area has a full 5-20-49-99er & up schedule and is ready to be advertised at this sectional.
- Work on sponsorships and handouts for IN players.
- Get approval from the unit board to establish a *New Player Services Program* if the unit doesn't already have one.

3 months before the tournament

- Review the plans for publicizing the tournament
- If applicable, make sure a photographer has been appointed.
- Schedule meeting with *New Player Services Committee* members to decide on tournament assignments.
- Design a flyer to advertise the IN Program.
- Firm up plans for hospitality, speakers, panel show, free lessons, etc. which will be advertised on the flyer.
- Submit the flyer to ACBL for approval prior to printing.
- Order preprinted, pressure-sensitive labels for mailing IN flyers.
- Check playing space and arrange for ordering newcomer championship hand analyses from the Director-in-Charge.
- Decide on decoration theme and purchase supplies.
- Ensure that prizes and trophies are ordered.
- Prepare a club/teacher listing for IN information table.
  Check that a supply of ACBL materials has been ordered for the IN information table (Exciting World of Bridge, Adventures in Duplicate, back issues of The Bridge Bulletin).
- Discuss with area tournament director willingness to distribute flyers to nearby tournaments he/she attends.
- Confirm speaker schedule with the speakers.
- Begin coordination with teachers to invite their students to special games and events.
- Review plans for the IN hospitality goodie bags.

8 weeks before the tournament

Send out IN postcards (flyers).

- Follow through with local publicity.
- Reconfirm arrangements for all social activities.
- Send out confirmation letters for all *New Player Services* assignments including IN guaranteed partnership program.
- Reconfirm with teachers all special activities for their students.
- Order trophies and prizes.
- Collect free plays and sponsor gifts for IN hospitality bags.

3 weeks before the tournament

- The Telephone Committee should phone all IN players in the unit and extend an invitation to attend the tournament, mentioning that partnerships will be arranged.

1 week before the tournament

- Reconfirm again with the speakers.
- Verify that all signs for the tournament are ready.
- Make sure Zero Tolerance posters (or similar signs) are available.
- Purchase film for camera.
- Continue working with local publicity.
- Confirm with the Caddy Master that the caddies are hired, trained and have their assignments.

3 hours before the tournament

- Ensure playing area is set up including decorations, signs, and information table.
- Ensure everything is available for speaker program and that someone is prepared to introduce the speaker every session.
- Meet with IN director to discuss last minute details and announcements to be made before each session.
- Review with the IN D-I-C what you expect to be done each session:
    - Awarding of prizes after each session,
    - Taking photographs of the winners,
    - Asking winners to join ACBL,
    - Giving winners copies of the overall award sheet,
    - Explaining the scoresheets and masterpoint awards.

Before each session

- Be *responsible* for the performance of all specialized IN services.
- Follow through with the speakers. (Is there a thank-you gift?)
- Confirm that all positions are staffed (including IN partnership).
- Check on last minute arrangements for social activities.
- Have applicable trophies in view.
- Give the IN director any special announcements for the players.
- Socialize with IN players!!!

After the tournament

- Publicize the names of winners in local media.
- Handle any problems that may have occurred.
- Thank committee members.
- Get a disk of the names and ACBL numbers of participants in the tournament; ask for the entry blanks to retain addresses and contact all new players.
- Submit a report to the board on the tournament.

SUPPLIES FOR AN UNDER-200-TABLE TOURNAMENT

Checklist for Units Providing Their Own Supplies

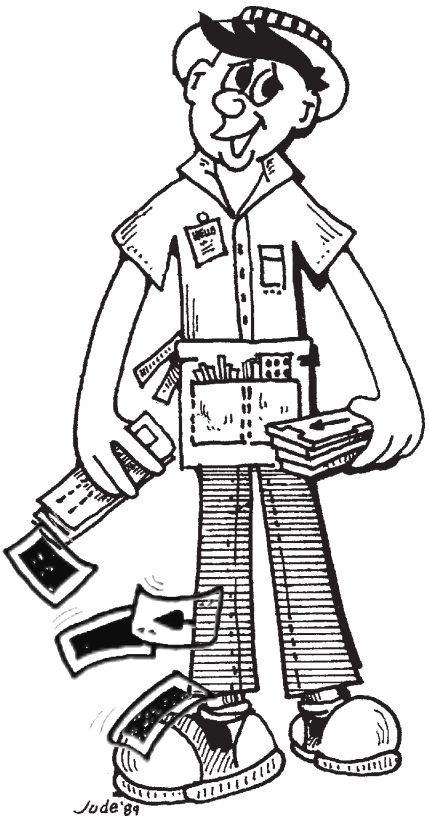
SUPPLIES NEEDED FOR AN UNDER-200-TABLE SECTIONAL

1. DUPLICATE BOARDS	5 sets of Boards
2. TABLE CARDS	Section A & B Table Cards
3. GUIDECARDS	Howell Assembly for 3-4-5-6-7 Tables Small Guidecards for 14-16-17-18-20-22-24 pairs
4. ENTRY BLANKS	1 pad of blank entry blanks 1 pad of Section A entry blanks 1 pad of Section B entry blanks 1 pad of Team Entries
5. SWISS TEAM	600 Swiss reporting slips (T-10A, 100 each of 6 colors) 50 Swiss Worksheets (T11)
6. CONVENTION CARDS	1,000 ACBL Private Scores (SS1) 500 Simplified Convention Cards (SS4) 200 Swiss Teams Inserts (SS3)
7. PICKUP SLIPS	1,000 White (102A) 1,000 Yellow (102A) 500 Green (102A)
8. RECAP SHEETS	Recap and Press Sheets are generated by the computer. (Order these only if you are not using a computer.)
9. EXTRAS	10 extra decks of cards 3 boxes of gold pencils
10. FORM KIT	All of the forms you need are found in this booklet.

OPTIONAL: Hand Records with analyses for 0 to 5 and 0 to 20 events.

COMPUWARE
ACBL
N♣A♦B♠C
DETROIT
MARCH 6-16, 2008
Photo courtesy of Detroit Metro Convention and Visitor's Bureau

Caddy Master's Guide
for
Training



TOURNAMENT CADDIES

A Guide for TOURNAMENT CADDY MASTERS and CADDIES

Thanks for taking on this responsibility!
We are confident that you and the
tournament staff will work together
to produce a great tournament.

Please contact the
ACBL Tournament Department
if you have any questions
or need assistance.

You may call 901–332–5586, ext. 244
or e-mail butch.campbell@acbl.org.

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INTRODUCTION

A successful bridge tournament is the result of months of planning and the efforts of a professional, hardworking team composed of volunteers, paid unit/district workers and ACBL employees.

The caddy master is an important member of this team and so are the caddies. Together they work to assist the directors in preparing the room for tournament play, collecting the participants' results in order to determine the winners and getting ready for the next session.

This booklet should be used as a guide for orientation/training meetings with caddies before the tournament begins and as a reference during the tournament.

Two pages are included in the center of the booklet which are referred to as "Instant Caddy." They may be detached, copied and distributed for the caddies to use as they learn their duties.

ACBL would like to thank Jackie Matthews, the ACBL NABC Caddy Master for her assistance in preparing this material.

The Tournament Department is just a phone call away if you have any questions or need assistance. We'll be happy to give you a hand. 901–332–5586, ext. 244. Or e-mail butch.campbell@acbl.org.

THE CADDY MASTER

At the NABCs the caddy master is provided by ACBL. The NABC host organization will appoint a caddy chairman. At a sectional or regional tournament, the sponsoring organization (unit or district) should make arrangements to provide someone to perform these duties. Financial arrangements, if any, should be agreed upon by the caddy master and the sponsoring organization.

At the NABCs this is *more* than a full-time job requiring many hours of work. At a regional, one or more head caddies may be hired to enable the caddy master to take a more supervisory role. At a sectional, depending on the attendance, the caddy master may be able to handle these duties while participating in the tournament.

PRIMARY RESPONSIBILITIES OF A BRIDGE TOURNAMENT CADDY MASTER

Before the Tournament

- Recruit the caddies needed for the tournament.
- Hold an orientation meeting to train the caddies assigned to the tournament.
- Assign the caddies to the various sessions of the tournament.

During the Tournament

- Set up the supply area and see that the caddies keep it neat.
- Check the caddies in and out before and after each session.
- Check with the director to make certain enough caddies have been assigned.
- Keep daily financial records for the caddies.
- Keep caddy morale up!

THE HEAD CADDY

One of the more experienced caddies may be designated as head caddy. At larger tournaments there may be several head caddies, each assigned to a specific area or site, and there may even be a caddy master in charge of the head caddy(s).

The head caddy has a very responsible job, and how that job is performed has much to do with the smooth functions of the tournament. In general, the head caddy must help train and

supervise the other caddies and see that their work is properly done.

The head caddy must remain eager to learn to do the job better, assign caddies to do all the required work, but must also be willing to do the task requested if no one else is available.

Many bridge players unthinkingly make work difficult for caddies. The task of keeping morale up is largely up to the head caddy, who must be quick to notice and comment when work is well done. He or she must learn to be friendly and constructive, never bossy, when pointing out errors. Under no circumstances should staff members lose their tempers or blame others for their own mistakes. A good head caddy is a great help to the tournament; a poor one should be replaced quickly.

Head caddies should arrive one hour and 15 minutes early for regionals and 30 minutes early for sectionals.

BEFORE THE TOURNAMENT

Tournament Preparation

The head caddy and one or more of the other experienced caddies may be asked to help with the preparations for the tournament, ranging from helping with decorations to setting up tables and unloading, unpacking and checking supplies.

Tournament Layout

While the tournament preparations are being made, and not later than two hours before the scheduled starting time of the first session, the head caddy should get to know the layout of the tournament rooms.

The head caddy must know the location of the supply area, the location of the scoring computer for each playing area, and where the various events will be held. After table indicator cards have been placed, the head caddy should walk through the playing rooms to become familiar with the exact location of each section. Since the layout of sections often changes from session to session, the head caddy must keep track of the location of the sections.

Supply Room

At a small tournament, the supplies will be stored in the playing area. If the tournament warrants a large amount of supplies, there will be a separate supply room. The head caddy will normally be given free access to this room and is responsible for it during the

course of the tournament. The head caddy is expected to assist the caddy master and Director-in-charge (DIC) in setting up the supply room and is also charged with seeing that all supplies are kept neat and orderly at all times. The head caddy must be familiar with the supplies and be able to locate the scoreslips, private scorecards, pencils, table indicator cards, recap sheets and other miscellaneous items when called upon to do so.

In smaller tournaments all caddies usually have access to the supply area, in which case each caddy is responsible for placing the correct color pickup slips to match the table card, and must see that other required supplies are distributed, as ordered by the DIC.

When only the head caddy has access to supplies, it is usually more convenient to issue the pickup slips and other supplies when giving out the section assignments.

Assignment of Caddies

One hour before the session is scheduled to start, the caddies should be assigned to their sections as they arrive. Check with the DIC to see which sections are being sold. Instructions for equipping the sections must be given at this time. Each caddy is responsible for his assigned section(s).

DURING THE SESSION

Checking up

Less experienced caddies will often find the work confusing during the early rounds, therefore, as far as the size of the tournament permits, the head caddy should check to see how the caddies are getting along. A little help or advice to a caddy falling behind will not only boost the caddy's morale, but will be much appreciated by the scorer and the players.

Non-Section Work

In large tournaments, the DIC will often want one or more caddies made available to run errands, carry messages to other areas of the tournament, help with score corrections, or other non-section work. If specific caddies are requested, the head caddy should comply.

AFTER THE SESSION

Releasing the Caddies

The head caddy should make sure that caddies understand they must get approval before leaving the playing area.

Checking the Supplies

As the caddies ask to leave, the head caddy must check to make certain all equipment in their section(s) has been picked up, as instructed. It is not necessary to physically check the sections personally to be sure they have been cleared unless this is easily done. The boards should be checked to see that they are all in board cases and that each one has a card turned face up in the South hand.

When a Caddy Requests to Leave Early (with valid reason)

- Assign someone else to collect and return the section supplies.
- Instruct the caddy leaving early when to report back for the next session.
- If this is the last session of work, make certain the caddy is paid at that time.

As Caddies Check Out Following a Session

Tell caddies when to report for the next session. It is frustrating for caddies to be prompt in reporting back to work only to find out no one is present to assign the work.

Stand-bys

If a caddy is not assigned for the next session, the head caddy should ask if they want to be called if they are needed. **IF THE ANSWER IS YES, GET A PHONE NUMBER WHERE THEY CAN BE REACHED.**

Extra Work

If the head caddy or any of the other caddies has any extra time, that time should be used in sharpening pencils, replacing cards in boards as needed, or other work suggested by the caddy master, the DIC, or the tournament chairman.

CADDIES

AS GO THE CADDIES –
SO GOES THE TOURNAMENT!

This can't be over emphasized.

Caddies can either add to the success of a tournament, or…

Characteristics of a Caddy

- Responsible, eager, enthusiastic, cooperative nature, with a good attitude toward people and work. A good sense of humor is also helpful.
- Able to sit quietly when not performing caddy duties. (Often homework or a book helps to pass the slack time.)
- Views caddying as a real job. Stays on top of the duties, does not miss rounds and is at the right place at all times.
- Has a desire to SERVE.
- Able to perform duties without constant correction. No one at a tournament has the time to constantly unscramble scoreslips or to babysit.
- Previous experience is beneficial but not essential except for supervisory positions such as head caddy or runner.

Bridge Tournament Caddies

There are four (4) different caddy jobs at large tournaments:

Head caddies — supervise caddies assigned to a certain area (see page 8).

Bridge tournament caddies — take care of assigned sections (described on page 14).

Runners — speed up communications and scoring between the directing staff office, the computer scoring area, and the playing area.

Bulletin workers — assist in the collating and distribution of the *Daily Bulletin*.

Age Requirements

The sponsoring organization sets the age requirements, which must always be in compliance with local laws regarding working conditions for minors. Age 14+ or a mature 13 is minimum. Younger ones get too tired and tend to be too immature for the job, too restless and may find it boring to sit quietly in the playing areas.

Rate and Method of Payment

Caddies are hired by the session and are paid at the conclusion of their last scheduled session. The rate of pay is established by the sponsoring organization. Caddies asked by local organizers to perform extra duties should receive extra pay.

NOTE: *A caddy master may choose to pay all caddies at the end of each session if arrangements have been made in advance with the DIC.*

Recruiting and Staffing

School pep clubs, bands, service clubs, etc., are good sources for caddy recruitment.

A caddy should be expected to work two sessions a day, but no more than that. For better continuity, always assign caddies to two *consecutive* sessions. (Don't have a different group of caddies for each session.)

Avoid weekend warriors. Recruit dedicated caddies — those who will be willing to give up one afternoon of school. These should be given priority over those who just want to work evenings or one session a day. **A GOOD CADDY SHOULD NOT BE LAID OFF TO MAKE ROOM FOR A "ONE" SESSIONER ! ! !**

Don't overstaff. One caddy per section is a waste of money and can result in discipline problems. A busy caddy is much more productive. Idle caddies tend to be bored and get into mischief. Encourage them to bring a book for the quiet times. Discourage noisy card games and boom boxes.

Don't be pressured by parents just because *they* want the job for their child. Instead, hire the young person who wants the job and is willing to work.

How Many Caddies Will Be Needed!

A general rule of thumb:

PAIRS		**TEAMS**	
Tables	Caddies	Tables	Caddies
0–30	1	0–20	1
30–60	2	20–35	2
60–90	3	35–50	3
		50–70	4

INSTANT CADDY

BRIDGE: A card game of great FUN — much strategy and thinking — four players to a table.

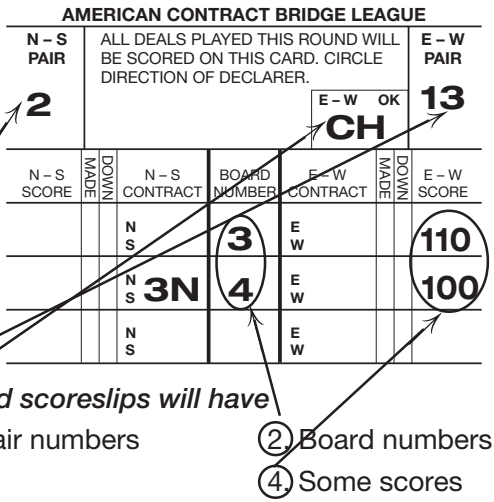
CADDY: A person who helps with the mechanics of running a bridge tournament — bright, hardworking, polite, reliable, enthusiastic.

PAIRS: Two partners who challenge all other pairs in the event. You will be caring for two sections (14 or so tables). ***You Will:***

A. Set out supplies (scoreslips, board boxes).

B. Pick up entries (names & player numbers on all).

C. Pick up scoreslips after every round, usually one per table, arrange them in order numerically, by table numbers and take the completed set as quickly as you can to your scorer. There are usually 13 rounds of 15 minutes in one session — *e.g.*, the afternoon or evening work period.



Completed scoreslips will have

1. N-S & E-W pair numbers
2. Board numbers
3. An E-W okay
4. Some scores

Arrange by the N-S pair which are the same as all the tables in your section. Take to your computer operator. Make sure all board numbers are in sequence.

D. After all your scoreslips have been turned in for the last round, pick up all extra supplies and pencils from your section, and put boards back in their boxes and return all supplies to the supply room.

Tear out sheet

TEAMS: Four to six people make up a team. Two teams will play seven or so boards (hands of bridge) against each other.

Your job is to:

A. Switch the boards between the two tables where the four players on the team are sitting, one pair N-S, one pair E-W. (Just watch the table numbers; A-2 will change the B-2, etc.)

B. Pick up completed entries.

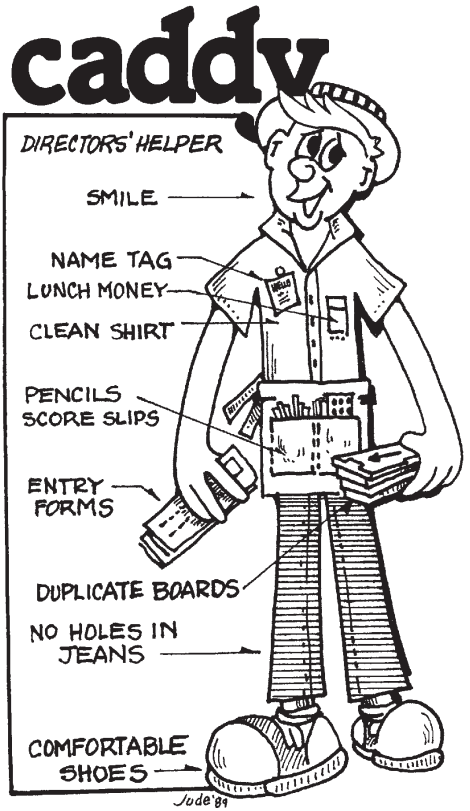
C. Pick up supplies and return to supply room.

DRESS: Neat and clean — and very comfortable shoes!

TIME: Report 45 minutes prior to afternoon session — 30 minutes before morning and evening sessions. (Plan to work from 12:15 PM to 11:30 PM with a break between 5:30 to 7:30 PM.)

PRACTICE YOUR SMILES!

GET YOUR ENTHUSIASM UP!



HERE WE GO!

HAPPY CADDYING!

Duties and Responsibilities of a Caddy

Caddies should be provided a checklist of their duties. If the local committee has duties other than caddying for these workers (*i.e.*, check water stations, serve coffee, etc.) a list should be provided along with a suggested time schedule.

Primary Responsibilities of Caddies at a Bridge Tournament

- "Dress" the card tables with supplies approximately one hour before each session.
- Collect scoreslips from the tables in pair games or move duplicate boards in team games.
- Assist directors in investigating incorrect scoreslips and obtaining verification of changes.
- Run errands for the directing staff (and players if it does not interfere with regular duties).
- Collect and return supplies to proper place at the end of each session.
- Post results (press sheets) in a designated area when requested by a director.

Dress

CADDIES MUST BE APPROPRIATELY DRESSED. Clothes must be neat and clean. Special aprons, hats, etc., may be provided for identification. Avoid fashion extremes. Some sponsors will prohibit shorts and blue jeans. Clothing should be practical.

Since caddy work requires a good deal of walking, comfortable shoes are a must. When the tables are crowded together, as they often are, caddies have to be able to squeeze between the chair backs and weave through the sections. Dangling belts, loops, etc., that might catch on the chairs or distract players, should be avoided. The players tend to be so preoccupied with the game that they won't even realize that they are blocking the aisle.

Reporting for Work

Caddies should be informed as to where to "check in" and whether or not there will be a briefing. Either the caddy master, the head caddy, or the DIC will make the pre-game, game time and after-game assignments.

Pre-Tournament Briefing

Whenever possible, the caddy master will arrange a pre-tournament meeting with the caddies. This is particularly helpful when there are a number of new caddies. The meeting may take place immediately prior to the tournament or the morning before an afternoon start-up.

During the briefing the caddies should be told about the work they will be doing, when and where to report for work, and what must be done at the end of the session before they leave. The assignments may be distributed at this time.

Reporting for Work

A caddy may be either formally hired or simply told by a local tournament official that "You may work at the tournament." If the caddy does not receive a call or specific assignments no later than two days before the tournament, they should contact the person who "hired" them.

ALL CADDIES ARE EXPECTED TO ARRIVE 30-45 MINUTES EARLY, unless very specific instructions are received (*e.g.*, "See Bill Jones, Room 104, Civic Auditorium 12:45 PM tomorrow."). For regionals, caddies should arrive at the tournament site 45 minutes before the scheduled starting time for the first session, and for sectionals, 30 minutes prior. Upon arrival, they should go to the playing area and ask where to report.

During the first session, assignments may be given for the remaining sessions of the tournament.

Caddies receive their work orders from the head caddy. At a larger tournament there may also be a caddy master to serve over the head caddy(s). At smaller tournaments, there may not be a head caddy, in which case, the work orders will be given by the DIC or one of the assistant directors. The DIC is the overall authority and has the final responsibility for the staff at a tournament, so any order or request from the DIC supersedes that of anyone else. (In the case of a conflict, the person attempting to give the conflicting orders should be asked to get permission from the DIC.)

The bridge players in a tournament tend to concentrate on the game. People who at other times are very reasonable may sometimes appear most inconsiderate when they are playing bridge. No matter how uncooperative or cranky the players may appear to be, a caddy is expected to remain cool and courteous.

Players do not have a right to **order** a caddy to do anything, but whenever possible, a caddy should help out by responding to **reasonable** requests by players as long as it does not interfere with the work.

Any problem that arises, such as a player being abusive or a member of the staff acting in an unreasonably arbitrary or disrespectful manner, should be reported to the DIC.

THE BRIDGE TOURNAMENT

There are three types of ACBL sanctioned tournaments. The major difference involves size and duration.

	Average Tables	*Typical Duration*
NABCs	15,000	10–11 days
Regionals	800	6–10 days
Sectionals	200	3–5 days

People gather from all over North America and sometimes foreign countries to play competitive duplicate bridge.

Tournament Events

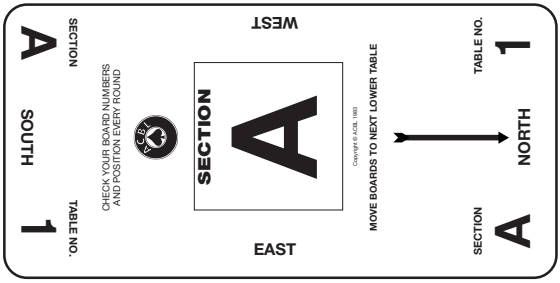
There are many different events for the players each afternoon and evening for the duration of the tournament. Special events are often held in the mornings or may start at midnight. These may be **championships** (Master Pairs, Mixed Pairs, Swiss Teams, etc.), or **secondary** events (side games) being conducted at the same time.

All events are of equal importance to caddies. They are expected to do their best no matter where they are assigned.

Pair Events Contrasted with Team Events

Each event is divided into groups called sections. An event may have only one section or as many as thirty. Each table in each section is marked with a colored table indicator card which gives the name of the section (usually a letter of the alphabet) and the number of the table in that section. For instance, Table B-11 is Table #11 in Section B, and Table J-3 is Table #3 in Section J.

Each table of bridge has four directions:



North-South

The table indicator cards have an arrow pointing toward one end, which is designated as the *North* position. The player sitting opposite North is *South*. (Compass directions are printed on the table indicator cards.)

The North player normally does the scoring. Small cards, known as scoreslips, usually color-coded with the color of the section table indicator card, are used to record the results of the boards played at each table during each round. Generally, the results are confined to one scoreslip per round, but sometimes it will require two.

These scoreslips are what the caddy must collect, put in order, mark section letter and round number, caddy's initials, and deliver to his director after each round change is called. (For the first round, however, the caddy should sign full name.) The completed scoreslips for the round will often be found face down at North's end of the table. Sometimes they will be half tucked under the table card. At times the caddy will have to ask the North player for help in locating the scoreslip.

East-West

The players sitting opposite the North-South players are the East-West players. In pair events the East-West pairs normally move to the higher numbered table at the end of each round while the North-South pairs remain stationary at the same table for the entire session. Caddies are expected to check each scoreslip for an "OK" indication by the East-West player before taking the slip(s) from the table. If the round has been called, the East-West players will have moved. Caddies should ask only the North player for help in locating his opponents if the scoreslip has not been okayed.

Rounds

In pair events the session is divided into rounds. Each round normally consists of two deals, but in small sections (11 tables or fewer) the round may consist of more deals. The scorer, a director who is recording the scores for one or more sections, usually on computer, will tell the caddies assigned to his/her sections how many scoreslips to pick up from each table in a section each round.

Swiss Team Games

In Swiss team games the rounds last from 45 minutes to over an hour. A team is composed of two pairs playing at the same time at different tables opposite two pairs of an opposing team.

Each round, each team plays against one other team. Usually the two tables used by the competing teams have the same table number in paired sections (*i.e.*, A-1, B-1). The paired sections remain the same throughout the session (*i.e.*, A with B, C with D, E with F, etc.).

Each team plays six or more boards against its opponents for that round. The caddy's job is to move the played boards to the corresponding table in the paired section, but only when requested to do so by the players. **To avoid confusion, a caddy should exchange only one group of boards at a time to the correct table number in the correct paired sections before picking up another group of boards from a different table number**. If players at other tables call impatiently, they should be acknowledged and told that they will be helped shortly.

During Swiss team games, caddies never seem to have much spare time. Teams finish playing at different times and the playing room becomes noisy and full of confusion, however, at the same time some teams are still trying to complete the round and other teams may be starting the next round early. By the time the whole room is again engaged in play, the early teams will be ready for an exchange of boards. **During a Swiss team event, it is necessary to stay in the playing room at all times and answer early calls quickly**.

Special Work

Caddies are asked to help keep their sections tidy. When asked, a caddy must be ready to pick up trash, used coffee cups, etc. This type of work is usually done by the maintenance staff, but the caddies will be asked to help.

EQUIPPING THE SECTIONS

Each caddy will be assigned to one or two sections, each marked by table indicator cards bearing the section letter, which will be set up by the DIC or an assistant director.

Each caddy will be told the type and quantity of material that must be put on each table in the assigned section(s). All tables in pair games are to be set up with scoreslips and pencils. Convention cards are to be placed on the tables only when requested by the director. Work should begin as soon as assignments have been made.

Sometimes one caddy will be in charge of distributing pencils to all sections, while another will pass out convention cards, and perhaps a third will distribute the scoreslips. When the work is finished, caddies are responsible for verifying that the assigned sections are properly set up well in advance of game time. Caddies who have completed their set-up can help other caddies who need assistance.

Color Codes

The table indicator cards, entry slips and scoreslips in each section are all the same color. The same colors are always used for the same section letters (except in emergencies).

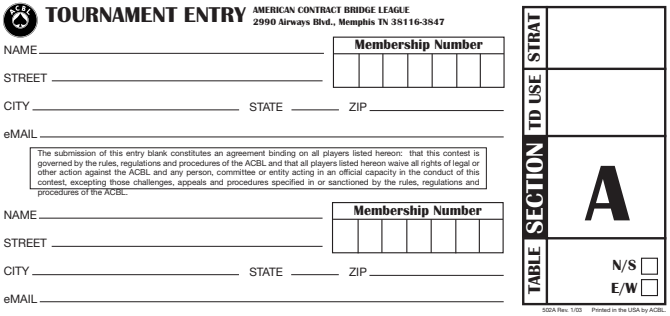
COLOR	SECTIONS
White	A, G, M, S, Y
Yellow	B, H, N, T, Z
Green	C, I, O, U
Orange	D, J, P, V
Blue	E, K, Q, W
Pink	F, L, R, X

DURING THE FIRST ROUND

Entry Blanks

Each pair or team entering an event is given an entry blank on which they must list the names, addresses, and ACBL player numbers (a seven-digit number which may sometimes begin with a letter) for all members of their team or pair. Many players use printed address labels that include their player number.

As soon as the players begin the first round, caddies should begin picking up the entry blanks from their assigned sections. Caddies should check each entry blank for names and player



TOURNAMENT ENTRY
AMERICAN CONTRACT BRIDGE LEAGUE
2990 Airways Blvd., Memphis TN 38116-3847

NAME _____ Membership Number

STREET _____

CITY _____ STATE _____ ZIP _____

eMAIL _____

The submission of this entry blank constitutes an agreement binding on all players listed hereon: that this contest is governed by the rules, regulations and procedures of the ACBL and that all players listed hereon waive all rights of legal or other action against the ACBL and any person, committee or entity acting in an official capacity in the conduct of this contest, excepting those challenges, appeals and procedures specified in or sanctioned by the rules, regulations and procedures of the ACBL.

NAME _____ Membership Number

STREET _____

CITY _____ STATE _____ ZIP _____

eMAIL _____

STRAT
TD USE
SECTION A
TABLE
N/S ☐
E/W ☐

932A Rev. 1/03 Printed in the USA by ACBL

numbers and that they are reasonable legible. If not completely filled out, players should be requested to complete the form before the caddy collects it. If the player doesn't cooperate, instead of arguing, the caddy should initial the corner of the entry form and tell the director to whom he reports.

Pair Games

In pair games the caddy will have two sets of entries for each section: one set for North-South players and one for East-West players. All entries are clearly punched or marked to show which is which. The entries should be separated and put in numerical order with all N-S entries in one stack and E-W in another. The N-S entries should then be placed on top and turned in to the caddy master or scoring director.

Team Games

Team games will have only one entry for each table. If a table has no entry on it, caddies should check with the North player. The entry may be on the table where his teammates are playing. Teams will have four to six names on the entry. The team number will usually be in the upper right hand corner. Entries collected should be arranged in numerical order with #1 on top, and taken to the director at the reporting station.

AFTER EACH ROUND

Rounds are approximately 15 minutes long in pair games. There is ample time to collect the scoreslips (even if one or more tables are slow), check them, put them in order and deliver them to the scoring area.

AMERICAN CONTRACT BRIDGE LEAGUE

N – S PAIR	ALL DEALS PLAYED THIS ROUND WILL BE SCORED ON THIS CARD. CIRCLE DIRECTION OF DECLARER.	E – W PAIR
2	E – W OK CH	13

N – S SCORE	MADE	DOWN	N – S CONTRACT	BOARD NUMBER	E – W CONTRACT	MADE	DOWN	E – W SCORE
			N S	3	E W			110
			N S 3N	4	E W			100
			N S		E W			

Collecting the Scoreslips

As each new round is called, the caddy should pick up the scoreslips from the round just completed. Each slip must be checked for completeness before the caddy leaves the table. The N-S pair number will usually be the same as the table number.

Arranging the Scoreslips

As the completed scoreslips are collected from each section, they should be arranged in numerical order by the N-S pair number, with the N-S pair #1 on top. It is usually easier to do this by starting with Table 1 and putting them in order as they are collected.

In summary, the following four steps should be taken with scoreslips before they are turned in to the scoring director: (Refer to the Instant Caddy page in the center of this book for a diagram of a scoreslip).

1. Arrange by N-S pair number (#1 on diagram, making sure the full complement of tables is represented. The set must be complete.
2. Check to be sure board numbers (#2 on diagram) are in numerical order. There may be two scoreslips on the table and each scoreslip must fall into sequence.
3. Note that the E-W pair numbers (#1 on diagram) are also in sequence.
4. Verify that each slip has an “OK” by one of the E-W players (#3 on diagram). If the “OK” is missing, check with the North player since the E-W players may have already moved to their next table.

Taking the Scoreslips to the Director/Scorer

Unless otherwise instructed, the complete round of scoreslips, which have been properly checked and placed in numerical order, should then be bound with a rubber band, have the round and section numbers noted on the back of the last slip, and placed near the scorer's computer.

Corrections

If the scorer finds an error, the caddy may be asked to return to the playing area and give it to the floor director to have the slip corrected. **Show the slip to the NORTH player ONLY, if requested.**

DURING THE ROUND

The last two rounds of a session are the most important because they are the SCORING ROUNDS.

Caddies must be prepared to assure speedy pickup of the results during these rounds. The scoring director may give special instructions but will usually want a COMPLETE section as early as possible. Caddies should rush the first completed section to the scoring area and return for the slower section, being alert to all tables, fast or slow, gathering scoreslips as quickly as possible. Caddies should only collect supplies and clear sections after all scoreslips have been given to the scoring area.

AFTER THE LAST SESSION

Computer Sheets

The director may request that the computer score sheets be taken to the playing area by the caddies, and if so:

- Caddies should wait for the director to produce the computer sheet.
- Hang the sheet in the area designated for that particular section and direction. There will be N-S scores and E-W scores, usually on separate sheets.

AFTER EACH SESSION

Responsibilities of caddies after each session

- After pair games, the boards, pencils and extra scoreslips will be picked up.

- After team games, the boards will remain on the tables between sessions.
- After the evening session, all supplies will be picked up. Check with the head caddy or caddy master concerning the table indicator cards.

Boards

- Pick up all boards from all tables in each assigned section.
- Turn the top playing card in the South hand face up in each board.
- Arrange the boards in numerical order with number one on top and place so that South is pointing in the same direction for all boards.
- Replace all the boards in their proper case and return the case(s) to the supply area.

Table Indicator Cards

Check with the head caddy or caddy master to see if the table cards are to be collected at the end of the session. Often they are either left out in the afternoon for the evening session, or handled by one of the directors.

If the table indicator cards are to be picked up, arrange them in numerical order with #1 on top, and North pointing in the same direction.

When the table indicator cards have been properly arranged, return them to the supply area. **Do not put them into the board boxes.**

Scoreslips, Pencils and Private Scorecards

- Unused scoreslips and private scorecards must be cleared from all the tables in each assigned section.
- Supplies should be returned and neatly placed in their proper places in the supply area (*i.e.*, pencils should be returned to the pencil boxes).

NOTES

Any questions?

If so, ask the caddy master.
Or, you may call ACBL
901–332–5586, ext. 244
or e-mail *butch.campbell@acbl.org.*
We will be happy to help you
plan a great tournament!

American Contract Bridge League
2990 Airways Blvd. Memphis TN 38116–3847
901–332–5586 • E–mail: ACBL@acbl.org
www.acbl.org

NORTH AMERICAN BRIDGE

CHAMPIONSHIPS

OPERATIONS MANUAL

FOR

TOURNAMENT CHAIRMEN

INTRODUCTION

North American Bridge Championships are unique, exciting and challenging events. While ACBL management has the ultimate responsibility for the administration of the tournament, it is the local supporting organization that makes a tournament extraordinary for the players.

The NABC Operations Manual for the Tournament Chairman is intended to provide guidelines for all aspects of the tournament – from initial contact to final reports. The various areas of responsibility and financial considerations are described to enable you and the ACBL headquarters staff to provide players (and volunteers) with an enjoyable and memorable NABC. No matter how much you do there is always more that could have been done or improvements that could have been made. This document will be updated as needed, so your comments and suggestions are welcomed. This new revision comes as a result of changes in practice over the past several years. Remember that there are very few hard and fast rules when it comes to planning a successful NABC. If you believe one plan of action will work better at your tournament, discuss it with ACBL staff. We are here to be a support and resource for you, and we have the same goal – a successful and memorable NABC.

The manual is divided into several chapters and includes job descriptions for each chairman. It will be best used if the tournament chairman is familiar with the entire manual, but the chapters are written so they can be removed from the manual and copied for use by that individual committee chairman. Some chapters may refer the chairman to another chapter regarding a committee with whom they will work closely, i.e., registration and information committees. Please keep this in mind when you are distributing copies of chapters to committee chairmen.

Certain terms are used throughout for simplification: local organization refers to all the volunteers and members of the district and unit organizations involved in the tournament; headquarters refers to all ACBL staff; chairman is used generically, but could be more than one person. The ACBL meeting planner will be your primary contact in Memphis, and all initial inquiries should be directed to him/her at the ACBL. References to headquarters are usually communicated through the meeting planner.

The success of your NABC will come from bringing together a team of people that will make your tournament fun and unforgettable for all participants. There is no limit. Use your imagination.

GOOD LUCK!

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♣♦♥♠ TOURNAMENT CHAIR ♣♦♥♠

WHEN APPOINTED: 3 - 5 years in advance

BY: In most cases, local organization recommends, district approves

♣♦♥♠ PROFILE ♣♦♥♠

1. Knowledge of tournament planning at local level and attendance at other NABCs is helpful.

2. Organizational and leadership abilities are required.

3. Interest and ability to devote time over a two to three year period, particularly the last three months prior to the NABC and two weeks of the NABC.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Oversee all matters and details for which the local organization is responsible.

2. Serve as major contact with ACBL staff.

3. Have decision-making authority for all matters for which the local organization is responsible.

4. Approval of final budget for presentation to ACBL and the district and sponsors as applicable.

5. Appoint committee chairs.

6. Chair all organizational and planning meetings.

7. May present reports to district board regarding program and funds.

♠♥♦♣ CHAPTER ONE ♠♥♦♣

TOURNAMENT CHAIR

Since NABCs are contracted a minimum of five years in advance, a tournament chair may be determined as far as five years out. Typically, though, a chairman is determined about three to five years in advance. Typically, the local organization will recommend a chair to the district organization. In most districts, the district organization has final approval. The district will then notify ACBL of the selection. The chair can be one or two people. In the event that co-chairs are named, each should have clearly defined areas of responsibility. If you choose to use co-chairs, only one chair should be the key contact with headquarters staff to avoid any duplication of efforts. Upon being appointed, the tournament chair should work with the local/district organization to determine the level of services they can afford and want to provide (in addition to the funds and services provided by ACBL).

♠♥♦♣ CHAIR SELECTION ♠♥♦♣

The tournament chair must be someone with a proven record of organizational ability, preferably in bridge. A superior tournament chair will have all of the following traits:

1. Ability to work with and motivate people.
2. Good organizational skills.
3. Ability to delegate tasks.
4. Good communication and negotiation skills.
5. Ability to remain calm under pressure.
6. A sense of humor.

The person chosen should be able to commit a large amount of time, especially for the last six months before the NABC. It is unlikely that one person could handle these duties and hold a full time job, at least not one that does not offer a good deal of autonomy or flexibility. The amount of work required is not dependent on the number of tables expected. In fact, smaller tournaments may require more work, especially in the areas of promotion and hospitality.

If you do not regularly attend NABCs, you should go to as many as possible prior to your own. It is best to attend one that is held at the same time of year.

A tournament chair should not plan to play much bridge. If you have a co-chair, it may be possible for one to play on occasion. It is best not to make any advance plans, since coping with the unexpected is the rule rather than the exception. You should be available to deal with problems, oversee committees, attend meetings, respond to ACBL requests and to serve as an understanding, cooperative and hospitable host.

♠♥♦♣ DESCRIPTION OF DUTIES ♠♥♦♣

The tournament chair has the overall responsibility for all matters and details for which the local organization is responsible. You are also the liaison with headquarters staff before, during and after the NABC.

In general, you have final authority over all matters for which the local organization is responsible. The ACBL is responsible for the technical operation of the tournament. Frequent contact and cooperation between you and the ACBL must be maintained to handle the many situations which require joint planning. As the leader of the local organization, the chair has responsibility for budgeting and reporting finances provided by ACBL. Likewise, the chair will be responsible for managing and reporting any funds provided by the unit, district and sponsors.

Organization:

The first task is to define areas of responsibility. A wise chair will prepare an organization chart as an aid to the volunteers. Please notify all committee chairs that requests for services and/or equipment from the hotel and/or convention center must be made through you to the ACBL meeting planner or NABC operations manager. Problems with the hotel and/or convention center ***must*** be solved with/by headquarters staff.

Planning:

Schedule a planning committee meeting. It should be open to district and/or unit officials and other parties who will have an active role in the NABC. After a skeleton program of activities, including player entertainment and hospitality, intermediate-newcomer program, publicity, registration gifts, etc., is developed, a preliminary budget should be prepared based on the estimated table count provided by the ACBL meeting planner. This budget should be sent to the ACBL meeting planner for review. If the framework does not fit the budget, it may be necessary to have additional planning meetings. Other meetings can be scheduled to

discuss and make decisions concerning finances, organization, committees and committee chairmen.

Finances:

About one year prior to the NABC, the ACBL meeting planner will provide the anticipated table count and corresponding amount of money that the local organization will be allocated from ACBL. It is the local organization's responsibility to determine how to budget that money, and/or raise money to augment funds and services provided by the ACBL. All bills must be approved by you or your designee and the finance chairman before payment.

Financial Review:

Review both the preliminary budget and the fund raising achievements and projections. Appoint the finance chairman. Realizing the treasurer will have to work closely with the finance chairman, a suitable treasurer should be selected. The district organization may retain veto powers over these two key appointments.

The financial review and the budget-making process are continual throughout preparations as well as the tournament. You need to be involved in preparing all budgets. There will be at least two major budgets, the preliminary and the detailed (see Finance, Chapter Two).

Volunteer Compensation:

Each organization must individually decide whether or not to "compensate" its volunteers. Some give free entries (usually in the form of customized scrip) purchased from ACBL, others may provide hospitality/meals between sessions and some pay parking costs. Other organizations have a party some time after the tournament is over and give out gifts to major committee chairs.

Committee Chair Appointments:

The most important task you have is finding the right people for the right jobs. The committee chair responsibilities described in this manual will help you in determining the best person, qualified, capable and willing to do the job, to lead a committee. Local politics and cliques must be set aside. Friends should be chosen only if they can and want to do the job.

Using the framework developed by the planning committee, you should begin making appointments and setting up meetings. Some committees are inactive until just before the tournament and others will have completed most of their work in advance.

You or a key assistant should work closely with each committee and subcommittee chair to review plans, set deadlines, give direction and make sure a working budget is prepared. Be prepared to give encouragement or, if necessary, to replace a committee chair. Schedule and plan meetings with agendas that take into account the timeliness and importance of each committee.

The following chairs should be appointed on the following schedule:

Two years prior to the NABC:

Finance Chair
Publicity Chair

Eighteen months prior to the NABC:

Registration Chair
Entertainment Chair
Special Events Chair
Intermediate/Newcomer Chair

One year prior to NABC:

Volunteer Chair
Partnership Chair
Hospitality/Information Chair
Caddy Chair
Program and Restaurant Guide Chair
Pre-Tournament Hospitality Chair
Prize Chair
Transportation/Parking Chair

If you choose not to have all of the committees outlined, delegate the listed responsibilities to others.

Coordination Between Committees:

You must be the one to coordinate overlapping duties or services between different committees. One example is that a few committees, such as tours, entertainment or transportation, may need to sell tickets. These tickets should all be sold from the same place, rather than three different locations. Sales, collection and banking the receipts would involve the finance chair.

You may also want to consider combining service desk staffing. For instance, players stop by the registration desk and ask questions pertaining to local tourist spots, so it would make sense to combine staff for registration and information committees. We've also found that after the peak registration days, distributing section top prizes at the registration desk works well and seems to be appreciated by the players.

Flow Chart/Calendar:

Make a calendar with all deadlines listed and with room to add scheduled meetings as they are set. A generalized calendar with time ranges follows:

Two years to eighteen months prior to NABC:

a. Prepare a budget to encompass all expenditures planned.
b. Plan logo and pre-tournament publicity.

Eighteen months to one year prior to NABC:

a. Plan program and organize restaurant guide information and maps.
b. Select and order registration gift.
c. Plan Intermediate/Newcomer Program in conjunction with ACBL.
d. Work with headquarters on NABC regional schedule and starting times.
e. Begin planning player hospitality.
f. Plan to recruit, train and allocate volunteers.
g. Oversee program ad or sponsorship solicitation efforts.

Six months prior to NABC:

a. Plan pre-tournament entertainment and hospitality.
b. Finalize daily player entertainment.
c. Organize partnership desk.

d. Organize registration desk.
e. Organize hospitality/information desk.
f. Finalize special events, i.e., morning tours, dinner tours, activities away or at the site.
g. Discuss needs for function space, desk locations, etc. with the ACBL contact. You'll be provided with a copy of the tournament staging guide. This document includes complete set-up instructions and logistics for the entire NABC.
h. Determine number of rooms and suites needed to accommodate committee chairs and advise the ACBL meeting planner.

Three months prior to NABC:

a. All materials for program/restaurant guide must be finalized and sent to headquarters 6-8 weeks prior to the beginning of the NABC.
b. Review final tournament specifications from headquarters.
c. Confirm final arrangements for desk locations, catering needs, player hospitality.
d. Finalize volunteer arrangements and send committee chair names to the ACBL meeting planner for badges.
e. Provide committee chair hotel reservation list to the ACBL meeting planner.
f. Prepare list of committee chairs and key volunteers to be invited to the ACBL volunteer dinner. The ACBL meeting planner will take care of preparing and mailing invitations.
g. Advise ACBL meeting planner of the selection of a local charity for $5,000 check presentation from the ACBL Charity Foundation.

Pre-tournament week:

a. It is recommended that you check into the hotel no later than Wednesday morning. You should check in Monday or Tuesday if you do not live in the city.
b. Set up meeting with ACBL meeting planner to finalize details.
c. Arrange for distribution of registration gifts and other player information.
d. Set up registration desk.
e. Set up information desk.
f. Set up partnership desk.
g. Set up special events desk.
h. Hold chair orientation and distribute name tags.

Ten days of NABC:

a. Attend daily meetings with management and site staff.
b. Troubleshoot for all chairs.
c. Make sure Daily Bulletin carries information on special events.

♠♥♦♣ HOTEL RELATIONS AND NEGOTIATION ♠♥♦♣

The ACBL meeting planner and other ACBL staff will visit the hotel at least twice during the year prior to your NABC for planning sessions. Use these trips as opportunities to tour the hotel and meet convention services staff.

You are the local contact as far as the hotel is concerned. About one year prior to the NABC, ask the ACBL meeting planner to acquaint you with the convention services manager at the host facility and tour the public space, playing rooms, guest rooms and suites.

In order to work with the hotel efficiently, it is necessary to limit the number of people contacting hotel management. You are the representative of the local organization in all negotiations with the hotel or convention center. You may be accompanied from time to time by an appropriate committee chairman. When the local organization adheres to this policy, the hotel knows who has decision-making authority, leading to faster solutions when problems arise. This policy is not established to consolidate all power in the tournament chairman. It is important that committee chairs understand the reasons for this policy.

All meeting and playing space assignments and change requests to those assignments must be coordinated through the ACBL meeting planner.

ACBL Intermediary:

You can be helpful to ACBL by acting as watchdog and alerting League officials to any concerns. ACBL is the sole allocator of public space at all times. All activities must be coordinated so there are no conflicts, particularly with bridge events. Hotel personnel change frequently so it is necessary to keep in touch.

Snack Bars:

ACBL is responsible for the snack bar--prices, times, items served and locations. Suggestions are welcomed.

Entertainment:

Any food or drink planned in any public room must be purchased from the hotel or convention center. Prices will be high, but some reductions can be made. Keep an eye out for things like charging more for the same item in one place than another--e.g. coffee is $1 a cup at the snack bar and $2 per cup at your morning meeting. If you are dealing with more than one hotel, let them compete. If your tournament is at two hotels, discuss late-night entertainment location options with the ACBL meeting planner.

PUT EVERYTHING IN WRITING:

The ACBL furnishes the hotel with detailed specifications about four months in advance. Prepare and furnish your local specifications at the same time. Provide your set-up specifications, particularly for your entertainment functions, in writing to the ACBL meeting planner for inclusion in their planning documents. ACBL will hold daily meetings with the hotel staff during the NABC. Most of this will be going over set-up instructions and food and beverage guarantees for the next day, so having a written guide is critical.

♠♥♦♣ SCHEDULE ♠♥♦♣

Putting together the "right" schedule of events is one of the most important tasks for any tournament -- sectional, regional or NABC. It should be given the time, attention and thought to provide the best schedule for that tournament. No matter how attractive the location, playing site, hotel rates and other important items are, if there are few or no events scheduled that players enjoy, that factor alone will keep the players away.

In most cases, the tournament DIC will draft a schedule and ask for your review. The schedule is far too important to leave to a single individual no matter what his previous experience. The national event schedule is set by the national board of directors, but the remainder of the schedule can include particular events or schedules that typically do well at your local tournaments.

Initial Meeting:

Reviewing the schedule should be a cooperative effort between the ACBL and the local organization to include you and any other local, knowledgeable, interested worker. The schedule, once agreed upon, will be distributed at the two NABCs prior to yours and will be published on the ACBL website as soon as it is ready.

The DIC will ask for your input on flight and/or strat ranges and convention charts. Plan a meeting to review the schedule from ACBL and make suggestions. An experienced tournament director can offer valuable advice in this meeting. ACBL staff will give you a deadline for returning the schedule with your suggestions.

Though the schedule will be distributed as soon as it is ready, it will always be subject to change, though changes should be minimal.

Naming Events:

You and your committee chairs may choose to sell events to sponsors or to individuals hoping to name an event in honor or in memory of a friend or loved one. As soon as your schedule is finalized, you may begin naming events, except for NABC+ events. Generally, any sponsors of the tournament should have an appropriate event named for them. If you choose not to sell names of events, you may still name an event in honor of some one or some event (Elvis Presley Regional Open Pairs or Summertime Swiss Teams, for example.) When you sell or name events, the names should be sent to the NABC operations manager who will serve as the central point to update the website, the Bulletin and any other printed schedules.

♠♥♦♣ CONTRACTS ♠♥♦♣

All financial commitments must be approved by you or your designee. Advise the ACBL meeting planner as to who you so designate.

Most goods or services arranged through individuals, groups or corporations that are not members of the local organization should be documented by a written contract. The local organization may write the contract. (see sample, Appendix 1A) It is often more convenient, however, to use a standard form drawn by the vendor. In such cases, be sure to read all the fine print. Do not hesitate to request the deletions and additions

to make the contract conform to your particular needs. In some cases, a letter summarizing an agreement, signed and copied for both parties, will suffice.

You will seldom write the actual contract. The initial research and negotiation usually begins at the committee level. When the committee has completed the initial work and is prepared to recommend a particular vendor, a draft contract should be written for review by you.

The tournament chairman should be the only person authorized to execute written contracts. If the local organization has co-chairmen, either may sign; however, the co-chairmen must agree on specific areas of contractual responsibility. For any complicated contract, you should have at least one other person review the contract before signature, in an attempt to catch omissions, ambiguities, or other problems. This reviewer may be the finance chairman, a legal advisor or a committee chairman, depending on the expertise of the people involved and the nature of the contract.

The transportation, entertainment, and VIP entertainment committees will require contracts to fulfill their responsibilities. A discussion of the details of such contracts appears in the chapter for each of these committees. You should anticipate the need for contracts in other areas. If such needs arise, these committee chairs must understand the above procedure for executing the contract.

♠♥♦♣ SITE ORIENTATION ♠♥♦♣

It is extremely important that all committee chairs, assistants and other key personnel be thoroughly familiar with the whole tournament area--hotels and convention center. Some chairs may make several trips to the site, i.e., the registration chair has visited to determine the location of the registration desk, where the gifts would be stored, how many people can conveniently work at one time, where filing should be done. Others may not see the site until they arrive at the tournament.

Typically, the ACBL meeting planner and other ACBL staff will do an orientation tour during the afternoon prior to the first events being played. ACBL staff will point out where all functions will be: partnerships, appeals, snack bars, registration, caddy room and Bulletin office. Point out all permanent facilities such as hotel restaurants, all rest rooms and any suites to be used as well as other offices. Walk the pre-function space, find the service entrances and elevators.

Three key reasons for going to all this trouble are:

1. Your workers will feel more comfortable and function better when they are familiar with surroundings.

2. Everyone can be a mini-information desk and therefore very helpful to staff and players. No matter how many times this information is printed, every worker will be asked questions by players who probably have the answer right in their hands in the form of the Daily Bulletin.

3. There will be more people who can run errands.

♠♥♦♣ SET-UP DAY ♠♥♦♣

Allow time, funding and labor to move into the hotel. Do not expect committee chairs to move in, unpack and be on the job in an hour (they may still be waiting in line to check in). If registration is planned to begin Thursday afternoon (3:00 p.m.), then moving in Thursday morning is appropriate. On the other hand, if committee work is scheduled to begin on Friday morning, the committee chairman should move in Thursday night and be ready.

Most ACBL headquarters staff arrive on the Sunday prior to the tournament. The DIC and other "in-charge" directors arrive on Tuesday and Wednesday prior. Other directors and most volunteers will check in on Thursday.

Depending on the work to be done and the geographical distribution of your chairs, it is unlikely that anyone other than you and possibly the pre-tournament hospitality chair will need to check into the hotel before Wednesday or Thursday. At the spring and summer NABCs, a pre-qualifying event will begin on Wednesday before the tournament. It is nice to offer registration services at that time.

Arrange for all local supplies to be moved to the hotel. Local supplies include registration gifts and information, some office supplies and personal items. Any items furnished by ACBL such as the program, registration cards and bags, partnership cards, pencils and name tags will be included on the truck shipment from Memphis. This truck usually begins unloading on site on the Tuesday prior to the tournament. Proper advance planning

for transport and storage is essential. Do not leave it until the day it happens.

♠♥♦♣ CHORE PARTY ♠♥♦♣

There are many assorted chores to be done just prior to the start of tournament play. A "fun" way to perform tedious tasks is to have a party. Recruit volunteers to come and help--be sure to pick a convenient time--give them beer and soda to drink and a few snacks. All the work will be done in no time plus everyone will have a good time and sign up for the next one. This party should coincide with the move into the hotel.

Where to Have the Party:

Because of the volume of material, the best place to have the party is the hotel or convention center after everything has been moved there. The ACBL meeting planner can help schedule a meeting room for you to use. You could have this at someone's home or in someone's party room where you could set up tables for assembly, but this is not as satisfactory because it would mean extra moves and expenses for all the supplies.

Chores to Perform:

The major chore is getting the registration packets assembled with the registration gift, program and restaurant guide and other handouts or information ready to give out to the players. This would certainly be an awful task for one or two people. Having several people on an assembly line can be fun and quick.

Other chores include making out name tags for all those not covered by ACBL and distributing same, completing lettering or making out signs, putting caddies' names on uniforms or whatever they are using for identification and putting together novice packets. Any chore that has not been completed for the tournament can be done now.

♠♥♦♣ ON SITE RESPONSIBILITIES ♠♥♦♣

Pre-Tournament Briefing:

There will be a meeting with the hotel staff during the week prior to the tournament. If a convention center is used, there will be an additional meeting with them. Hotel staff, including the key contact at the hotel,

catering, reservations, housekeeping, etc., three or four ACBL staff, and the tournament chairman should attend. The purpose of this meeting is to make sure hotel staff will recognize the key contacts from ACBL and the local volunteers. Some key points from the meeting resume will also be reviewed.

The ACBL meeting planner will describe habits and activities unique to bridge players, i.e., late risers, different restaurant times, spending habits. The tournament chairman will be asked for input, particularly regarding their experiences as a player and at other tournaments.

The First Day:

No matter how prepared you are the first Friday will hit like a hurricane. On this day, no key people should be playing. It is hard to tell what things might go wrong, but there will be something. Be prepared to do whatever is necessary, make instant decisions and respond quickly. A little luck and quick response means that the players will never know anything went wrong. It's also important to keep your workers encouraged and satisfied with their jobs.

Duration of Tournament:

Do not plan on getting a lot of sleep. You must be up early--on good days you might get to sleep until 9:00 a.m.--and go to bed late, after all entertainment functions are over. The best shot at additional sleep is an afternoon nap during the bridge session. There is no such thing as a day off. You must constantly touch base with your committee chairs, i.e. registration, entertainment, to fill in, to solve problems or to do whatever is needed.

♠♥♦♣ ACBL RESPONSIBILITIES ♠♥♦♣

The ACBL is completely responsible for a number of services that would normally be provided by the host of a regional. These are described here so you may be aware of them and offer contributions where appropriate.

The Daily Bulletin:

This daily newspaper is produced starting the first Friday and ending the second Sunday with a short version on the following Monday. Each day from the first Thursday through the second Saturday, you or your designee

(a good task for the publicity chairman), should meet with one of the editors, preferably at a specific time, to review entertainment and other local information listings for the next day. Be sure your publicity or other appropriate committee chairs writes as much information in advance as possible. If this written information is provided on a disc or via e-mail, it will reduce risk of error in retyping. The information can be sent in advance of arrival at the NABC. Any changes from the program or pre-tournament publicity must be prominently displayed in The Bulletin.

To avoid confusion there should be only one designated liaison with the Bulletin and Daily Bulletin staff; committee chairs should pass information through this designee.

The Bulletin staff will automatically publish the schedule of events, selling stations, restaurants with hours of operation in the host hotel and usually the entertainment listed in the program. You or your designee should review this with the editor each day. The Bulletin staff is always on the lookout for anecdotes and helpful information of a specific nature. (See Information, Chapter Seven.)

Appeals and Conduct & Ethics Committees:

Committee members are selected by the chair of the national appeals committee members. The local member of the ACBL board of directors may suggest additional knowledgeable local people who are not nationally known.

Seeding:

The chair of the seeding committee at NABCs is responsible for recruiting and providing seeders for all unlimited events. Any local players who perform this function and are not already on the national seeding committee would be welcome.

♠♥♦♣ AFTER THE TOURNAMENT IS OVER ♠♥♦♣

All good things must come to an end and the tournament will be over before you know it. The exit from the hotel and final reports should also be planned. On Sunday afternoon, rescue any signs, decorations and material in the public areas that you want to keep. Things disappear and get trashed quickly at the end of a tournament.

On Monday after the tournament is over, it is time to move out of the hotel, but there are a few things you will want to do first.

Gratuities:

ACBL will tip hotel and convention center staff. If there is a person or department that is particularly helpful to the local organization be sure they are recognized by the local organization with a gratuity.

All tips (other than daily services such as bellman and maid) should be given out on Monday following the NABC. The hotel and convention personnel you have most closely worked with, such as banquet services, will probably be the ones you wish to tip. Tips should be personally given to each recipient. If there is a supervisor you trust, you can give them two envelopes: one for him and one to distribute to his workers. The amounts will vary with service received. You should tip bellmen and housekeeping, but tip other personnel only if service is provided. ACBL also tips deserving staff. The ACBL meeting planner keeps the "tip list", and while it is not necessary to coordinate with her, it may be helpful.

Moving Out:

It would be rare not to have leftovers as well as many personal belongings at the hotel. Arrange for volunteers to help pack up and move. You may not need a truck but you will probably need more than one car or make more than one trip.

Final Report:

The last thing that must be done is the final report. This will be in two parts: a detailed financial report and the tournament chairman's report. In addition, it is usually a good idea to have someone audit the books. The treasurer and finance chairman will be the ones most directly involved in the financial report, but you should stay on top of it. Obviously, you must wait until all the bills come in and are paid. This could take a long time, especially if there are disputes, but it should be done as soon as possible. Copies of the financial report MUST be given to the ACBL meeting planner in order to receive final payment from the ACBL. Procedures may vary from district to district, but it is likely that reports will have to be provided to your district director, board and/or others. You will probably want to make copies and have them available for local unit boards or membership

meetings.

This manual will be updated on a regular basis to be even more helpful for future tournament chairmen. The best resource is the tournament chairs who have enjoyed a successful NABC. Within one month (while it is still fresh) after the end of the NABC a report is due to ACBL. It could be very long or very short. We want to know:

1. Was the manual helpful, did it contain all the necessary information, was it easy to follow, were there any inaccuracies?

2. Give us your ideas and things you did or methods you followed which were not covered. We are sure there will be something--new fund raising ideas, entertainment, method of dispersing money, organizing caddies. Put it in your report so that we can pass it along to the next NABC chair.

3. Suggestions for improving the organization of NABCs.

Appendix 1A

SAMPLE ENTERTAINMENT EMPLOYMENT AGREEMENT

This CONTRACT for the personal services of ARTISTS (s) on the engagement described, made this _____ day of _____, 20__ between the undersigned Purchaser of entertainment (Year, Season) North American Bridge Championships Committee herein referred to as "Purchaser", and

_____, herein referred to as "Act".

It is mutually agreed as follows:

1. Act will furnish and Purchaser will accept for the period of the engagement the following:

   a. Name and Address of place of engagement:

   b. Date of engagement: _____

   c. Hours of engagement:_____

   d. Length of act:_____

   e. Type of engagement:_____

   f. Number in act including leader:_____

      Name of leader:_____

   g. Special stipulations:

      _____

      _____

2. Compensation agreed upon

   $_____

   THERE ARE NO OTHER CHARGES TO THE PURCHASER

3. Purchaser will make payments as follows:
$_____deposit due _____ and $_____ due after services are rendered.

4. Purchaser shall have control over the ends to be accomplished; Act shall control the manner and means of accomplishing such ends.

5. The Act executes this agreement as an independent contractor, not as an employee of the Purchaser. Responsibility for appropriate payments of payroll taxes and charges under applicable federal and local laws will be assumed by the Act together with responsibility for all insurance covering the Act and members of the Act.

6. The Act recognizes and acknowledges that starting times for the engagement cannot be exact and may vary by up to forty-five minutes because of the fact that the ending time of the bridge session can only be estimated.

7. Unless otherwise noted, the Act shall provide all props, sound equipment, electrical equipment, etc., at its expense.

We acknowledge and confirm that we have read and approve the terms and conditions set forth in this contract.

ADDITIONAL TERMS AND CONDITIONS

Year, Season North American Championship Committee

_____
ACT'S NAME

_____
SIGNATURE OF LEADER

_____
Chairman

_____
STREET ADDRESS

_____
Street Address

_____
CITY, STATE, ZIP

_____
City, State, Zip

APPENDIX 1B

MATERIALS AND SUPPLIES PROVIDED BY ACBL

Partnership Desk
Signs
Partnership forms
Pencils
Legal pads
Bulletin board (through hotel)
Microphone or bullhorn
Thumb tacks

Publicity
Prepare and send out Press Kits
Prepare flyers for distribution
Schedule celebrities for radio and TV appearances

Souvenir Program
Prepare and print souvenir program (local organization to provide information listed) Advertising form and sample

Registration Desk
Signs (name of desk, hours, instructions, alphabet sign division)
Registration cards
3 x 5 card holder
3 x 5 alphabetizers
Gift bags
Pencils

Pre-Tournament Hospitality
Up to $1000 maximum for up to 4 days of activities
Guest list and invitations

Player Entertainment
Vugraph
Funds up to allocated amount
Bulletin notice

Information Desk
Sign (name of desk and hours)
Bulletin board
Telephone
Thumb tacks
Telephone message slips
Pencils
Bulletin notices

Educational Foundation Game
Bulletin notice and signs
Coffee (provided by Educational Foundation)

General
Plastic name tags for chairs
Blank paper name tags for workers

Intermediate/Newcomer
Signs
Registration forms
Partnerships forms
Pencils
Paper
Bulletin board

Child Care Room
Bulletin notices
Signs
Bulletin advertising
Child care provider

Section Top Desk
Sign
Prizes
Bulletin notices

Special Event Hospitality	Other items supplied by ACBL
Sign Bulletin notice Caddy Caddy booklet - 6 months Caddy name tags	Tournament specifications Playing room layouts Hospitality function rooms List and dates of ACBL activities and meetings during NABC Finance Payment request form (see example)

♣♦♥♠ FINANCE CHAIRMAN ♣♦♥♠

WHEN APPOINTED: 18 - 24 months in advance

BY: Tournament Chairman, planning committee

♣♦♥♠ PROFILE ♣♦♥♠

1. Knowledge of accounting principles and procedures.
2. Knowledge of and access to some type of accounting or bookkeeping software.
3. Detail oriented.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Maintain awareness of all funds available for expenditures, including funds provided by ACBL and funds available from the local organization.
2. Set up checking account and banking procedures.
3. Keep financial records.
4. Prepare overall budget.
5. Oversee fund-raising activities.
6. Make funds available for petty cash, payments on delivery and reimbursements before and during NABC.
7. Attend planning meetings.

♠♥♦♥ CHAPTER TWO ♠♥♦♣

FINANCE

The finance chair will be responsible for the continuing financial management, including budgets and reports, of all NABC funds. This will include financial management of the following:

1. Funds provided by ACBL to support the NABC –
   The funds provided by headquarters are adequate to provide those activities and services required by the ACBL for the players who attend an NABC.

2. Local contributions –
   If the unit or district chooses to augment those funds to provide additional activities or services, they are welcome to do so. Some units may already have funds to contribute or they may choose to raise funds. Some units or districts routinely include surcharges on sectional or regional entry fees. You may want to consider soliciting unit, district or conference commitments as per past practice.

3. Sponsorship monies –
   You may also work with a sponsorship committee to raise funds to augment those provided by ACBL. If sponsorship monies are raised, you will also be responsible to insure these funds are spent and accounted for as per the sponsorship agreements.

The complete NABC Financial Plan, effective January 2006, is contained in Appendix 2E.

♠♥♦♣ FINANCIAL STRUCTURE ♠♥♦♣

The local organization should plan procedures for expenditures. Decisions must be made regarding authority to approve vouchers and write checks, the number of persons with signature authority, bonding of these persons, appointment of an auditor, etc. When the tournament chair is appointed, the local organization will need to appropriate a small fund to cover early planning expenses, to be spent at the discretion of the chair.

♠♥♦♣ FINANCE CHAIR ♠♥♦♣

The finance chair must be aware of all funds available for expenditures, including funds provided by headquarters and funds available from other sources. The finance chair must keep records of all expenses (including copies of all bills that have been sent to headquarters).

Selection of Finance Chairman:

This position should be filled at least 18-24 months in advance. Fund-raising activities may precede the selection of the chairman. A fund-raising chairman may or may not continue as the finance chairman. The chairman must be able to work well with the tournament chairman and must be detail-oriented.

General Information:

The board of directors of the local organization has ultimate authority to approve the budget of funds provided by the district or unit. The tournament chair and finance chair may have to convince the board that it cannot expect to approve each detailed expenditure. About one year before the tournament, the finance chair should present his suggested financial procedures to the board.

Approximately one year prior to the NABC, the ACBL meeting planner will provide a guaranteed table count, and the amount per table to use for your budget from ACBL funds. When your budget is complete, it should be submitted to headquarters for review. See the appendix for the complete NABC Financial Plan.

Note that some expenditures will be made before the completion of the detailed budget. These will include early publicity expenses, entertainment deposits, early administrative expenses, perhaps the cost of registration gifts and an amount for contingencies. The local board may wish to establish a ceiling in the interim so that it may review any major contingent expenses, perhaps in excess of $2,000.

At most NABCs, the finance committee is a job for one person. In this case, the tournament chair may serve as a nominal treasurer for the purpose of approving expenditures and receiving bank statements.

The finance chair and one other signatory should be appointed about one year before the tournament. He may be the unit or districts elected treasurer or other person appointed by the tournament chairman. ACBL suggests that along with the tournament chair, the appointment of the finance chair be approved/accepted by the local organization's board of directors.

Duties:

The finance chair will set up a checking account for the NABC designated the "(year/season) NABC" account, issue checks, keep books and prepare final reports. If a large sum of money is being raised in advance, it should be put in an interest-bearing account. You might consider a money market fund where you are allowed to write a few checks per month. Transfers to checking are made as required. Just prior to the NABC, all funds should be put in a regular checking account.

There must be a method to avoid giving one person access to the entire fund. We strongly recommend a two-signature requirement for all money market and/or savings accounts. Typically, the finance chair and tournament chair are the signatures on the account. All expenditures and transfers of funds should be approved by the finance chair. He should also receive all monthly statements directly from the bank and examine them before turning them over to the tournament chair to review.

Requesting Expense Advances:

All requests for advances or reimbursement from ACBL should be sent to the ACBL meeting planner. E-mail communication is appropriate for these requests.

If you are asking for an initial advance, list the amount of the advance and the contact and address to which the check should be mailed. The check should be sent to someone other than the individual requesting the advance. Once the mailing address is established for advances and reimbursements, we request that all checks be sent to the same address.

Before requesting any other advances, documentation of expenditure of any previous advances must be sent to the ACBL meeting planner. The one exception to this is if you order registration gifts requiring deposit or payment, ACBL can send a check to the supplier with separate documentation.

♠♥♦♣ BUDGETARY PROCEDURE ♠♥♦♣

As soon as the finance chair has been appointed, he should review and refine early budget plans. If additional fund raising is planned, it may be initiated through this committee or through a separate committee. Periodic pre-tournament financial updates should be prepared, as follows:

Preliminary Budget:

Work with the tournament chairman to list the services that each committee is expected to provide. As committee chairmen are appointed, provide each with a list of services for which they are responsible and instruct them to prepare preliminary cost estimates. Most committee chairmen are better prepared than the finance chairman to estimate detailed costs for their respective committees. The finance chairman must judge the ability of each chairman to produce the needed information and must provide the necessary guidance. Request detailed cost estimates eight months before the tournament.

Final Budget:

Between four and six months before the tournament, a final budget should be in place. The ACBL meeting planner should receive a copy of this budget, and committee chairs should have copies of their portion of the budget in as complete a form as possible. A five percent reserve for unknown costs and inaccurate estimates should be included. The local board should have an opportunity to approve the budget for any portion of funds raised through the district or unit. The board should grant the tournament chairman liberal authority to allocate the reserve and shift funds among committees as conditions warrant. At this time the board will have a concrete idea of what will happen at the NABC and should require additional review only if new plans are generated or unexpected expenses occur.

If major fund raising is contemplated, create a fund raising or sponsorship committee, under the jurisdiction of the local organization, charged with specific goals, responsibilities and deadlines. Some suggestions and ideas for accomplishing this goal follow. Use your imagination and creativity for more.

Early Fund Raising Methods:

1. Schedule and actively promote district NABC fund-raising weeks. These games carry sectional rating and are held in clubs on the same basis as membership games. All proceeds go to the district, which must pass them on to the NABC local organization. You are allowed to hold this week-long event once a year for the three years preceding your NABC. Regardless of the financial position of the local organization and whether other fund raising efforts will be planned, it is recommended this fund-raising week be held as an easy way to add a few dollars to the NABC fund.

2. Solicit contributions from the unit(s), district and/or conference.

3. Sectional surcharge.

4. Special events to benefit NABC fund.

5. March of dimes in local clubs - a ten-cent surcharge on each player's entry fee.

6. Raffles - win an expert for a local special game.

7. Secure interest-free loans from local people with substantial means. The original capital will be returned at time of the NABC. Local committee will keep interest earned.

8. Contribute X dollars or Y percent of profits each year from awarding of NABC to the date it is held.

Later Methods:

1. Sell advertising in the schedule/restaurant guide. Check with the ACBL meeting planner before you sell an abundance of ads since this does increase the cost of your program/guide and the number of pages you can sell will be limited. We recommend that you approach local clubs, players and others whose businesses may benefit from the activities associated with the NABC, i.e., theaters, tourist attractions, boutiques and shops. Many of your area's restaurants might be happy to advertise in your restaurant guide to increase the size of their listing.
2. Sell the naming of side games and regional events to:

    a. Neighboring units;
    b. Local businesses;
    c. Bridge players, in honor of or in memoriam.

Cost Recovery

Plan to defray some expenses by charging users some or all of the costs for:

1. Morning tours.
2. Transportation.
3. Social events - dinners, excursions.

♠♥♦♣ VOUCHER SYSTEM ♠♥♦♣

All bills incurred by the local organization must be approved by the tournament chairman or his designee. Vouchers should be designed and printed. These will be initiated by the various committee chairmen. The tournament chair will approve each voucher and send it on to the finance chairman for payment. To cover unexpected absences or illnesses, one or two additional persons should be approved to sign vouchers. (See sample voucher, Appendix 2A.)

There is a sample "NABC Payment Request Form" in Appendix 2B. Use this to develop your own or make copies for your committees. All bills and invoices must be accompanied by a completed payment request form before expense advances or reimbursement payment will be made by headquarters.

Signature Authority:

As a check and balance, no check should be issued by the person who has approved the voucher for that expense. Receipts should be required with all vouchers except when the nature of the expense requires a cash advance. In such case, the check should list the type of expense covered by the advance and the recipient should know that receipts and remaining cash will be required by a given date.

Contract Authority:

This should be vested in the tournament chairman and one additional person. Committee chairs may investigate and negotiate terms of a contract, but should not have the authority to sign it.

Coordinate Purchases:

Several committees may need to purchase liquor, rent buses or contract for printing. The finance chairman should combine these needs to realize economies of scale. This job may be delegated to the one committee chairman with the largest share of a given type of expense, but the finance chairman must make sure that the needs of all committees are included in the purchase plans. The finance chairman should be on the lookout for other possible combined purchases.

♠♥♦♣ ON-SITE DUTIES DURING THE TOURNAMENT ♠♥♦♣

The finance chairman should talk with the ACBL meeting planner to establish procedures for drawing advances if needed from the local organization's share of funds,

and for final settlement. Typically, the expense advances from ACBL cover early incidental expenses, deposits and registration gifts. This should leave a majority of the funds allocated by ACBL available for payment of the hotel bill. Headquarters will pay the hotel bill directly and determine if there are additional funds available for reimbursement from ACBL or if ACBL should be reimbursed for expense over the allocation from locally-raised monies.

A petty cash fund should be set up for the NABC. The tournament chairman, finance chairman or designee should be authorized to make expenditures. The finance chair should get a safe deposit box at the hotel. This is particularly important if you will be selling tickets or collecting money that can not be deposited immediately.

Make sure committees handling money or negotiables (e.g. food and drink tickets) get sufficient change for their needs, handle cash responsibly, document receipts or expenditures and promptly return the cash to the safe deposit box or other secure location. Persons carrying significant sums of cash should be accompanied by one other person when moving in public areas. Cash should not be taken to hotel guest rooms for counting.

Be sure that committee chairs know how to reach you if they require reimbursement or need to request a check during the NABC. Committee chairs are responsible for initiating the voucher/payment process, but the finance chair must facilitate its completion.

♠♥♦♣ INSURANCE AND REPORTS ♠♥♦♣

Liability Insurance:

The ACBL has liability coverage which will cover activities during the tournament. Many local organizations have a liability insurance policy in effect covering their activities, including tournaments. The finance chairman should check with the local organization's insurance agent and the ACBL, as necessary, for advice on adequacy of coverage. It may be necessary to temporarily raise limits of coverage, or add a rider to cover a particular exposure.

Bonding:

The persons with authority to sign vouchers and checks should be listed on the local organization's fidelity bond. Most local organizations have such a bond covering their treasurer, and the additional names may be added for a nominal cost. Check with an insurance broker for advice.

ACBL provides loss coverage to district and unit treasurers.

Final Report:

At the conclusion of the NABC, a complete financial report of all expenditures must be submitted to headquarters and the local organization. Work with the treasurer in the production of final reports of revenues and expenditures. (See sample forms in Appendix 2C and 2D.) It may take three to six months to get all vouchers submitted and all reports finalized.

Attendance Above Estimate:

About a year prior to your NABC, the ACBL meeting planner will give you an estimate upon which to base your budget. Anything above those estimates will be paid in accordance with the financial plan, so there should be no shortfall in funding. If additional goods and services are provided by the local organization, expenditures should be identified in advance. Do not be fooled by large crowds early in the tournament. Most NABCs are larger the first weekend than the second. The tournament chairman will be advised of the table count during daily staff meetings at the NABC and will be able to determine how much the actual table count has varied from pre-tournament day-by-day estimates.

Attendance Below Estimate:

Remember that ACBL will guarantee a minimum amount of funding based on estimated table count, so attendance below estimate should not mean a great loss of expected funds. It may, however, affect any events planned on a cost-recovery basis (i.e., morning tours), so you will want to keep a close watch on those activities and make guarantee reductions as needed. Identify in advance a number of expenses that can be cut or eliminated during the run of the tournament in the event of a small turnout. If the NABC is potentially the victim of weather, even greater possible cuts should be identified. Hotels do not expect guarantees much earlier than 48 hours in advance, so your guarantees can be reduced fairly easily.

Appendix 2A

(YEAR, SEASON) NORTH AMERICAN CHAMPIONSHIPS EXPENSE VOUCHER

To: FINANCE CHAIR, (Year, Season) North American Bridge Championships

This is your authorization to pay the following expense(s) which have been incurred on behalf of the (year, season) North American Bridge Championships. Monies to cover this expenditure have been appropriated to the _____ Committee, under the following budget category: _____.

PAYEE:_____.

ITEM	DATE	AMOUNT
_____	_____	$_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
TOTAL:		$_____

NOTE: Receipts for all listed items must be attached in order to obtain approval for disbursement.

Signature of
Committee Chair _____

.....

APPROVAL:
Voucher number _____

Approved
Budget index #_____ by _____

.....

TO BE COMPLETED BY THE FINANCE CHAIR:

Check #_____ Issue Date_____ Amount $_____

Other notes: _____

Appendix 2B
SAMPLE

LOCAL ORGANIZATION NABC FINANCIAL REPORT

Use this as one idea for setting up a financial report. If you are familiar with Excel or other accounting software, the report should be simple to format.

INCOME

ACBL Funds		TOTAL
____ tables @ $___ per table		
Pre-tournament	$1,000	
Other Revenue		TOTAL
Sponsorships		
Ad Sales		
Surcharge Revenue District Unit		
Event Names		
Other		
TOTAL INCOME		TOTAL
EXPENSES		
Administrative		
Registration		
Player Hospitality Catering Entertainment Table Gifts		
I/N Program		
Caddies		
Tours		
Printing/publicity		
Other categories as needed		

Appendix 2C

LIST DAILY PLAYER HOSPITALITY ACTIVITY AND COST

Use this example as a way to plan and budget player catering and entertainment. This is set up as a Word table and could be set up just as easily in Excel.

Day	Entertainment EXAMPLE	Cost	Catering EXAMPLE	Cost per item	Total Catering
1	Country and Western Band	$500	BBQ Sandwiches Bags of chips Beer	1500 @ $4.50++ 1500 @ $1.00++ 4 @ $350++ keg	
2					
3					
4					
5					
6					
7					
8					
9					
10					

Appendix 2D
NABC FINANCIAL PLAN
effective January 1, 2006

Allocations to the local organization in support of an NABC will be divided into the following three categories:

1. Services and materials directly funded and provided by ACBL.

2. Funds provided to the local organization based upon table count and the cost of doing business in the host city.

3. A number of sleeping rooms provided for the local host organization, including a share of suites and discounted rooms.

Services and Materials provided by ACBL

1. Printing, as approved by ACBL - to include the souvenir program, restaurant guide, flyers and other promotional materials.

2. Intermediate/Novice Program - ACBL will arrange for and compensate all novice program speakers. ACBL will provide promotional material to clubs and to players with less than 100 masterpoints within the area of dominant influence of the tournament.

3. Supplies - ACBL will provide registration bags, registration cards, partnership cards, etc. ACBL will provide phones as necessary for local service desks.

4. Vu-Graph - ACBL will produce and fund the vu-graph program for the major team event finals.

5. ACBL will provide section top awards.

6. ACBL will host a dinner prior to the tournament for key local volunteers.

Funds provided to the Local Organization

NABC funds are provided for the implementation of the activities and services described on the following pages.

Higher Cost City	Average Cost City	Lower Cost City
$10.50 per table	$9 per table	$8.50 per table

A list of cities is attached.

These amounts will be based on a preliminary estimate prior to the tournament though no guaranteed number will be given until one year out. This number may go up based on increased estimates and actual table counts. The number **will not** go down. Management will ensure adequate funds are provided to meet minimum hospitality requirements for sites with estimates of less than 10,000 tables.

The following requirements must be met to receive funds from ACBL in support of an NABC:

1. Intermediate Newcomer Program

   The local organization must follow program guidelines as listed in the tournament chairman's manual.

2. Player Entertainment

   Provide a minimum of six player hospitality functions. Team event finals featured on vu-graph may be included as a hospitality function if food, beverage or other amenity is provided with the program. Plans should be discussed with the ACBL meeting planner before they are finalized.

3. Registration/Information

   Provide players with a registration gift. Registration gift costs should not exceed $5 each (including tax and shipping) to be taken out of funds provided by ACBL. Minimum value for registration gifts should be $3-4. Any expense for registration gifts over $5 (including tax and shipping) each will be the responsibility of the local organization. The selection of a gift should be discussed with ACBL's meeting planner to avoid duplication.

4. Volunteer Hospitality

   Some form of hospitality should be provided for volunteer workers. This may be in the form of a hospitality suite with snacks between sessions, small gifts, meal tickets, free plays, or free parking, or other methods of recognition and appreciation.

Sleeping Rooms for Volunteers

1. Rooms will be provided to key committee chairmen during the time their presence on site is necessary to the smooth running of the NABC. This usually includes the following committee chairmen:

   Partnership
   Registration
   Entertainment
   Information/Hospitality
   Intermediate Newcomer
   Section Tops/Awards

2. Up to four more rooms will be provided as needed for other committee chairmen. These may include:

   Volunteers
   Caddies
   Special Events (Tours)
   Transportation
   Tournament Co-Chair

3. The tournament chairman will be provided a one-bedroom suite. In short, ACBL will provide 10 guest rooms for volunteers, plus a one bedroom suite for the tournament chairman.

   ACBL will also provide space as needed for volunteer hospitality. This may be meeting space, the tournament chairman's suite or, if a complimentary suite parlor is provided by the hotel, a hospitality suite.

4. ACBL will provide a one-bedroom suite for the district director.

Other Funds provided by ACBL

Funds may be made available for pre-tournament entertainment activities. This is separate from NABC funds.

Please check with the ACBL meeting planner to determine what additional funds are available for pre-tournament hospitality.

NABC BUDGET TIMETABLE

No earlier than three years prior:

Upon notification of a bank account established for NABC funds, a $2,500 advance from your budget allocation will be made to cover any initial administrative expenses.

*No earlier than one year prior:

Upon receipt of an approved preliminary local expense budget, a 10% advance from your budget allocation will be made to the local NABC account or an advance for purchase of registration gifts can be made, whichever is greater. If the advance is for the purchase of registration gifts, this may be made as early as two years out. Supporting documents for the expenditure of these funds must be provided before any following payments are made.

No earlier than six months prior and upon receipt of expense documentation:

Up to 10% advance of the total budget will be made to the NABC account.

The tournament chair and the ACBL meeting planner will work together to determine the local organization's liability to the host hotel. ACBL will pay this sum directly to the host hotel and upon receipt of final expense documentation,any remaining balance of expenses to the local organization. If the amount due the hotel is more than ACBL's per table allocation, the ACBL meeting planner will submit a detail report of expenses advanced or paid out on behalf of the local organization and request reimbursement for the difference between the allocation and actual pay out.

Any additional or outstanding reimbursements to the local organization will be made when the final accounting (actual vs. budget) is received by the ACBL meeting planner. The local organization is requested to submit the final accounting (actual vs. budget) in a timely manner.

This information should be considered as a general guideline. Depending on individual circumstances or conditions, ACBL Management may amend or revise the financial data for a particular NABC.

APPENDIX 2E

GUIDELINES FOR NABC LOCAL ORGANIZATION BUDGETS

Following are guideline percentages for budgeting the funds allocated to the local organization in support of an NABC:

Entertainment/Hospitality	45 - 50%
Registration Gifts	15 - 20%
Novice Program	5 - 7%
Worker Appreciation	3 - 5%
Other	10 - 15%

"Other" category includes but is not necessarily limited to administrative expense, transportation costs, publicity and caddy expense.

APPENDIX 2F

HIGH COST CITIES	AVERAGE COST CITIES	LOW COST CITIES
Los Angeles, CA	Phoenix, AZ	Birmingham, AL
San Diego, CA	Tampa, FL	Mobile, AL
San Francisco, CA	Miami, FL	Orlando, FL
San Jose, CA	Louisville, KY	Indianapolis, IN
Denver, CO	New Orleans, LA	Kansas City, MO
Washington, DC	Baltimore, MD	Reno, NV
Atlanta, GA	Minneapolis, MN	Nashville, TN
Chicago, IL	St. Louis, MO	San Antonio, TX
Boston, MA	Charlotte, NC	
Las Vegas, NV	Albuquerque, NM	
Atlantic City, NJ	Cincinnati, OH	
	Philadelphia, PA	
	Dallas, TX	
	Houston, TX	
	Seattle, WA	

Montreal, Quebec Canada
Toronto, Ontario Canada
Vancouver, BC Canada

Cities are listed by category according to guidelines set by government (IRS) regulations. "High Cost" cities allow maximum per diem rates. "Average" and "Low" cost cities are less than maximum rates. The following list may not be all inclusive for NABC sites.

ACBL management may opt to change city category assignments based on actual costs of goods and services in the particular hotel or convention facility with which business is being conducted. Once the ACBL budget has been approved for the NABC, the category assignment will not change.

♣♦♥♠ VOLUNTEER COORDINATOR ♣♦♥♠

WHEN APPOINTED: 12 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Local player/volunteer who is actively playing or involved in bridge administration and has a large network of friends and acquaintances in the area.

2. Should be personable and friendly, willing to give up a session of bridge to encourage and support volunteers.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. May recruit and/or appoint other committee chairms.

2. Create and maintain a list of volunteers available to support the NABC and respond to committee chairs' requests for volunteers.

3. Assist other committee chairs in notifying volunteers of their assignments.

4. Communicate with committee chairs and daily volunteers regarding group meetings, parties or providing instructions.

5. Organize and oversee a program showing appreciation for volunteers.

♠♦♥♣ CHAPTER THREE ♠♦♥♣

VOLUNTEERS

Caring for the needs of volunteers is one of the most important tasks of the tournament chair and committee chairs. Throughout preplanning and the tournament, all members of the local organization should feel a sense of involvement and pride with recognition for their efforts.

♠♦♥♣ PERSONNEL ♠♦♥♣

Committee Chairs and Assistants:

These should be filled with volunteers who want the job and have proven ability, with time to devote to their assignment. Most committee chairs and other key positions will be staffed by those active in local bridge activities. Many NABC jobs have a regional tournament counterpart and may be claimed by those with that experience and expertise.

Workers:

Everyone who volunteers to help can be assigned a job of some kind. Some have only a few hours to give and others have a lot of time available to serve. They will want to work either before or during the tournament, or both. In addition to those who come forward and volunteer, it will be necessary to ask others to help. When asking for help, have a specific job or choice of jobs in mind.

A general call for volunteers can be made in local publications, on your district or unit website and with special notices distributed at local tournaments and in local clubs starting about one year in advance. Verbal announcements should be made at local bridge functions. As the tournament date approaches, these calls can be more specific: "Volunteers are still needed to help with _____, _____, and _____." These general calls probably won`t begin to fill the tournament's needs, but they are very useful in generating enthusiasm among potential volunteers for "their" tournament and accepting a position when asked.

If needed, do not be afraid to recruit people from outside the local organization. It is surprising how many people are delighted to help. Don't panic if there are empty worker slots just before the tournament starts. They can easily be recruited from among the attendees--local people who haven't been seen in years will come to the tournament and friends from out of town can be put to work. The most difficult positions to fill are those that must be staffed during the bridge session. One example is staffing the information desk full time. Quite often, spouses of players who attend an NABC but play little or no bridge themselves are very happy to help out.

Try to make certain that all volunteers are used for something. In the event that someone cannot be used, he should be contacted and thanked for his willingness to participate.

Local Players:

It is very important that all members of the local organization who do not have specific jobs are told that they are general hosts and hostesses. That is, they put on friendly faces and make visitors feel welcome, answer questions and give helpful local information. The importance of this cannot be overemphasized. A large number of friendly people can give the city a wonderful reputation and may have a felicitous effect on local events. You may want to make use of "Ask me!" stickers or buttons to identify local players.

Volunteer Coordinator:

In general, the tournament chair will recruit and appoint committee chairs and other key positions. One of these will be that of volunteer coordinator to primarily help with the recruitment and coordination of all the workers. Duties include but are not limited to the following tasks.

1. Prepare a list of the names, addresses, phone numbers and titles of all committee chairs and other key personnel. Give a copy to each person on the list as well as to the ACBL.

2. Create a form (see Appendix 3A for sample) asking for names, addresses and business, home and cell phone numbers, e-mail addresses, committee preference (registration, partnership, etc.), and days and times available.

3. Maintain a list of volunteer workers. The best way is to have a file card for each worker complete with all contact information and type of job preferred and day(s) and time(s) available.

4. Maintain a list by committee of jobs to be filled.

5. Distribute volunteer responses to various committee chairs. Instruct the chairs to make contact with the volunteers to complete their individual staffs. An alternate method is for the volunteer coordinator to arrange the staffing of all desks.

6. Work with committee chairs to notify volunteers of their assignments. This should be completed about two weeks prior to the tournament. See Appendix 3B for sample.

7. Obtain and distribute name tags for all volunteers. ACBL can provide plastic engraved name tags with name and title for committee chairs. The tournament chair will submit the names to the ACBL meeting planner. ACBL will furnish blank name tags to be filled out and given to all other workers (anyone who does not have an ACBL badge with name and title) to wear throughout the tournament. Blank tags must be available at the site in a central location (probably the information desk) to make out for any additional people pressed into service.

8. Distribute any and all information from the tournament chair to workers. This would include invitations to workers' parties, orientation meetings, local instructions or anything else appropriate.

9. You may offer to arrange to purchase entries for workers. Many will have their partners buy the entry, but several workers may be playing with other morning workers and be unable to do so. It saves time and worry to know their entries will be purchased soon after they go on sale. Volunteers are much happier about staying until a few minutes before game time if they have their entries in hand and know where their sections are located. All the lobby functions can continue to operate until game time.

10. Some host organizations find it more effective to have the individual committee chairpersons recruit committee members/helpers. In that case, it is still important to have one person be a central source of recruiting and recording volunteer support.

♠♥♦♣ DIRECTION AND ENCOURAGEMENT ♠♥♦♣

Goals, guidelines and requirements should be discussed with committee chairs and other key positions immediately after selection. Once understood and accepted, let them do their job. Be there for help and offer suggestions, but as long as goals are met, "their way" is best. For all volunteers (chairs and workers) the tournament chair sets the example and your support and organizational skills are important. It is relatively easy to get people to help you if they see you working hard.

♠♥♦♣ HOTEL ROOMS ♠♥♦♣

People whose jobs require them to be at the site early and/or late should be furnished rooms. ACBL will provide accommodations for the tournament chairman and up to 10 other rooms. This is not really a perk or reward, but a necessity to ensure that adequate services will be provided. The following committee chairs are typically housed during the NABC.

1. Partnership
2. Registration
3. Entertainment
4. Intermediate/Newcomer
5. Hospitality/information
6. Prize

Based on the level of involvement, the following could be housed during the NABC.

1. Volunteer Coordinator
2. Transportation
3. Caddy
4. Special Events
5. Tournament co-chairman or assistant

Any additional rooms which the local organization feels is necessary should be budgeted from funds raised locally.

While being a volunteer means donation of time and services, some type of recognition commensurate with efforts put forth should be given.

Free Plays:

ACBL does not provide free plays to tournament workers, but we do recommend that part of the funds provided by ACBL be used for worker appreciation. If you decide to offer volunteers free plays, ACBL staff can print scrip in the denomination you specify that will only be good at the NABC. The amount actually redeemed during the NABC will be deducted from the total of funds allocated by ACBL. Decide very early and consistent with your budget what positions/committees should receive and how many free plays are to be distributed. Those who deserve free plays are also likely to have less time to play.

Hospitality:

This can be an attractive and appreciated alternative to free plays. The extent of use by the workers will vary and be dependent on the physical setup and what services are provided for them. This can be either the tournament chair's suite, or when available, a separate suite can be designated as a workers hospitality suite.

If planned use is minimal or if individual committee chairs do most of their own recruiting, the maintenance of the suite could be one of the volunteer coordinator's duties. With anything more elaborate a separate chair or co-chairs should be appointed. Services provided could include any or all of the following:

1. **Morning:** Coffee, juice and Danish or other breakfast type items furnished primarily for workers who need to be on the job prior to the afternoon session.

2. **Between sessions:** Light meals could be served, especially to those working that day. It is much easier to recruit volunteers to work between sessions if they know they will still be able to get something to eat, and it provides a place for workers not staying on site to relax. This use of the workers suite has proven to be one of the most popular and appreciated services provided to volunteers.

3. **After the evening session:** This can be a party which includes drinks and snacks and a place where all workers can come, unwind and be sociable. Be sure to account for a popular entertainment program or one that requires the presence of many of your workers. Fewer people will go to the workers' suite.

Rules and guidelines for using the workers' hospitality suite/room should be established well in advance of the NABC and disseminated to everyone, probably via a letter or e-mail from the tournament chair to all workers. The main factors in deciding how liberal or restrictive access to the suite should be are the size of the suite and the number of workers who might be expected to take advantage of it. Spouses or guests should be included for any times after the evening session. The rules should specify who is entitled to use the suite, when they are entitled to use it and hours of operation. One suggested rule is that the workers' suite be a "help yourself" type of operation with each worker who uses the suite responsible for his or her own cleanup. Signs listing the rules for using the

suite should be posted in it.

Some groups have invited committee chairs for any day of the tournament and only invited daily workers to participate on the particular days that they work. They also rotate invitations to local board members or others that may not be working on a particular day. This requires a bit of organization in advance, but as long as your workers and others understand the system, there should be fewer misunderstandings.

Workers Parties:

The local organization may sponsor a party, dinner or other activity to celebrate the end of the tournament and say thank you to the workers. All workers should be invited. When the tournament is over it would be a good idea to have a little something for the workers, particularly if there are out-of-town workers. This works best if it is either held in the hotel or nearby. Other possibilities are endless, but it is suggested that it be held within the month following the tournament so as to be timely.

Thank You Letters:

It is appropriate to send a thank you letter to all volunteers within two weeks after the tournament. See sample form in Appendix 3C.

Appendix 3A

SAMPLE VOLUNTEER WORKER FORM

_____ NABC _____
Season, Year City State

_____
Date

NAME: _____
Last First

ADDRESS: _____
Street City State Zip

E-MAIL ADDRESS: _____

PHONE: _____ Home _____ Work

_____ Cell

COMMITTEE PREFERENCE: _____

Available Dates: 8 9 10 11 12 13 14 15 16 17

Morning: _____

Afternoon: _____

Evening: _____

Appendix 3B

SAMPLE VOLUNTEER ASSIGNMENT FORM

Volunteer: _____

Assignment: _____

Location: _____

Dates: _____

Times: _____

Committee Chair: _____

Chair Contact Info: _____

Please report to your work area at least 10 minutes prior to scheduled work time.

If any of the above needs to be changed please contact the undersigned:

_____ Home Phone: _____
Volunteer Chairman

Phone during NABC: _____

If unable to reach Volunteer Chairman, contact:

_____ Home Phone or Cell Phone

_____
Tournament Chair

Phone during NABC: _____

Appendix 3C

SAMPLE VOLUNTEER THANK YOU LETTER

Name
Address

Dear

Our recent NABC in _____ had a total attendance of _____ tables. Your time and effort were a major factor in making our NABC a huge success.

The entire local organization and ACBL wish to take this opportunity to thank you for all your hard work.

Kindest personal regards,

_____
Volunteer Coordinator

_____
Tournament Chair

♣♦♥♠ ENTERTAINMENT ♣♦♥♠

WHEN APPOINTED: 12 - 18 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Organizational ability.
2. Ability to negotiate.
3. Familiarity with entertainment possibilities available in the area.
4. Creativity is a plus.
5. A local volunteer would be preferred over one from another city.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Prepare entertainment budget for approval.
2. Plan up to eight days of player entertainment and hospitality functions.
3. Select menus for entertainment activities.
4. Attend planning meetings

♠♥♦♣ **CHAPTER FOUR** ♠♥♦♣

ENTERTAINMENT

The entertainment committee should organize all player entertainment. It will have the largest budget and the most flexibility of any committee. The actual entertainment planned may be different from any previous NABC. The "right" entertainment can bring players to your tournament, and keep them there even if they are not winning at the table. The good times they have will be the basis of their favorable memories of the tournament. In addition, a package of great hospitality will build good will that will pay dividends at future regionals and sectionals in the area.

No activity will appeal to all. The goal is to make sure that everyone finds something of special interest. Thus, it is important to plan a great variety of activities and to schedule some in the morning or between sessions with most activities after the evening session.

♠♥♦♣ ENTERTAINMENT ACTIVITIES ♠♥♦♣

The overall scope of activities will be determined by the tournament chair and the planning committee within the range of available funds. The chairman and responsible committee members *must be present during all activities* conducted by the committee. An individual may have particular responsibilities depending upon the activity, but in all cases, their presence is needed to handle the unexpected and ensure that players have a good time.

Prepare and submit a budget to the tournament chair for each function by date and time to include an estimated number of participants at the various functions. ACBL's meeting planner will provide sample entertainment budgets/schedules from other NABCs upon request. All contractual commitments must be approved by the tournament chair. In the case of a hotel or convention center program, headquarters must be consulted before a contract is signed. See Chapter One regarding contracts and hotel arrangements.

Plan six to nine days of player hospitality functions. Following are ideas/examples:

a. snacks served after evening session - hot dogs, pizza, ice cream, nachos, etc.
b. bingo
c. breakfast, especially before morning games
d. panel show
e. game show
f. dance
g. gift to all players at a given session; i.e., fruit, candy, bagged snacks, key chain, decks of cards, etc.
h. subsidized coffee, soda, orange juice, etc.
i. transportation to special restaurant or event
j. subsidized dinner
k. snacks for vugraph participants and audience

A daily activity at the tournament site during the mid- to late-morning hours is not a requirement, but such events can add variety and interest to the overall program, often at relatively little cost and effort. This program works best when the tournament is centered at one hotel or two immediately adjacent hotels. The hotel guests are almost exclusively bridge players. Since morning knockouts and early start times for senior and some other games have become popular, there is less need for early activities.

If you do want to schedule something in the morning, do not plan for more than one or two morning activities. Be sure to coordinate with the bridge schedule and choose a morning when the fewest number of players are involved in morning games or meetings. The best mornings are probably mid-week. By their very nature, these events appeal to only a small group. Do not try to please everybody.

Events held in the hotel, such as a cooking class or fashion show, may be free to the participants. Activities including a meal or off-site transportation will require advance reservations and fees.

Coffee service is almost a requirement for any such morning activity. Additional refreshments such as breakfast pastries are welcome. Do not worry that special refreshments will draw many extra people. They are simply a way to make the event more enjoyable for those attracted by the activity itself.

Morning Event Suggestions:

1. **Fashion Show:** This is often easy to arrange with a local department store. They will have two or three professional models and could rely on local bridge players for the rest of the modeling. This service may be offered on a complimentary basis if the store is allowed to solicit new credit accounts with their store.

2. **Demonstrations:** Unusual subjects involving hands-on demonstrations often provide the necessary motivation to get people out of bed to attend them. Specific programs that have worked well include makeup consultations, hair styling and cooking demonstrations (feature an ethnic cuisine). Be alert to use local artisans who can exhibit crafts not generally available nationwide.

3. **Talks:** Events such as investment seminars or other subjects not involving product demonstration are not recommended. It is difficult to give these topics the special flair needed to be appealing at such an early hour.

♠♥♦♣ BETWEEN SESSION EVENTS ♠♥♦♣

Although primary entertainment usually occurs after the evening session, some NABCs have held successful major events between sessions.

Successful past events have included a themed buffet at the headquarters hotel or at the convention center. Other events have been providing transportation to a local, appealing restaurant for a dutch treat meal. Many NABCs have featured some musical or other entertainment for the 30 minutes just prior to the beginning of the evening session.

♠♥♦♣ EVENING EVENTS ♠♥♦♣

This is the local activity that will probably make the biggest impression on the players at the NABC, both local and out-of-town. It will consume significant amounts of time, in early planning and in execution. It will cost a great deal more than any other activity, usually 40% to 50% of the entire NABC budget.

Some activity should be planned for most evenings except the final Sunday. If Thanksgiving falls during the NABC, that evening may be excepted also. Vugraph or panel shows may count as the evening's entertainment, or they may be scheduled in addition to a dance or other event

Consider the focus of the evening entertainment. Some NABC hosts choose to be remembered for one big bash, which gets a large amount of attention, even though other entertainments occur. Special lobster feasts, St. Patrick's Day bashes, professional entertainers and similar programs have worked well. Alternatively, you may wish a more comprehensive program, aiming for a variety of entertainments of roughly equal emphasis.

The favorite post-session activity of the majority of bridge players is to eat and drink while discussing the endless ups and downs of the session. Many entertainment chairs have chosen to focus on a variety of food and beverage offerings with limited or background entertainment and music.

If possible, ACBL will assign entertainment space in the hotel that is not used for card play. Such space, if available, has the advantage of allowing setup during the final rounds of the evening session, and gives the players immediate entertainment. If such space is not available, ACBL will assign space that will allow for the easiest and quickest conversion from playing space to entertainment space. Often the playing area used for 10:00 and 3:00 sessions will be available in the evening for set-up. ACBL staff will assist with removing stanchions, boards, bid boxes and other equipment. It is strongly recommended that you plan to use card tables for seating if you have little or no time to set up for the hospitality function.

Promotion and Signage:

ACBL will provide signs giving information about service desks and playing areas, but this committee will be responsible for creating directional and informational signs promoting entertainment activities. These may be professionally created or you may have a talented committee member that can create eye-catching signs. Primarily, you will want to promote the current evening's entertainment, but you may wish to post a schedule of upcoming entertainment, particularly if you do not plan entertainment every evening.

All events will also be promoted in the Daily Bulletin. You may choose to provide this information through your publicity chair or directly to the ACBL meeting planner and Bulletin staff.

Evening Event Suggestions:

1. **Dances:** Dances can be scheduled every night or just once or twice. The music may come from live bands or from a disc jockey. More important than whether the music is live or canned is the type of music played. It is important to have music that is pleasant for both dancing and listening. Dances are an activity that may be very popular or be a flop. If dances are not well-attended at your local regionals, they will likely not do well for the NABC.

   Selection of bands or disc jockeys should be made months in advance. Many bands book events annually, so less than 12 months lead time could significantly reduce your choices. All bands must be auditioned carefully, preferably by two or more people. Personal knowledge, recommendations from friends and talent agencies are possible sources of bands to audition. Look for versatility. Groups that play current music plus some oldie numbers are best to please all ages. Bands tend to break up a lot, therefore, look for a band that seems stable and is likely to remain intact up to the time of the NABC. Make sure the person signing the contract is reputable. Determine the electrical needs of the band. Most bands have their own sound equipment, eliminating the need to rent equipment from the hotel. Disc jockeys should be auditioned, too. The personality of the DJ is very important.

2. **Hired entertainers:** This category includes comedians, singers, magicians, hypnotists, etc. These may be individuals, duos or more, and may appear alone or as one of several acts. Care must be taken to create the proper atmosphere in the audience. While either auditorium or cabaret seating can work well, a separate area must be available for socializing. Nothing is more frustrating to both the performers and the players who want to listen than to be unable to hear above the din of "you-holds". While this can be a late night activity, individual entertainers, like strolling magicians, a guitar player or even a barbershop quartet can be a lot of fun during the hour or so prior to the afternoon or evening sessions.

4. **Special performance in a hotel night club:** If the site offers a superior night club show on site, consider engaging a midnight performance of the show, if available. If the cost is low enough that the show can be offered free to the players, then any reasonable production will be well received. The hotel may be willing to provide the show to the local organization at reasonable cost, in anticipation of the cash bar profits. If seating capacity is limited, the local organization may wish to sell tickets at a nominal cost. This cost is not designed to defray the expense but merely to ration the scarce supply. The local organization probably cannot afford to give away a show starring a "name" entertainer, but for a higher caliber of show, enough players will pay admission and the show will sell out.

5. **Panel shows:** These are done less frequently than in the past, but still have some appeal to players. There are three general types of shows:

   a. Educational panel shows. This is a primarily instructive program, usually going over the hands in the previous session. Such shows may be scheduled by the local committee at whatever fees can be negotiated between the host and the panelists. Check with the ACBL meeting planner to determine appropriate fees.

b. Game show panels. Often modeled on television quiz shows, game shows have been very successful events. The choice is limited only by your creativity. Shows that involve audience participation are a plus. It is critical to have an uninhibited, outgoing master of ceremonies. Shows that have worked well in the past include adaptations of Hollywood Squares, Trivial Pursuit, Jeopardy, Family Feud and The Newlywed Game. Remember that the audience must be able to see, hear and follow along, even though they may be in the midst of other conversations. Try out your idea at a local sectional first, keeping in mind that the NABC audience will be considerably larger.

c. Bridge match panels. Challenge matches may be scheduled between teams of experts, between husbands and wives, etc.

6. **Theatrical productions:** The host committee may stage a live theatrical production as an evening's entertainment. This is a very ambitious project, and is not recommended unless you have highly interested skilled actors/musicians that can dedicate time to producing a worthwhile show. The key to the success of such a show is the script and the abilities of the featured performers. Whether the show is an adaptation of an existing play, or is written from scratch, it must be clever and fast-paced. The producer should have previous professional or high-quality amateur theater experience. The project draws many hours of volunteer time for writing, planning and rehearsing. The local organization must make sure that it can afford to expend this much volunteer time on this project.

Such shows may run on any evening. They typically are performed on the first Saturday night and repeated on the second Friday or Saturday. The cost of a show is usually not too high, since so much of the labor is volunteer, and the costuming and settings can often be donated or constructed cheaply. Production could require using the hotels audio visual staff, both for the performance and a rehearsal or two, which may require payment of rental and labor charges.

A show requires a lot of advance planning. The script must be completed well in advance. Production--including casting, staging, costuming and a myriad of other details--will fill the producer's time until rehearsals begin. The length of rehearsals will depend on the difficulty of scheduling and the size of the production.

A variety show is a less ambitious alternative theatrical production. It is not dependent on a clever, comprehensive and unified story line. On the other hand, the quality of the performers is much more important in this format. One can pull off a clever play with amateurish acting; a series of disconnected bad acts is a sure loser. The producer must have the authority to help rework marginal acts and select only those of highest quality.

7. **Bingo:** This is relatively inexpensive entertainment and appeals to a different group of players than other more standard entertainment. Prizes must be provided to the winners. This may include cash, Bridge Bucks or donated prizes. Committee members could seek donated prizes or this can be funded by selling the bingo cards to the participants.

8. **Vugraph**: With the advent of advanced, improved equipment, vugraph shows are a major attraction at all NABCs. Headquarters will provide all the equipment and manpower to set up and operate it. Depending upon space limitations, the finals of major team events will be on vugraph. The final show is provided with no cost deducted from ACBL's allocation. If you would like to offer additional shows as part of your entertainment program, check with the ACBL meeting planner to determine costs.

♠♥♦♣ FOOD AND BEVERAGES DURING ENTERTAINMENT ♠♥♦♣

This is where the majority of your entertainment budget will be spent. Food for all functions planned in the public areas of hotels or convention centers must be purchased from their banquet or catering departments. Don't expect costs to be similar to a retail food store. Prices are generally much higher and local sales tax and a gratuity of 15-20% will be added. Work with the ACBL meeting planner and your tournament chair to negotiate a reduction in published prices.

This committee has considerable latitude in its choices of how the food dollars are to be spent. The committee may want to serve fairly fancy food for just a few nights or less lavish fare for more nights. In either case, be sure to order enough food to feed at least 80% of the players in the evening session. Nothing will create ill will faster than running out of food or drink while there is still a line of people waiting to be served. If necessary, you can ration food and beverage items to one per customer by using tickets.

Selection of Food:

As much as a year in advance, get a banquet menu from the hotel to assist in planning what to serve. Approximately two months before the NABC, the entertainment chairman and tournament chairman will meet with the catering manager to go over these menus and select the items to be served. Try to select food that can be easily increased or decreased in quantity to satisfy the crowd that actually shows up. It is especially important to have order flexibility on the first Friday and Saturday when attendance is toughest to predict. The ACBL meeting planner is your best resource to help determine menus and order quantities.

One method you can use is to give your catering contact a list of the entertainment guidelines, the number of participants expected on each night and your total food budget. With their experience, they can often recommend menus and serving methods to make the most of your budget.

Quantities to Order:

Ordering the proper amount of food is a tough task compounded by many variables that are difficult to quantify. The most important variable is the number of people playing in the session the food is to follow. In addition, the following other questions should be considered:

Is the food service the prime entertainment, or is it secondary to some other event?

Is the food service in or immediately adjacent to the major playing area? If not, how far will the players have to go?

Can the food service be ready immediately after last card, or is there a set-up time required?

Is the food location constant from night to night?

Despite the fact that each NABC will have a unique set of answers to these questions, there are some basic guidelines for ordering the correct quantity. If food is to be served in or adjacent to the playing room, order enough to feed 80% of the people playing that evening. If the serving location is removed from the playing area and if other entertainments are available elsewhere, these numbers should be reduced accordingly.

Beverages:

Non-alcoholic and alcoholic beverages may be served with, or instead of, any food items. The cost of an open bar is prohibitive, so if drinks are to be given away, you will probably want to limit it to beer and soft drinks or wine, beer and soft drinks.

Several factors enter into the decision to have a cash bar. If food is being served, and if no beverages are to be given away, then a cash bar is a necessity. A cash bar will not do when any alcoholic beverage is being given away in the same area. Most hotel cash bars require a minimum level of sales and charge bartender fees.

If you choose to provide complimentary or reduced-price beer, order a number of beer kegs from the hotel with two or three in reserve, on ice, to be purchased and used if needed. Make sure the chairman or a designee is present to order the reserve kegs if needed. Do not order any keg less than thirty minutes before the time the hotel must remove it from the public area to comply with local liquor laws.

Serving:

After the menu has been selected and quantities ordered, go over in detail how and when you want the food served. Be sure to meet the person who will actually be on duty during these events. This will help guarantee smooth execution of all details. A few weeks before the NABC starts, you should receive a copy of the banquet event order for your review and approval. Go over this with the ACBL meeting planner for advice and assistance.

The goal in serving is to allow the players to get their share quickly and comfortably and to try for some control of those who try to make this offering their main meal of the day. In order to accomplish this, three issues must be addressed:

1. Careful selection of serving locations;
2. Preparing the hotel staff regarding the serving process:
3. Appropriate supervision by the committee.

Serving locations should have direct access to the hotel kitchens if at all possible. This is critical for easy replenishment of food and paper goods. Avoid a setup where trays of food must be carried across the entertainment area. The tables should be placed in a location conducive to forming a line, and players should have access to only one side or both sides if the hotel has set up a service station in the center of tables. Round tables deter line formation and provide no place for a server or supervisor to help keep things moving. Multiple identical food stations are suggested for large crowds, but make sure that each station is adequately supervised. Five to seven minutes is the maximum time that a player should have to wait in line. It will help the hotel staff understand the service level that is expected if you communicate that the primary idea is to serve the food efficiently with less of a concern about aesthetics and presentation. Small paper plates are recommended over china or napkin-only service.

Service Supervision:

We strongly recommend that hotel staff serve portions of food to ensure appropriate serving sizes. You may find that some savings can be realized if hotel servers are not used, and the hotel may have no objection to volunteers serving some types of food, such as ice cream bars or pre-wrapped dessert items. Even if the hotel is handling all the food service, the committee must have at least one person in the area to handle the unexpected. Many of the problems in food service can be eliminated if the food can be ready to serve when the last round breaks. This prevents mob scenes in the service area. Once a disorderly crowd is permitted to gather, even the usually polite players tend to push, shove and grab when the food does appear. If the serving location is not in the playing room, there is no reason why the food should not be ready on time. A committee member should check on the progress of the set-up during the session. If the serving location is in the playing room, have several committee members on hand to marshal an orderly line during the set-up.

Even if items are served buffet-style, we strongly recommend that hotel staff place the food items on the plate to help control portion sizes. Occasionally, hotels will furnish servers free of charge, but due to the relatively low per-person charge for the food and the need for a large number of servers, they generally do not. It is most important in those cases where the hotel is not fully staffed for serving food that the entertainment committee be present, not to ration every last bit of food, but to keep the line moving and keep serving portions reasonable. Experience has shown that the presence of the committee improves the behavior of the players in line and deters taking unreasonable amounts of food.

Coordination of Entertainment and Food Service:

It is important to coordinate food service and entertainment. Careful planning of the events will enhance the total pleasure of the players. It is impossible to list or rank all of the combinations of food and entertainment which may work well. The planning process should consider the following questions for each evening's combination of food and entertainment:

1. Can food service and entertainment be concurrent or must the player get his food before the entertainment begins?

2. Will food service in the same room be a distraction? Or will similarity of theme make the combination attractive?

3. Can both fit in the same space?

4. Is there an appropriate balance between the food and entertainment?

5. Can either the food or entertainment induce the players to come for the other?

6. Can either the food or entertainment be used as a filler to occupy time and keep the players in the area while the other is being set up?

Split-site NABCs:

If the table count at the two (or more) sites is roughly equal, try to split the entertainment so that a variety of events occurs at each site. There can be simultaneous events at each site if they are well-balanced. Or, one site can be essentially "dark" while the other is active. Most players select one site as their center of operations; they like to have a choice of events without always having to walk or ride to the other site.

If the split is between a hotel and a convention center, the entertainment must usually be in the convention center. Events scheduled in the hotel will appeal only to those players staying there, and almost none of the commuters will participate. A few cities that have very integrated convention center and hotel complexes may be an exception to this rule.

NABC+ Events:

Nationally rated events finish later (in the case of team events much later) than the regionally rated and other events. All too often those playing in these events are left out of any entertainment because by the time they get to the entertainment site, it is all over or nearly so. The best way to service these players is to coordinate with the hotel for a "second" serving of food when these games finish.

Timing the entertainment is difficult. The goal is to capture the interest of the players at the site of the entertainment while delaying just enough to allow those from the other site or late- breaking games to arrive. Consider warm-up rounds of a game show or lead-in acts. Note that the tournament schedule can assist in turning this trick. On a day where one site has mostly pair events and the other mostly teams, schedule the major entertainment at the team site, which breaks about thirty minutes later.

♠♥♦♣ FOOD AND BEVERAGE TICKETS ♠♥♦♣

The distribution of food and beverage tickets during the session is a traditional way of spending entertainment dollars. Such tickets are good for a specified value, usually equal to the cost of a cup of coffee at the hotel's snack bar. The tickets are usually honored throughout the hotel or convention center. They require little advance planning beyond the purchase of the tickets and the negotiation of redemption value with the hotel. Tickets can be printed for one particular event or for use any time during the NABC.

Tickets can be given out each session, during one session a day or only once or twice during the tournanment. The local committee must arrange to get an accurate table count from the ACBL meeting planner or the NABC Headquarters office early in the session, and distribute pre-counted stacks or rolls to each section. The directing staff and the caddies may help distribute the tickets to the players during a specified round, but the committee must do the advance counting. Before the NABC begins, the tournament chairman must negotiate the redemption value of the tickets. For example, the local organization may pay the hotel 90% of the face value of the tickets collected.

Even when redeemed at a discount, ticket distribution is very expensive and leaves less of an impression of the NABC than other activities or services. While most players do not let the tickets go to waste, they will use them for something they fully intended to buy anyway. NABCs that offer a full and varied entertainment schedule will not suffer for the lack of food and beverage tickets.

TOURS AND SPECIAL EVENTS

WHEN APPOINTED: 12 months in advance

BY: Tournament Chair or Entertainment Chair

PROFILE

1. Familiarity with tourist attractions/interests in the city.
2. Organizational and promotional abilities.

RESPONSIBILITIES

1. Organize and promote tours or tourist shuttles.
2. Assume direction of and accounting for ticket sales.
3. Ensure information chairman is familiar with all tours offered.
4. Schedule volunteers for desk.
5. Attend planning meetings.

♠♥♦♣ **CHAPTER FIVE** ♠♥♦♣

TOURS AND SPECIAL EVENTS

Many players at the tournament will be first-time visitors to your city. Others may have missed something the first time through or simply want to go again. Tours to nearby attractions will give people an opportunity to see what your city is noted for and offer them an outing away from the hotel. Responsibility for this function may be delegated to a separate committee, reporting directly to the tournament chair or to a subcommittee under the aegis of the entertainment chairman. The scope of the activities planned, as well as the individuals involved, will determine how to organize the leadership of this committee. In any event, a separate person should have responsibility for these tours.

♠♥♦♣ POSSIBLE TOURS ♠♥♦♣

Morning Tours:

Places that a typical tourist would visit while in the host city are tours that should be planned. If the city has many attractions (e.g. Washington, DC, San Francisco, Hawaii,) you will probably want to use four to eight available mornings. Some cities may have one thing that is so special or so popular that you may wish to schedule it two or three times, e.g. White House, Niagara Falls, San Diego Zoo, Universal Studios. In the specific case of a large summer NABC in a city with a variety of attractions, simultaneous tours to two locations may be scheduled.

If a city tour is scheduled, make it the first one in order to give visitors information about the city for use during their entire stay. Don't force tours to obscure locations that may appeal to only a few. Limit your morning tour program to what you feel certain will sell. Weather, hot or cold, may be a sufficient reason to limit the number of morning tours.

Between Sessions:

Consider organizing dinner tours if an assortment of dining options is not immediately available around the site of the NABC, or you may want to consider hiring a bus to take players to a dinner spot and plan to sell tickets in advance. These work best when the restaurant/tour destination is an attraction that people cannot do on their own. Coordinate with the restaurant guide committee as to the desirability of planning special dinner tours or whether they are recommending providing dinner shuttle buses. Doing either (never both) is dependent upon the setup of your city--can players easily get there on their own? If so, either committee could be responsible for arrangements. In any case, ticket sales for this and other tours should be in one location.

Because it is difficult to operate a successful dinner tour, you may want to sell tickets for a nominal amount and return all or a portion of the fee when they board the bus.

Evening Excursions:

Players will not leave the general area of the hotel for a group excursion unless the destination is really special. Casino trips have been moderately successful, usually because the casino provides the bus and provides a staggered return schedule. In general, we do not recommend that you plan late night tours.

♠♥♦♣ DAYS AND TIMES ♠♥♦♣

Tours generally run about three hours, typically from 9 a.m. to noon. While these times could be adjusted, e.g., leaving later for shorter tours or earlier for special sites, always plan on arriving back at the hotel at least one hour before game time. There are eight possible days on which to schedule tours, from the first Saturday through the second Saturday. Never have one on the first Friday, as most people will be just arriving, or on the last Sunday, since they will need to check out and the starting time for bridge is earlier.

All-day tours or afternoon tours during the playing sessions are generally not recommended. If there is a special, popular attraction that can be visited only at this time, then scheduling a tour to conflict with the main bridge sessions can be considered, but under no conditions should you plan more than one tour conflicting with the main sessions of bridge.

If your city has a professional sports team, we've learned that having a block of tickets available to sell for a baseball game, for example, will usually sell out. Note this or a something like a Broadway show is an exception to the "no tours during bridge" rule. If headquarters is aware of these events well in advance, the bridge playing schedule can include an event with starting times to accommodate two sessions and an evening off.

♠♥♦♣ ARRANGEMENTS ♠♥♦♣

Decisions as to sites and the number of tours will probably be made by the chair of this committee and the tournament chair. Responsibility for execution should rest with the committee chair, in close coordination with the transportation committee and restaurant guide committee, if appropriate. Early review of possible sites should begin as early as a year in advance. Most cities have a few destinations such as private mansions that are attractive options but must be reserved for groups at least six months in advance. The chair should visit the attractions and be familiar with the particulars: fees, ease of access, bus transportation times, time required for the tour, special arrangements for large groups, days and hours each attraction is open and which sites are best suited to group visits.

Hotels in some cities may have a standing agreement with a national tour company like Gray Line and offer tours on a regular, weekly basis. In those cases, the chairman may choose to work with the tour representative to adjust tour times during the NABC and set up a satellite sales station at the ACBL registration desk.

♠♥♦♣ BUDGET ♠♥♦♣

The best attractions are free, not so much for the few dollars saved, as for the convenience in planning and execution of the tour. If you go to a destination with admission, arrange in advance for a bulk payment of admissions so that the tour members don't have to wait in line to pay the fee. The

tournament may absorb all costs, including admission costs, if you choose and your budget permits or you may absorb transportation costs and charge only the admission cost of the particular attraction. Even if a trip is entirely free to the participant, a ticket (current recommended amount is about $5.00 per person) must be purchased in advance.

The purpose of the ticket process is to reduce the number of "no-shows" and gain a more accurate count of participants. This is important to make sure that the interest level is sufficient to have the trip, and conversely to make sure that the people who really want to go get a chance at space on the popular trips. The tickets are collected when the bus is boarded. If the ticket is really only a deposit and a refund is planned, the money should be refunded on the bus during the trip.

♠♥♦♣ TICKET SALES ♠♥♦♣

Staff a desk with regular, posted hours of operation to answer questions, sell tickets, distribute passes, pre-register for activities and do whatever is necessary to implement plans. Many tours fail because players do not have an opportunity to buy the ticket before the deadline. We recommend that the tour desk be open at least during the same hours the registration desk is open

Arrangements must be made to print and sell tickets for all tours planned. The tickets can simply be photocopied 3 x 5 sheets which indicate the name of the tour, date and time. They should be numbered, which is a simple way to keep control. These tickets should be sold in the information-registration area, and sales should be coordinated with these committees. Sale of these tickets and any others from the entertainment or transportation committees can be handled by the same person at any one time. These tickets MUST be ready for sale Thursday night before the foundation game.

Many tickets can be pre-sold through the ACBL website. As soon as it is ready, supply your tour, ticket and pricing information to the ACBL meeting planner and an interactive tour registration page can be designed.

♠♥♦♣ PUBLICITY ♠♥♦♣

There are four primary media where the information must appear.

1. The information should appear in *The Bulletin* at least twice in the four months before the NABC. Coordinate with the publicity committee member responsible for this article.
2. Complete tour information with costs and possibly links to the tour destinations' website should appear on the tournament pages of the ACBL website.
3. The tournament or publicity chair should have a liaison with the ACBL *Daily Bulletin.* Be sure to give this person all of the tour information at the start and follow up daily with highlights, current information and whether tickets are still available.
4. A listing of tours should appear in the program/restaurant guide.

It is recommended that posters for each tour, as well as one highlighting all tours, be produced. These could be used at the tour desk and placed in strategic locations throughout the tournament site. You may also choose to print a separate flyer for promoting tours. Brochures of planned tours (usually available from the attraction to be visited) should be gathered for distribution at the tour desk. Any special badges, hats or costumes for committee workers should be worn at all times to help advertise the tours. Flyers for each tour could be printed and distributed.

♠♥♦♣ TRANSPORTATION ♠♥♦♣

Buses or shuttles are required. If a separate transportation committee exists and you are planning informal tours or transportation to a dinner event, the tours chair need only relay the specific requirements to the transportation chair. Any bus contract should be made well in advance. Early contacts should made about six months in advance; final contracts should be in place no later than two months before the tournament. This time requirement is especially important for NABCs held during a prime tourist season when charter buses may be reserved well in advance. Most bus companies will allow additions and subtractions up to 24 or 48 hours in advance. If you are using a tour company, transportation will be provided as part of your agreement.

♠♥♦♣ EXECUTION ♠♥♦♣

The committee chair or a reliable designee ***must*** accompany all tours. The host must be along to keep things on schedule, assist the bus driver with directions if needed and generally make the trip pleasant for the participants. He could act as a tour guide and point out sights on the way. If appropriate, he must make payments and contact the guides at the attraction. If two or more buses are needed, as is often the case, a local host should be on each bus. All convention hotels have more than one entrance. Everyone should be told when they purchase tickets where the bus will pick them up. In addition, post a sign at the appropriate spot.

Extras:

Serve refreshments or provide goodie bags with snacks such as granola bars, apples, candies. When tours last from early in the morning until almost game time, there is very little time to eat. A snack at such times is greatly appreciated. The $2 to $5 to purchase a tour ticket could be used for this purpose instead of being refunded.

♣♦♥♠ INTERMEDIATE/NEWCOMER PROGRAM ♣♦♥♠

WHEN APPOINTED: 18 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. An active teacher or club director with a successful I/N program is best.
2. Interest in bringing new and less experienced players to the game of bridge.
3. Ability and willingness to spend time promoting attendance by visiting community centers, apartment/condo communities, etc.
4. Ability to give direction and guidance to a large number of volunteers.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Appoint subcommittee chairs, if desired.
2. Develop budget for I/N program for approval.
3. Publicize the NABC and I/N program.
4. Be available before and after the game each day during the NABC for greeting players and presentation of trophies, etc.
5. Obtain any gifts or prizes desired in addition to those provided for all players.
6. Host at least one reception for players with a limited number of masterpoints.
7. Work with ACBL staff to promote free lessons and Bridge Plus+ program for social players and plan coffee and pastry service.
8. Attend planning meetings.

♠♥♦♣ CHAPTER SIX ♠♥♦♣

INTERMEDIATE-NEWCOMER PROGRAM

The North American Bridge Championships (NABCs) are a showcase for the ACBL, and the Intermediate-Newcomer (IN) Program is a vital part of their success. NABCs define what a modern bridge tournament should be in terms of creative scheduling, professional direction, ambience, and satellite social and learning events. One of the goals of the IN program is to leave a larger and better organized Intermediate-Newcomer network operating in the area when the NABC is over. It has been found that the people who participate find their first NABC to be one of the most memorable and enjoyable experiences of their lives.

♠♥♦♣ PERSONNEL ♠♥♦♣

Except where indicated below, the IN Committee will consist of local workers. It will work best if the local teachers, newcomer game club directors, and newcomer players themselves perform the tasks required to carry out the program. New players need and like to see familiar faces.

ACBL Intermediate-Newcomer Program Field Coordinator:

The Intermediate-Newcomer Program Field Coordinator is an ACBL tournament director who will work with the local committee in advance of the NABC to help set up the program and get other things arranged. The director is specifically responsible for:

- The "Celebrity Speaker" program.
- The schedule of bridge events.
- Administration of any entry coupon promotions
- Giving advice and solving problems relating to the IN Program.
- Assisting the local committee.

ACBL IN Coordinator:

This is a member of the headquarters staff (Education Department) who will handle routine correspondence and promotion/publicity for your IN Program. The coordinator will:

- Arrange for the creation and printing of the IN schedule/Speaker Program flyer for distribution. (500 to you for distribution.)
- Prepare a mailing to I/N players and clubs in your area. (4,000 to 5,000)
- Prepare a Free Lesson Program/Bridge Plus+ letter for distribution. (1,000)
- Provide you with a listing of local clubs and teachers.

IN Chairman:

If at all possible, this person should be the local club game director or teacher most familiar to local newcomers. If such a person is not available, the unit or district IN Coordinator, the unit or district Education Liaison, or the person who serves as the IN Program Chairman for regional and sectional tournaments in the area would be good choices. Availability and ability/willingness to do the job are most important. The IN Chairman will work with ACBL staff, recruit local personnel, make out the budget, and in general make sure everything is in working order before and during the tournament.

ACBL encourages the IN Chairman to establish a New Player Services Program (if the local unit doesn't already have one). Information on this program is available at ACBL's website (www.acbl.org), in the Handbook for Education Liaison Coordinators, or through the ACBL Education Department. The members of a New Players Services (NPS) Committee would be at the game site early to answers questions for new players and to help them fill out their convention cards. They should also be in the IN Program playing area as soon as the game is over to assist players in reading the computer printouts that give the results of the event and to field any other questions.

Newcomer Subcommittees:

The following subcommittees could be the responsibility of one person or several who ultimately would report to the IN Chairman.

Registration/information - ACBL recommends a separate desk for new players and suggests the addition of information of interest to new players as part of the registration gift. The *Adventures in Duplicate* booklet and the *Exciting World of Bridge* pamphlet are excellent for this purpose.

Prizes - New players will receive their section tops at the main tournament prize desk. The IN directors will issue trophies to and take pictures of first place winners in the IN playing area at the end of each event.

Partnership - ACBL requires a separate desk for new players in the IN Program area.

Publicity - A special committee needs to visit all local bridge games, including social and informal games, to invite the players to the tournament and to distribute the Free Lesson/Bridge Plus+ letters which will be sent to the IN Chair from Memphis headquarters.

Special parties/entertainment - There are two functions that are held at all NABCs for new players:

Free Lesson Program - On the first Saturday morning, ACBL will provide a teacher to give an "Introduction to Duplicate" bridge lesson. This is a promotion to help prepare new players to participate in the IN Program during the week. ACBL provides you with 1,000 brochures to distribute locally to advertise this event. Locals should plan to provide refreshments, typically coffee and breakfast pastries.

IN Reception - A reception for IN Players is offered between sessions on the first Saturday. Locals provide refreshments.

The refreshments for both of these activities are funded through the budget given the local committee by the ACBL. New programs are being created, so review the letter that will be sent by the ACBL IN Coordinator about a year prior to the tournament to see if there are any other special events added for IN players. This is particularly important if you need to plan to cater an event.

Hosts and Hostesses:

All local newcomer-game players should be encouraged to be a part of the program at "their" NABC. They should be included as members of the NPS (New Player Services) Committee and given special assignments at designated times. In addition to manning desks, passing out information, and other chores, they should wear official New Player Services badges (host and hostess name tags) and go out of their way to greet players during the games, making sure they are having a good time, and answering questions about the IN Program, the tournament, and the ACBL.

♠♥♦♣ BUDGET ♠♥♦♣

The tournament chairman and planning committee will determine the scope of the Intermediate-Newcomer program, and the IN chairman can then work up a detailed budget. The largest expenses will be catering and entertainment, registration gifts (if you decide to offer a gift in addition to the regular registration gift) and publicity.

♠♥♦♣ SCHEDULE ♠♥♦♣

The schedule of events for the IN Program will be determined by the Intermediate-Newcomer Field Coordinator with input from the local chair. In general, a limited event will be scheduled for each morning, afternoon, and evening session. Games are held for players with 0-5, 0-20, 0-50, 0-100, 0-199, and 0-299 masterpoints. Free introductory bridge lessons are offered on the first Saturday, followed by a free Bridge Plus+ game. It is best to run the same types of games that are run at area regionals and sectionals.

The 0-5 Game:

This is a true "newcomers" game. Two early sessions of the tournament (usually the afternoon and evening game on either the first Friday or Monday) are free. This offer is made by ACBL to help local teachers encourage their students to attend and "get their feet wet." This game is intended to convince a high percentage of new players to return throughout the tournament. Speed of play is variable because of unfamiliarity with scoring and movement. There are few, if any, director calls and only 14 to 20 boards are played. Conventions are restricted to the Limited Convention Chart and even more confined by the very limited knowledge of the participants. Players who know more than Blackwood are encouraged to play "up" in a 24 board 0-20 game.

The 0-20 Game:

The general convention chart is allowed in this game. It is a little more sophisticated than the 0-5 game and 22-24 boards are played.

The 0-49 Game and 0-99 Game:

These are "Super-Newcomer" games. The general chart is allowed and gives these players time to practice their conventions to get ready to move up. These games are often stratified to achieve that goal. New players and players new-to-duplicate should have no problem feeling comfortable in this event.

♠♥♦♣ PUBLICITY ♠♥♦♣

Publicity is **THE MOST** important area of the entire IN Program. It won't help to have a great program unless you convince people to come. You have to go to EXTRA lengths to make sure the social players and new players in your area know about this special program.

North American Bridge Championships - *ACBL Bridge Bulletin*:

ACBL will allocate space in *The Bridge Bulletin* prior to the NABC. It will contain a schedule of speakers, description of events, special parties, registration gifts, or anything being done especially for the IN Players. The idea is to make any new bridge player or new-to-duplicate bridge player in the country feel that they would miss an opportunity if they didn't participate in this NABC.

Regional - Sectional and Regional Tournaments in the Area:

ACBL staff will prepare a comprehensive IN Program flyer, including the schedule of events, a list of the Celebrity Speakers, the Free Lesson Program, and any special activities planned. Those flyers are mailed by ACBL six to eight weeks before the tournament and extras will be sent to the IN Chairman. If you want to advertise earlier, it's a good idea to produce simple flyers to have at all regionals and sectionals in your area during the three to four months prior to the NABC.

Local:

Saturate the local area with all types of publicity. Flyers and posters should be distributed to all local clubs and bridge classes with a request that local teachers and directors make verbal announcements. Write articles or announcements for local newspapers. Perhaps the best and most effective publicity can come from appearing on a local talk show. Naturally, a TV appearance will get the most attention, but radio is also very good. Contact municipal recreation centers, country clubs, condo complexes, senior facilities, and especially all active bridge teachers in your area, etc.

The ACBL IN Coordinator will prepare and mail a special IN Program flyer to approximately 4,000 to 5,000 ACBL members with fewer than 100 masterpoints in your District. The IN Chairman will be asked for input in selecting the area or units to mail to if there are more or less than the planned number of 99er players in the District.

♠♥♦♣ PROMOTION/PUBLICITY DURING THE NABC ♠♥♦♣

The Daily Bulletin staff typically dedicate a page of each issue to events and special interest stories from the IN area. If you're aware of some particularly interesting hand or personal story, be sure to alert the staff.

If you believe one or both of the following entry promotions would increase your IN table count, ACBL staff would be glad to offer them during the NABC.

1. Buy one – Get one half price: If an IN player purchases a full price entry in an IN game over during the first three days (Friday, Saturday, Sunday) of the NABC, they will receive a coupon for a half price entry for an IN game . These coupons are usually good for redemption beginning on Wednesday through the end of the NABC. Players will receive a half price coupon for each entry they purchase. The coupons are personalized and are non-transferable.
2. Teacher promotion: If a local area teacher brings a specific number of students (usually six) to the IN area and all six purchase entries, the teacher will receive a coupon for a free entry in a regional event at the NABC.

♠♥♦♣ WELCOMING ♠♥♦♣

Once new players are satisfactorily in a game, there are still bridges to cross. Newcomers are there to play bridge, of course, but they are also there to see whether they **ENJOY** playing bridge. This breaks down into several categories.

Feeling Competent:

Newer players want to have enough time for their needs on each hand. They want to understand what is happening, the bidding, and the play.

Feeling comfortable:

Newer players want to enjoy their partners and meet their opponents socially (even momentarily). They want to learn new things not only about bridge, but about the bridge world. They also want to feel respected by the director and develop a feeling of camaraderie with the other players and the ACBL.

An Available Pool of Partners:

When local newcomers are officially designated as hosts and hostesses (New Player Services Committee), the IN players find it easier to socialize with other players and feel a part of the proceedings. These NPS committee members will be playing in the games and will be readily available to offer a friendly "hello" and to answer questions.

♠♥♦♣ CONTINUITY ♠♥♦♣

It is important to establish and create a home for Intermediate-Newcomer players where they can find the same friendly and familiar faces every day.

Facilities:

ACBL will assign one room for all Intermediate-Newcomer games. Knowing exactly where to go when they arrive each day helps new players feel welcome and comfortable. They need and will have a base of operations. The local organization can then help create an Intermediate-Newcomer clubhouse-type atmosphere with:

Bulletin boards. It is recommended that a bulletin board be maintained just for the IN Program.

Display for Photos. The IN Directors will take pictures of the stratum winners of all IN games. Locals will create a display to show off the photos.

Posters and other wall decorations.

Decorations. Select a theme and decorate accordingly to make the IN Program room *look* like a fun place to be. If your site does not allow you to put decorations on the walls, consider having some balloon displays made for the week. (A very successful NABC had the four pips - club, diamond, heart, spade - created with balloons and a balloon arch was placed at the entry to the door. It was very festive.)

Director:

The IN director will be the director-in-charge of all games held in the IN Program area. Having the same person in charge of every game fosters the feeling of belonging and familiarity. Without this feature, each game is a brand new mountain for the newcomer instead of a continuing adventure. A newcomer who has roots will often spread out, that is, venture out to play side games, swiss, open pairs, or knockouts. They will come

back home, but then they'll venture out again.

♠♥♦♣ SPEAKERS PROGRAM ♠♥♦♣

One of the biggest drawing cards of the Intermediate-Newcomer Program is the Celebrity Speaker Program, a selection of speakers and teachers who give free mini-lessons before each afternoon and evening session (except for the final Sunday of the tournament) in the IN Program area. The speakers usually talk for 20 to 30 minutes beginning 45 minutes before game time. ACBL attempts to get speakers whose names are well known to rubber bridge players to take advantage of their drawing power. Often local players will come in to hear specific speakers even when they can't stay to play that day. ACBL pays the speaker fees.

The IN director is responsible for this program, but will be responsive to suggestions from the local IN Chair. The IN director will also introduce each speaker, explain who the speaker is and why that person was chosen to speak to new players, and promote upcoming speakers scheduled for the tournament. A schedule of speakers and their assigned topics and times are part of the three promotional pieces ACBL produces for local distribution: the flyer, the mailer, and the Free Lesson/Bridge Plus+ letter.

♠♥♦♣ IN REGISTRATION AND INFORMATION DESK ♠♥♦♣

It has been found that IN Registration and IN Information function best when combined in one location. This desk should be located in a prominent place, usually near the IN playing area. One person should be in charge of manning this desk but will need a staff of helpers. The hours for the IN Information/Registration desk need not be as extensive as the general information desk, but it should be open one hour to one hour and a half before game time in the afternoon and evening.

Information:

The sheer size of an NABC is both exciting and confusing to new players. They have never seen anything like it and often fear making themselves appear ridiculous or even getting lost in the melee. Many of the questions they ask are not very understandable to the advanced player. This is a prime reason for having a separate IN desk to handle information, registration, and partnership. These services should be manned by sensitive newer players who can pass out appropriate IN Program information. They can also serve as a resource for the "other" information desks.

A table should be set up to stock materials of local interest: flyers of upcoming tournaments, lists of clubs and teachers, a collection of hand analyses and hand records from past Intermediate-Newcomer games at the tournament. Players ask for them as much as a week later and are very disappointed if they aren't available. Newer players simply aren't as efficient as the more advanced players at making sure they pick up the sheets at the end of the game, but they seem to love, live, and die by those analyses! (Incidentally, the 0 to 20 players usually receive special hand records with analyses.) Also make sure the membership kit is on hand at this desk with the membership sign prominently displayed. Be sure to establish procedures to turn in

completed forms and money to the tournament director assigned to the event (who will deliver them daily to the ACBL Finance Office).

Registration:

New players must be encouraged to register. An additional packet just for new players goes a long way in promoting the tournament and encouraging the players to return. The ACBL has an inexpensive brochure that is excellent for new players called, "The Exciting World of Bridge," and the "Adventures in Duplicate" booklets are excellent additions to this type of packet. The local IN Committee should make up a listing of area clubs and bridge teachers (with lesson schedules if possible) and include it. Invitations to special parties should be given out here and you can include a condensed NABC schedule of the IN games and the Celebrity Speakers. ACBL supplies a pamphlet that contains all of this information.

The IN Registration Desk is open to all players under 300 points. It's a good idea to make up all of your registration packets and at the last minute add a special yet inexpensive registration gift exclusively for the new players with fewer than 100 points. (Note: If you are providing a special new player registration gift bag, be certain to advertise this feature in your flyers and publicity for the tournament.)

An excellent gift idea for the IN players is a convention card holder. Unlike seasoned players, newcomers do not have holders. If the convention card holders are imprinted with your NABC logo, the Intermediate-Newcomer players will be proud to show their new status symbols at their local club. Don't forget also to use "leftover" gifts from past regionals.

The IN Program registration packet should include all materials given to all NABC registrants in addition to the special newcomer materials and the special gift for IN players. This way the newcomers can register once – in the IN area. To simplify the distribution of the registration packets, stuff all material in the bags provided by ACBL prior to the start of the NABC. Make sure the staff at the NABC Registration Desk check the boxes at the bottom of each registration card so that anyone with the appropriate masterpoint limit is directed to the IN Registration Desk.

♠♥♦♣ INTERMEDIATE-NEWCOMER PARTNERSHIP DESK ♠♥♦♣

A separate IN Partnership Desk for players with 0 to 299 points (who want to play in the IN Program area) should be located adjacent to the IN selling area. It should be staffed by the IN Partnership Chair who should be available to stay at the desk one and a half hours before game time until game time in the afternoon and again between sessions. Get helpers who can act as a fill-in pair or one regular person and one fill in. If they don't play, the directing staff can provide a free play for another time. It is best to find one or two people who can perform this function throughout the entire tournament. This way they will get to know the people. The ACBL will provide a special partnership card to assist in collecting information and making the partnerships.

♠♥♦♣ PRIZES ♠♥♦♣

Nobody treasures prizes, be it trophies or coffee cups, as much as IN players winning their first. They proudly display them in their homes and offices. The IN tournament directors will publicly congratulate the winners and award the trophies (provided by ACBL) at the conclusion of each game. The directing staff will take photos of the stratum winners of all IN events for display on the winners board.

Overall:

ACBL will provide trophies for overall winners of all IN events and the directing staff will take pictures of overall stratum winners in all games for 0-299ers played in the IN area.

Section Tops:

The Section Top Prize Desk at the NABC is for all events. (The IN Program does not have a separate desk for section top prizes.) IN winners should be directed there. Generally, section top prizes do not include stratum winners, but for the IN games, we recommend that something be given to the winners of each stratum. The players like almost anything which adds to the friendliness of the event.

♠♥♦♣ ENTERTAINMENT/HOSPITALITY ♠♥♦♣

Special Parties:

Hosting special parties for players with limited masterpoints may persuade IN players to play frequently throughout the week. These parties won't be the reason new players attend the tournament but they are an extra that might encourage them to come back. You are required to host one reception for IN players after the afternoon session on the first Saturday. This makes it a full day for new players (Free Lesson in the morning, Bridge Plus+ game in the afternoon, IN Player Reception after the session.) You can host additional parties if you would like. If you choose to print an invitation to your reception(s), include it in the IN registration packet. Give the IN directors extra invitations to distribute to selected celebrities.

Guests of special interest to the newcomers are invited to informally meet and talk with them at these parties. These are ACBL officials, top players, and the Celebrity Speaker participants. Early in the party, when the bulk of the celebrities have arrived, there will be a call for attention, and all special guests will be introduced to the attendees. No one should give a long speech. A word of welcome from one or two is sufficient.

Table Gifts:

The IN players are most appreciative of gifts that are distributed during the session. They can be given to each player entered in certain events (i.e., a two-session championship event), on 0-5 free day, to all tables in the IN area on one or more days, once every day, or even once a session. Giveaways should be very inexpensive. Individual items are often donated - like advertising promotion trinkets. Check with the

NABC Tournament Chairman to find out it another committee plans to provide any table gifts for all players, or if the IN program can have separate gifts.

Door Prizes:

Door prizes are another appreciated amenity for IN players. These items can be donated by local merchants, restaurants, and/or the tournament vendors. Scatter the distribution of door prizes so that they are given out throughout the tournament.

♠♥♦♣ FOLLOW-UP ♠♥♦♣

Local bridge clubs will want to provide flyers advertising their games and lessons and even free-play coupons for the IN players. The local organization can also ask for the IN entry blanks at the end of the NABC to use to make up a master mailing list. Use this list to send tournament flyers, notices of other special events, and any unit or district publication for at least six months after the NABC. Try to have the winners of the newcomer events listed in the local newspaper.

Appendix 6A

SUMMARY OF MATERIALS AND RESPONSIBILITIES

ACBL WILL PROVIDE THE FOLLOWING:

- **Signs**
  - IN Partnership
  - IN Registration/Information
  - Events Winners
  - Celebrity Speakers
- **Prizes**
  - Overall trophies
  - Section tops
- **Registration Packets**
  - NABC Program/Restaurant Guide
  - Registration bags
- **Staff needs**
  - Masking tape
  - Thumb tacks
  - Felt tip pens
  - Digital camera and printer/photo paper
- **Name tags**

OPTIONAL ITEMS TO BE INCLUDED IN THE REGISTRATION BAG.

- **Printed material provided by the ACBL IN Coordinator**
  - -Listing of Area Clubs and Teachers
- **Gift (special IN gift plus gift for all players)**
- **Welcome letter**
- **IN party invitations**

GENERIC LETTER TO ALL IN PROGRAM CHAIRS

Re: NABC IN (Intermediate-Newcomer) Program

Congratulations on being named the IN Chairman for the _____ NABC in the S____ of 200_. I'm sending you this letter from ACBL Headquarters in Memphis to help outline the job that you and your committee are taking on.

The Education Department manages the ACBL IN Program and Judy Cotterman is our NABC IN Program Field Coordinator. Enclosed is the latest pre-tournament information which hopefully will clarify what ACBL expects and provides. Included are some ideas for additional things you can consider doing that will add pizzaz to your tournament.

Judy is available to work with you on the tournament. Her phone number is 765-453-0308 or you can reach her by e-mail at Judy.Cotterman@acbl.org. Judy is a tournament director and may take a few days to get back to you when she is on the road. Naturally, you can also contact me at Headquarters whenever I can be of assistance (email: Julie.Greenberg@acbl.org or phone:901-332-5586, ext. 262).

We look forward to working with you!

What IS the NABC IN Program?

Since 1984 when Edith McMullin introduced the IN Program at the NABCs, ACBL has offered a special program for new players. This program consists of the following ten points...

- Games for 0-5, 0-20, 0-50, 0-100, 0-199, and 0-299 players each session.
- Trophies for each overall win.
- A separate room for the Intermediate/Newcomer games.
- Directors who are experienced in working with newcomers.
- A Celebrity Speaker Program.
- Social Events.
- Pictures of the Winners.
- Flyers to invite the players and guarantee partners.
- New Players Services Desk.
- Hand Records for all Games with analyses sheets for 0 to 20 only.

Here is how ACBL helps you with this program...

Schedule of Events:

ACBL creates the schedule of events for the tournament. You can provide names for the events if there are local sponsors or local players you wish to honor.

Trophies for the IN Program Event Winners:

ACBL will provide all of the trophies for the overall stratum winners in each event as well as section top prizes for the winners.

Playing Area:

ACBL's Meeting Planner and the Chief Tournament Director for your NABC will meet to determine the best playing area for the IN Program.

IN Trained Tournament Director:

Betty Bratcher will be the Director-In-Charge of your NABC IN Program. Betty has been running this program for many years and has an excellent staff, including Judy Cotterman. (Note: Betty Bratcher does not usually run the program in the fall.)

Celebrity Speaker Program:

Judy Cotterman will arrange the schedule of speakers for the Celebrity Speaker Program and ACBL will pay their fees. If you have any special requests for speakers, please let Judy know.

Social Events:

ACBL provides a budget based on the estimated number of tables for the tournament. ACBL recommends that 5% to 10% of this money be spent on the IN Program. Nancy Foy, ACBL's Meeting Planner, will provide the final budget information to your NABC Tournament Chairman.

Your portion of this money should be budgeted to cover the following IN activities:

- **A Newcomer Reception.** This is the main social event held between sessions on the first Saturday of the tournament. You can elect to host additional receptions or other special entertainment for the IN players later in the tournament.

- **A special registration gift for the IN Players.** ACBL recommends the "Adventures in Duplicate" booklet which can be purchased for $1 each, but pens, convention cards, etc. are also well received.

- **Refreshments for the Free "Introduction to Duplicate Lesson" on the first Saturday morning of the tournament.** ACBL organizes this activity, provides the teacher, pays the teacher fees. You supply coffee, donuts/rolls, and your choice of anything more - i.e., juice.

- **Decorations for the main IN Playing Area.** The object is to make this area look like it's a fun place to be.

Your District may be providing additional money for IN Program expenses. Please check with your tournament chairman.

Flyers to Invite the Players and Guarantee Partners:

ACBL will create, print, and pay for the following promotional pieces for the IN Program:

- The printing and mailing of 4,000 to 5,000 self-mailers to promote the NABC IN Program to the 0-100 members in the District and area.

- 500 copies of a flyer version of the self-mailer for distribution by the IN Chairman and Committee to teachers, clubs, social games in the area.

- 1,000 Bridge Plus+ brochures for distribution by the IN Chairman and Committee to social players in the area who are invited to attend the Saturday morning Free "Intro to Duplicate" Lesson and the Bridge Plus+ (low-key duplicate) game in the afternoon.

- Advertisement in "The Bridge Bulletin" for the IN Program events and speaker schedules.

Pictures of the Winners:

ACBL will provide the film and camera and the IN Directors will take pictures of the overall winners of each stratum of each IN event. Players love to see these pictures and you will be asked to provide a special display to show them off.

New Player Services Desk:

The New Player Services (NPS) Program is a public relations program designed to welcome new players to tournaments by helping to create a fun, friendly, and comfortable atmosphere within the duplicate environment. A committee of volunteers, wearing distinctive NPS badges with a heart logo, are enlisted to be available in the IN area before and after each session to answer questions and socialize with the new players. ACBL will be happy to work with you to establish this program in your area or you can get additional information at ACBL's website <www.acbl.org>.

Guaranteed Partners:

It is a feature of the IN Program that IN players are guaranteed a partner when they check in at the Partnership Desk one hour before game time. Please arrange to have a local pair stand by to fill in when you aren't able to pair up all of the newcomers who want a partner. The stand-by pair should get a free play for making themselves available when they don't get to play.

Newcomer Hand Records with Analysis Sheets:

ACBL will provide all hand records for the IN Program.

What Your Committee Can Do to Make the NABC IN Program a Success:

There are many things you could do. Here are a few suggestions:

✺ Man a separate NABC Registration Desk just for the IN program players. Create a "goodie bag" with a special registration gift for all of the players and a "goodie bag" with a few special items for IN players attending their first tournament.

✺ Provide the following information for the 0-300 players in your area who will attend the tournament: sheets with a list of clubs, games, and game times; teachers and the courses they are offering.

✺ Man a separate Partnership Desk just for the IN program players. It's good to use your local newcomers who want to help. Two people are needed up to an hour before game time for all afternoon and evening events.

✺ Print one page flyers to distribute at the District regionals and area tournaments to start generating interest in the NABC IN Program.

✺ Create a "Winner's Circle" using the best idea your group comes up with to display the pictures of the winners of the newcomer games. (i.e., Atlanta used circles of gold for their pre-Olympics tournament; St. Louis used large stars and called the winners "Rising Stars.")

✺ Contact the local Convention and Visitors Bureau. This group can provide "giveaways" for your IN registration packets. They may also provide a coupon book with restaurant discounts or other tourist attraction discount coupons. Sometimes monetary assistance in the form of grants are available - even to non-members - if you apply early enough. The CVB is very responsive to groups bringing large numbers of visitors into the area.

✺ Get your committee to start finding local social bridge groups that haven't tried duplicate. Someone should visit each group and invite them to the NABCs. Tell them about the free *Intro to Duplicate* Saturday morning program which is followed by a free Bridge Plus+ game (low-key duplicate). The Unit might want to try to get these groups interested in local bridge activities before the tournament starts - lessons, a party at a local club, free plays, etc.

✺ Get "The Bridge Class" TV show aired on a local independent cable station. ACBL will loan out 13 half hour shows on beginning bridge FREE. In exchange, you can get a tag at the end of the show advertising local bridge activities. (A local phone number is key so viewers can contact you about all sorts of bridge activities and the NABC - lessons, games, partners, etc.)

✺ Encourage area teachers to work on your IN Program Committee. They should have a special interest in the first Saturday new player activities. Ask them to bring their students and to stay and help. We need assistants in the morning for the Free *Intro to Duplicate* session and in the afternoon for the Bridge Plus+ event. About five volunteers for each would be perfect.

✺ Get sponsors to donate door prizes to be given at each session of the IN Program during the week. This adds to the festivity of the program. If you collect a lot of door prizes, the directors can play Bridge Bingo with the participants at the end of the session for additional prizes. (Remember to have the players deal out a new hand since the boards are duplicated. If you don't, you'll have multiple winners!)

If you have any questions, you can reach me at the office (901-332-5586, ext. 1262), or by e-mail (Julie.Greenberg@acbl.org) or you can contact Judy Cotterman (see page 1).

Good luck and keep in touch.

Sincerely,

Julie T. Greenberg
Director of Education
NABC IN Coordinator

INFORMATION

WHEN APPOINTED: 6 - 12 months in advance

BY: Tournament Chair

PROFILE

1. Resident of the city who is familiar with local area, streets, restaurants, attractions and shopping.
2. Ability to give direction and guidance to a large number of volunteers.
3. Willingness to have contact information published in the Bulletin as a resource for players to call before the NABC.
4. Friendly, outgoing personality.

RESPONSIBILITIES

1. Familiarize volunteers each day with locations of events, entertainment, restrooms, selling locations, parking and transportation.
2. Work with other committee chairs to ensure familiarity with their activities and programs.
3. Work closely with registration chair to ensure registration volunteers are familiar with answers to possible questions from players.
4. Schedule volunteers for desk.
5. Attend all planning meetings.

♠♥♦♣ **CHAPTER SEVEN** ♠♥♦♣

INFORMATION

Both the local organization and ACBL operate information desks. The ACBL's desk is staffed by a tournament director or headquarters staff to provide technical information as well as materials such as score correction forms and recorder forms. In theory, everything else is handled by the main information desk.

♠♥♦♣ LOCATION ♠♥♦♣

This desk is a catch-all place for information on playing areas, selling locations, finding lost articles, restrooms, transportation, parking, hand-out distribution, etc.

As with all other space allocations, the ACBL staff, with input from the tournament chair, will determine the exact location of the information desk. Ideally, the desk should be near the center of the traffic pattern, probably near doors to either the playing area or the main entrance of the building. If the tournament is being held in two sites, each one should have an information desk. Usually the information desk is connected to or near the registration desk. In many cases, volunteers may work one or both desks, depending on the traffic flow.

♠♥♦♣ SUGGESTED HOURS OF OPERATION ♠♥♦♣

Single-playing site:

Thursday	4:00 - 9:00 p.m.	2 volunteers
1st Friday - 2nd Saturday	9:00 a.m. - 8:00 p.m.	2 volunteers
2nd Sunday	9:30 a.m. - 1:00 p.m.	1 volunteers

Multi-playing Site:

An information desk is required at each location. If you are playing in two locations and each site is equal in activity, the same hours should apply at each site. If one site is limited in scope, the hours can be reduced to fit the need.

The minimum requirement is perhaps to maintain the same hours as the registration desk. If the goal is to disseminate information to the attendees of the tournament and to give first class service, much longer hours will be necessary. As the tournament progresses, the need for expanded hours may diminish and adjustments can be made.

♠♥♦♣ STAFFING ♠♥♦♣

Early in the tournament there should be two or even three people manning the desk at peak hours. Generally this is from 10:00 a.m. until game time. If possible, schedule volunteers to man the desk prior to the tournament, making sure they know how to reach the proper person if something comes up and they can't serve. Don't worry if some slots are not filled, even those hard-to-fill times during the bridge session, as volunteers may easily be recruited on site (see Volunteers, Chapter Three).

Many groups tend to combine the information desk and staffing with the prize desk and registration desk. Depending on the number of volunteers and amount of space available, this can be a labor/volunteer saver, and it can be less confusing for players who may never be really sure what desk they're visiting in any case!

♠♥♦♣ ORIENTATION ♠♥♦♣

The information chair must "know everything." Typically, the ACBL staff will conduct an orientation tour during mid-afternoon on the first Thursday. While all committee chairs possible should attend, it is a must that the information chair and at least a few members of the information committee participate. Besides being familiar with the facilities and location of events, the information chair must know everything contained in the program and be familiar with any other documents given to the registrants. Establish lines of communication with the committee chairs and the on-site ACBL staff to keep abreast of changes or any other information. It is very helpful to have a list with room or phone numbers of all key local personnel who are staying at the hotel.

The ACBL staff will provide data sheets with locations and times of all tournament-related activities and services. Copies will be given to the information chair to add any information local volunteers might need, i.e., times and locations of volunteer meetings or hospitality, locations of all restrooms, etc. These data sheets should be available for all volunteers who work at any player service desks.

♠♥♦♣ DISSEMINATION OF INFORMATION ♠♥♦♣

Make sure all volunteers are properly briefed. One help is to tape key information on the desk for the person manning it to see. Each day, ACBL will provide poster-size copies of the events and selling locations. The tournament program, a telephone list and other written material should be readily available. The most frequently asked questions are "where are the restrooms?" and "where do I buy my entry?" It is helpful but not foolproof to have the answers to these and any other frequently asked questions printed on large signs for display near the information desk. ACBL will supply tape and marking pens, but if you have specific needs for making up signs each day, you may have other supplies you will want to bring.

Handling Emergency Messages:

Desk workers must tactfully handle incoming "emergency" messages to see if the situation really warrants the interruption of play. Most such messages can be handled through a message board. For the true emergencies, the recipient must be able to get information about the player's probable event in order to limit the search. These messages should go to the ACBL Operations office. The director in that office will search records and contact the player if they are playing that day.

♠♥♦♣ OTHER RESPONSIBILITIES ♠♥♦♣

Since the information desk is centrally located, it automatically becomes the catchall for a variety of little chores.

Memberships:

Be prepared to accept applications for memberships and dues, though most of those requests should

be directed to the ACBL staff working at the information desk with you. The ACBL will furnish instant membership application forms. Lapsed members should visit the ACBL operations office pay their dues and update their membership.

Daily Bulletin:

One stack, and more if space permits, of the current Daily Bulletin should always be available. ACBL staff will set up a tables and racks throughout the hotel for that day's issue. Back issues can be found in the Bulletin office.

Hand Records and Tournament Flyers:

There will be tables set up to display literature from upcoming tournaments and bridge events. Players looking for previous days' hand records should be referred to the Bulletin office.

Restaurant Guides and Menus:

Coordinate with the restaurant guide committee. They may choose to staff their own desk. If not, the information desk will probably serve as the prime repository for restaurant information.

Message Board:

Maintain and service the message board.

Lost and Found:

The information desk generally serves as a lost and found. ACBL procedures are that less-valuable items (convention cards, books) are placed on a table near the information desk. More valuable items (watches, glasses, cell phones) are delivered to the hotel or facility security staff

Name Tag Distribution:

Since the information desk is a central location and is manned almost continuously, it is a good place to which volunteers can report and be issued their name tags (coordinate with volunteer coordinator).

Local Interest:

Provide brochures and information regarding local points of interest (contact local convention bureau). Solicit and distribute discount coupons from local stores, restaurants, theaters, museums, etc. This can be a time-consuming task and one that many information committees overlook. You may be very familiar with the area around the playing facility, but bridge players may well come up with questions that will stump you. We recommend you have maps and brochures from the convention and visitors bureau and any other general information such as a downtown merchants directory. Do not think you can handle these questions on the fly as many of your committee members may not be as familiar with the area as the committee chair.

One helpful document to be given to all registrants is an information sheet which contains answers to frequently asked questions or other things unique to your location. The information chairman could prepare the document or assist the tournament chairman in its preparation. It is probably best to keep it to one page and finalize and print it just prior to the NABC. This will allow changes in the program or the restaurant guide to be disseminated. Include any little tips or hints that will help make everyone's stay at the NABC more enjoyable, such as the phone number and location of the nearest pharmacy, grocery or liquor store (see sample in Appendix 7A).

Work with the registration chairman to include any other pertinent information in the registration packets such as public and private transportation information, detailed downtown maps, area maps and tourist information.

/nf

Appendix 7A

(SAMPLE OF DAILY INFO SHEET)

A*L*E*R*T

Vital Information to Keep Your Stomach and Wallet Happy

PARKING WARNING!! Parking regulations on the streets around the hotel are enforced STRICTLY. Illegally parked cars WILL BE TOWED.

PHONE ALERT!! If you're staying in the host hotel be advised that you will be charged 75 cents every time you connect to a local out-line. That's every time: information, busy signals, no answers, EVERYTHING. Even credit card calls for long distance.

A.M. AND LATE NITE ACTIVITIES. We've planned something of interest nearly all the time. Check your program for details. PLEASE NOTE THESE CHANGES IN THE MORNING TOUR SCHEDULE:...

LATE NITE SNACK-ATTACK! The hotel's cafe is staying open until 1:00 am JUST FOR US and has promised to remain open later if customer traffic warrants. Patronize them if you get hungry--and ask them to stay open late!!

LIQUOR STORES. Give names, address, simple directions, hours open, any local ordinances one should know about purchasing liquor.

GROCERY STORE. Give name, address, simple directions, hours open.

CONVENIENCE STORE. Give name address, simple directions, hours open.

DRUG STORE. Give name, address, simple directions, description, i.e., full service drug store including munchies, soft drinks, sundries and hours.

BEAUTY SHOPS. Give names, addresses, simple direction, hours, idea of pricing.

RESTAURANTS. List any new information or changes to information in the restaurant guide, i.e., This restaurant is opening 30 minutes earlier than listed in the restaurant guide. Reservations are advised, but will not be accepted for the early opening unless you mention the tournament.

REGISTRATION

WHEN APPOINTED: 12 - 18 months in advance

BY: Tournament Chair

PROFILE

1. Ability to organize and supervise large number of volunteers.
2. Willingness to give up playing bridge on occasion to ensure registration desk operations are running smoothly.
3. Friendly, outgoing personality.

RESPONSIBILITIES

1. Work with the volunteer coordinator to recruit volunteers for registration desk.
2. Oversee operation of registration desk to include training, scheduling and follow up.
3. Select, purchase and distribute registration gift.
4. Organize preparation of registration materials.
5. Work closely with information chair to ensure registration volunteers are familiar with answers to possible questions from players.
6. Attend all planning meetings.

♠♥♦♣ **CHAPTER EIGHT** ♠♥♦♣

REGISTRATION

The registration committee has four broad responsibilities:

1. The staffing and operation of the registration desk.
2. The process of registration and filing.
3. The selection, purchase and distribution of the registration gift.
4. Working with the information committee to insure that accurate information on many subjects is available to the players.

This committee will necessarily work closely with the information committee, so the registration chairman is advised to be equally familiar with the material presented in that section. In some cases, the registration and information committees are combined under one chair.

♠♥♦♣ CHAIR ♠♥♦♣

The chair of this committee should be comfortable in a supervisory role during the tournament. Other volunteers must do the actual work so that the chair is free to handle the unexpected. While the chair will be present at most registration sessions, it is unrealistic to expect to do the work for ten days without respite. Have a capable assistant on hand to cover for illness, absence and a scheduled day off.

The committee chair and possibly a few key volunteers will have important decisions to make as early as nine to twelve months before the tournament. A heavy concentration of volunteers will be required during the few days prior to the tournament and, of course, during the tournament.

♠♥♦♣ THE REGISTRATION DESK ♠♥♦♣

Location:

The desk will be located in the pre-function area of the hotel, immediately outside one of the major playing areas. If the majority of the playing space is at a separate convention center, the registration desk will usually be in the convention center. In some cases, the hotel will be equipped with enclosed, secured booths with space sufficient for separate stations. (To include registration, information, special services, tours and tickets.)

If you have to set up a more portable station, a spot will be provided that allows ample space for short lines of people in front of the booth without blocking the main flow of traffic. There will be sufficient space behind the desk for up to a dozen workers and an equal number of cartons of paper, gifts, etc. The desk will be as close as possible to a locked storage room. Generally, separate tables for filling out registration cards are provided. This will keep the registration process flowing smoothly.

Staffing and Hours of Operation:

Assuming traditional start times for the 9:00 morning game, 10 and 3 games and 1 and 7:30 games, a suggested schedule is shown below. The heaviest concentration of business will occur daily from 11:00 a.m. through 12:45 p.m. The first weekend will be the busiest -- more workers should be scheduled then.

Day (s)	Times	# of volunteers
Thursday	4:00 – 9:00 p.m.	3 – 12
Friday – 2nd Saturday	9:00 – 10:00 a.m. 11:00 a.m. – 1:00 p.m. 6:30 – 7:30 p.m.	2 – 3 6 – 12 2 – 3
2nd Sunday	9:30 a.m. – 12:00 noon 2:00 – 4:00 p.m.	3 2

♠♥♦♣ VOLUNTEERS ♠♥♦♣

The local organization is responsible for maintaining a minimum of one registration area regardless of the number of playing sites.

Number Required:

In general six to twelve people are required per volunteer session. This is in addition to any people who may be working in the same area such as information, tours, etc. On the last day, this staff requirement may be cut in half. It is best to schedule eight people for each session to guarantee getting six or seven. This will provide insurance against no-shows and late arrivals. If all scheduled persons arrive, find additional jobs for them. Be prepared to play musical chairs if necessary so that every volunteer gets some time working with the players and so that no one gets stuck with all the repetitive tasks.

Solicitation of Volunteers:

This is typically under the direction of the volunteer coordinator. Since this committee will require the largest number of volunteers, the registration chair may choose to coordinate recruitment efforts for this committee. If the host unit includes several cities or communities, you may want to feature workers from one locale as hosts on a given day.

Scheduling:

The easiest scheduling is done in conjunction with the events that each volunteer plans to play. Encourage volunteers to work both sessions on one day. While the registration desk requires too many workers to provide any remuneration or free plays, you can remind prospects of several "perks" that may be available. First, by arriving early, commuting volunteers will have the best of the available parking. Second, volunteers can enjoy the hospitality provided for workers. It will be easier to recruit workers for the evening shift if they have a place in the hotel to get a light supper and a beverage. Be alert for volunteers who will be at the hotel the evening before play begins -- this session is one of the hardest to staff.

♠♥♦♣ THE REGISTRATION PROCESS ♠♥♦♣

Players will complete a registration card and turn it in to collect the registration gift and any printed materials or free samples included in the registration bag. While efficiency in dealing with a hurried and sometimes impatient crowd is important, each player must receive a courteous welcome, a smile and a sense of concern for individual problems or questions. Volunteers must remember that for most players the visit to the registration desk is the first contact with the local tournament organization. The first impression they receive will greatly affect their reaction to the tournament as a whole.

The Registration Card:

ACBL will supply registration cards, pencils, paper bags, signs and gift bags. The card will ask players to indicate if they have fewer than a 300 masterpoints to facilitate the distribution of intermediate newcomer registration gifts. Coordination with the intermediate-newcomer chair will be important. Either IN players should receive a bag especially for newer players, or they should be sent to the separate IN registration area.

Filing:

Workers are responsible for alphabetizing their index cards daily. We recommend a simple process, using brown paper lunch bags. The letter of the alphabet is written on the outside of the bag and cards with last names starting with that letter are dropped in. If a player is trying to locate Mr. Smith, the worker can hand over the "S" bag without having to flip through individual cards.

♠♥♦♣ REGISTRATION GIFT ♠♥♦♣

Order the registration gift with the approval of the tournament committee. Gifts should arrive at the tournament site a couple of days prior to the start of tournament. It is the responsibility of the registration chair to make sure the gift will be available in time. Coordinate with ACBL for a locked storage room at the hotel or convention center to keep the registration gifts secure.

Arrange for purchase or donation of other items to be included in registration giveaway bags, such as pencils, maps, key chains, convention card holders, candy, fruit, restaurant guides or discount coupons.

Type of Gift:

The gifts that may be given are as varied as the sites of the NABCs and the imaginations of the local organizations. The item selected should be lightweight, portable and non-breakable. A single item of appeal to both sexes is recommended. The tournament logo, host city and date or year are usually featured prominently on the gift.

Number of Gifts:

Check with the ACBL meeting planner before ordering a gift. The number of playing locations and drive-in population may affect number to order. Typically, the following will approximate the number of registration gifts needed:

Under 10,000 tables	3,500 gifts
10,000 - 11,000 tables	4,000 gifts
11,000 - 12,000 tables	4,500 gifts
12,000 - 13,000 tables	5,000 gifts
13,000 - 14,000 tables	5,500 gifts
14,000 - 15,000 tables	6,000 gifts

Add 250 for each 1000 tables above 15,000.

Sources:

Catalogue companies can be a great source for ideas. Local novelty companies may be a source of ideas and catalogues. You can also search on line for "ad specialties" or "promotional products."

Cost:

The cost for your gift will be taken out of the lump sum ACBL provides up to $5.00 per gift. If you choose to provide a more expensive gift, any costs incurred over the $5.00 per gift will be paid for by the hosting organization out of funds raised locally. If it appears you may be in short supply near the end of the NABC, notify the ACBL meeting planner. They typically have a generic item they can substitute if needed. If it looks like you will have a large number of registration gifts left at the end of the NABC, you may choose to sell extras at a discount or use some for gifts at a local tournament. In either case, but check with the ACBL meeting planner before determining how you will use the leftovers. The ACBL may choose to use them for another purpose.

Ordering Deadlines:

The final order should be placed at least four to six months before the tournament -- earlier if the producer so indicates. Foreign manufacturers often offer better prices, but they require greater lead times to cover shipping. The selection process should begin about one year before the tournament. Most gifts are customized in some manner to fit the particular NABC. Sufficient time must be allowed for the design of any custom artwork and the production and local inspection of a prototype.

Other Printed Matter:

An information package should be distributed with the registration gift. This package should include the official tournament program/restaurant guide, public and private transportation information, and nearby shopping information that emphasizes items bridge players need to buy during tournaments. Extra copies of each of these items should be available at the desk. Other printed items that should be available when requested include lists and maps of hotel services, detailed downtown maps, area maps and tourist information. Coordinate the gathering and dissemination of these items with the information committee.

Ask me anything!

Regardless of whether the registration desk is adjacent to the information desk or several feet away, the players will use it as a source of general information. The chair and key volunteers should be extremely well versed in the location and times of all tournament-related activities and services. All volunteers must be able to locate and direct people to:

1. All restrooms.

2. The partnership desk.

3. The various entry-sellers, by event or type (NABC+, Regional, Senior, Limited).

4. Additional locations that must be known include the elevators, the snack bar, the prize desk, the bookseller, hotel registration desk and cashier, the drugstore and the Daily Bulletin office. Information must also be available on shuttle bus service if the NABC is at multiple sites, and where and how one can get a personal check cashed.

♠♥♦♣ ADDITIONAL DUTIES OF THE REGISTRATION COMMITTEE ♠♥♦♣

Advance Preparation of Registration Packages:

Items to be given to all players at the time of registration should be collated and packaged to facilitate distribution. Registration gift bags will be furnished by ACBL upon request. At least 60% of the anticipated distribution should be prepared in advance. A bag-stuffing party, which can be held in conjunction with performing other last-minute tasks, should be scheduled to accomplish this.

Before determining how and where you will prepare the registration bags, you should coordinate with the ACBL meeting planner. The bag, program/restaurant guide and other printed material to be included in the bags will be shipped from Memphis to arrive at the playing site on Tuesday or Wednesday prior to the tournament. In most cases, print delivery deadlines (and additional costs) would prevent these materials from being shipped for arrival any earlier.

In addition to the items shipped from Memphis, you will need to plan for delivery of the registration

gifts and other items for the bag. Depending on your choice of gift, these items may be very heavy or bulky, so be sure to allow for enough manpower and transportation. Always notify the ACBL meeting planner before setting a specific time to arrive at the hotel with the delivery. The ACBL staff can work to ensure unloading time on the dock, if needed, and a smoother delivery to the area where bags will be stuffed.

Forty to fifty registration gift packets should be given to the ACBL meeting planner by Thursday morning before the NABC begins. These will be distributed to each member of the board of directors, the chairman of the board of governors, ACBL legal counsel and ACBL staff prior to the end of the board meetings.

Distribution of IN Registration Bags:

The IN committee should prepare special registration gifts for new players. Usually, they will set up registration in the Intermediate-Newcomer area where they will distribute all of the regular registration material plus their special gifts and giveaways.

Grand National Teams and North American Open Pairs:

Special arrangements should be made to accommodate players in special events such as Grand National Teams and North American Open Pairs that begin before the tournament. These events generally start on Wednesday. It is suggested that a temporary set-up for registration could be made in or near the playing room an hour before the afternoon session and a half hour before the evening session to accommodate these players and make them feel welcome.

/nf

PARTNERSHIP

WHEN APPOINTED: 6 - 12 months in advance

BY: Tournament Chair

PROFILE

1. Familiarity with bridge and event schedule.
2. Experience working partnership desk at area regionals and sectionals.

RESPONSIBILITIES

1. Direct and perform partnership services for bridge players.
2. Schedule volunteers for desk.
3. Attend all planning meetings.

♠♥♦♣ **CHAPTER NINE** ♠♥♦♣

PARTNERSHIP

Partnerships is the one service that is always required at almost any duplicate bridge game. It is no less important at an NABC and is an integral part of the tournament.

♠♥♦♣ HOURS OF OPERATIONS ♠♥♦♣

Single-Playing Site: (Sunday times should vary according to playing schedule.)

Thursday	6:45 - 7:45 p.m.	2-3 volunteers
Friday - 2nd Saturday	8:30 - 10:00 a.m.	1-2 volunteers
	11:00 a.m. - 12:45 p.m.	5-6 volunteers
	6:30 - 7:15 p.m.	1-2 volunteers
2nd Sunday	10:00 a.m. - 12:00 noon	1-2 volunteers

Multi-Playing Site:

Staff according to schedule and tables in play at multiple playing sites. For instance, all 10 and 3 games may be at one location and 9:00, 1:00 and 7:30 events at another.

♠♥♦♣ PHYSICAL SETUP ♠♥♦♣

The partnership desk will usually be located in a large unshared open space or even a separate room near the center of activity. If space allows, extra tables will be placed in the area for potential partners to meet and determine if they would like to play together.

The ACBL will supply color-coded cards to be filled out by players needing partners. ACBL will also furnish each partnership area with a portable sound system, partnership cards, pencils, paper clips and other office supplies, signage and a cork board. All items required from the hotel must be requested through the tournament chair to the ACBL meeting planner.

ACBL will also supply a card file box with index cards for all of the future events. Many people will sign up for a partner several days in advance. You will then file their cards in the appropriate spot and match them on the day of the event. You may wish to discourage this practice since often players find their own partners and do not come back. You might take their card but require them to check in on the day of the event before activating their card.

We have learned that different areas of the country organize their partnerships desks very differently. Be sure to advise the ACBL meeting planner exactly how you plan to organize your desk. Signage and other supplies that will support your system can be provided.

Headquarters staff has discovered that most tournament organizers have different, but successful, methods to manage the partnering process. Be sure to discuss the methods you plan to use during the NABC, so that staff can provide appropriate signage and supplies. Otherwise, your set-up may have to be changed to suit your style after you've started the process.

♠♥♦♣ VOLUNTEER SCHEDULE ♠♥♦♣

Review the tournament schedule to determine how many events are being held each day -- afternoon and evening. This should be done 6 to 8 weeks prior to the first day of the tournament. From the schedule, decide how many volunteers are needed to staff the desk each session. It is difficult for more than two people to work together effectively on the same event. The number of new events per session times one or two will equal the number of partnership people needed.

♠♥♦♣ ASSIGNMENTS ♠♥♦♣

Unlike other player service desks, when recruiting volunteers for the partnership desk try to get workers who will be able to work throughout the tournament. There is no need to be restrictive, but the fewer daily changes the better.

Assign volunteers to specific events--ones in which they may know some of the people. Note that your biggest requirement will be during the two hours prior to the afternoon session. Send each volunteer a schedule of the sessions he or she is to work, the particular event to which he or she is assigned and the time to report. Also included should be a telephone number to call in case something comes up and he or she cannot work that day. Of course, the chair should have a master sheet. The schedule should be sent out three weeks in advance.

♠♥♦♣ MAKING PARTNERSHIPS ♠♥♦♣

Players must list the number of masterpoints, system (such as Standard or Precision) and contact information. You must be very diplomatic when partnering players with varying point totals. Have people talk to each other and then come back and let you know what they've decided. Swiss teams are the most difficult. You should try and make compatible teams as the cards come in. It gets too hectic otherwise.

Making partnerships for preregistration events (Vanderbilt, Women's KO, Spingold, and Reisinger) should be avoided or undertaken only with the knowledge of when entries close (generally 8:00 p.m. the night before the event starts). The director taking advance entries is often in a good position to make teams.

The chair should find out the location of each event (usually just by getting the back page of *The Daily Bulletin*) and inform all the volunteers where their events are being held so they can tell the new partnerships where to buy the entries.

♠♥♦♣ OTHER DUTIES OF THE CHAIRMAN ♠♥♦♣

Make sure that each volunteer has a name tag and distribute any general information to tournament workers. The chair should be the first person on duty each day to see that all scheduled workers arrive. If not, find a replacement or pitch in.

The chair's main duty during the running of the tournament is to help solve problems and answer questions. Help with making partnerships only if needed.

/nf

♣♦♥♠ PROGRAM/RESTAURANT GUIDE ♣♦♥♠

WHEN APPOINTED: 12 - 18 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Plenty of available time three to four months prior to the NABC to work on the bulk of the material.

2. Ability to organize thoughts and combine with information from other sources. Writing, editing and proofing skills with access to equipment/software compatible with ACBL software for word processing.

3. Knowledge of and familiarity with the local area dining establishments and proprietors.

4. Willingness to "cold call" potential advertisers and restaurants and encourage others to do same.

5. Organizational abilities and willingness to adhere to deadlines.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Provide information to the ACBL publishing department for the official NABC program. Compile information and edit copy for the restaurant guide.

2. Proofread final copies of program/guide before printing.

3. Canvass area restaurants for inclusion in the guide and solicit discounts or promotions for bridge players.

4. Collect menus for the information desk or work with a company to provide restaurant referral services.

5. Attend all planning meetings.

♠♥♦♣ **CHAPTER TEN** ♠♥♦♣

PROGRAM/RESTAURANT GUIDE

This chairman must have strong communication skills and organizational abilities. Success is dependent on the smooth flow of information from other committees and on meeting deadlines.

The program/guide is the first thing that most players look for when they arrive at an NABC. Everyone wants to review the event schedule and determine the best times and places to go eat! Even local players may not know the neighborhood, and players want to use the time between sessions to their best advantage. The guide is essential to give people choices of cuisine, atmosphere, cost and speed of service.

♠♥♦♣ PREPARATION AND PLANNING ♠♥♦♣

Skills, tools, creativity and time govern the size and composition of this committee. One person may compile information to forward to ACBL, but many may be needed to canvass area restaurants. ACBL is responsible for the production, publishing, printing and cost of the program/guide. They also determine the size and have final authority on the contents and cover, although suggestions are welcomed.

Planning:

The first committee meeting should be about eight to ten months before the tournament. All the tasks should be assigned and a rough time table should be agreed upon. Decide who will be the main contact with ACBL staff (will it be direct or through the tournament chair?) and who will be responsible for contacting local restaurants to confirm listings and/or to sell advertising. Decide who will compile the information and in what form it will be sent to ACBL for publishing. Most groups will supply the local restaurant information and possibly some entertainment notes or welcoming comments. ACBL will supply the event schedule and layout of the entire guide.

Cover:

With input from the tournament chair and program/guide chair, ACBL staff will design the cover. It may be a logo, a photo of the city or another original design.

Contents.

The following items should appear in some form:

1. Tournament Chair Welcome - While ACBL no longer includes letters from various local and national officials, a short welcome from and photo of the tournament chair should be included.

2. Committee Chairs - A list of the chairs and their committees should be included. You may also want to have a list with pictures of each committee chairs for inclusion in the *Daily Bulletin*.
3. Event schedule - ACBL already has this for the production of flyers and for inclusion in *The Bridge Bulletin*, so it will not be necessary for the local committee to produce this portion of the guide.
4. Restaurant Listings - See the following section for more detail.

♠♥♦♣ RESTAURANT LISTINGS ♠♥♦♣

Which Restaurants to Include:

1. **EVERY** restaurant, coffee shop and snack bar in the convention hotels or convention center, including details of room service.

2. **EVERY** restaurant within a two- or three-block walk of the playing site. Note: This list should be 100% complete, including those not favorably recommended, because so many players have limited transportation and need convenient variety.

3. A selection of restaurants located a short car or cab ride away, or perhaps at the next Metro or bus stop. These restaurants may be chosen for any of a number of reasons, e.g., cuisine, good service, special flair. This list typically may include 12 to 25 establishments.

4. Other restaurants at a greater distance that are especially recommended for some reason. Keep in mind transportation time when selecting this group. These restaurants are intended as possible choices for two-session players. This may be the place to list a restaurant for which your city is famous.

5. Two or three restaurants for "celebration" dinners. These must be highly recommended on all counts. Since fine dining requires time, these may well necessitate a session off to fully enjoy the meal. The guide must state this restriction.

6. A list of the nearest fast food outlet for each of the major chains.

Methods of Organization:

The listings may be organized by price, cuisine or location, though organization by location is generally preferred. A brief table of contents or the introduction page should make it obvious how the guide is organized. Regardless of the method of organization chosen, a thorough index will help cross reference the listings. If, for example, the guide is organized by location, the index may group restaurants by cuisine. Avoid an alphabetic index. Few players using the guide already know the name of the restaurant they seek.

The index is a good place to use special symbols for quick reference of special services. Use the index to highlight late-night restaurants, pizza shops that deliver until 2 a.m., nearby restaurants with late-morning breakfasts, etc. If your city has restrictive Sunday blue laws, you may wish to make special suggestions or a special list for use on Sunday. ACBL will generate an area map to be placed in the guide.

Information Required in Each Listing:

1. Name
2. Address
3. Telephone number (except for fast food)
4. Days and hours of operation
5. Special promotions for bridge players
6. Price ranges. For brevity, and to avoid changes in price after the guide goes to press, it is best not to list exact dollar prices. Group the prices into general categories (e.g., $=cheap; $$=moderate; and $$$=expensive). Then, in the introduction to the guide, or near the index, define these symbols by listing price ranges for each symbol.
7. Type of cuisine
8. Special notes such as:
   - If reservations are required or strongly recommended
   - A dress code that is really enforced
   - A "real" restaurant that does not serve alcohol
   - A "real" restaurant that does not accept major credit cards
9. Distance from hotel and/or a keyed reference to a map, walking distance, $5.00 cab ride, 2nd metro stop, etc.

Optional Additional Information in Each Listing:

1. Include a short review with two sentences at most. This will personalize the guide as people tend to relate to something recommended by another bridge player.
2. Indicate a nearby landmark for an obscurely located restaurant.

Advertising:

The tournament, program/guide and finance chairs should decide if advertising is to be used. Local organizations may sell advertising space for whatever they believe they can collect. All material must be camera ready. You may sell any size ad, but only full page increments (page size is usually 4" x 9") may be submitted to ACBL. Before selling any advertising, check with the ACBL meeting planner to see how many pages have been budgeted for production. If you choose to produce more than the budgeted number of pages, the local organization will be asked to reimburse the expense overage to ACBL.

If ads will be sold, the following questions need to be answered:

1. What types of ads?
   - bridge-related ads
   - restaurants and other area attractions

2. How much space is available to be sold?
   Keep in mind that printing is done in groups of four pages. Set advertising goals in accordance with the number of pages ACBL has budgeted for production of the guide.

3. How much to charge for:
   - full page
   - 1/2 page
   - 1/4 page
   - inside front and back covers

Consider that some advertising may be provided gratis to a tournament sponsor or for a future NABC. Whatever your goals are for advertising sales, be sure to set an early deadline and arrange to receive payment in advance of printing.

♠♥♦♣ PERSONAL CONTACTS ♠♥♦♣

Each restaurant should be contacted twice. Remember not to arrive at meal time so that you can speak to the manager when he is able to give you his attention. The first contact should be roughly four months before the tournament. The purpose of this visit is to confirm the information for the listings, inform the management of the restaurant what an NABC is and when it is happening, and gather information sufficient to write the review if you are not already familiar with the restaurant. Do not collect a sample menu at this contact; it is too likely to change.

Suggest a discount or promotion for bridge players upon presentation of a convention card (bring a sample with you). Convince them that only bridge players will have any use for such a card, and that the card works much better than coupons or other identifications. Possible promotions include a free glass of wine with dinner, ten percent off dinner, etc. Such a promotion must be listed in the guide; therefore, if the manager is interested get confirmation at this time (best) or follow up promptly by phone. Restaurants that offer a promotion should receive an early letter of confirmation before the guide is printed to avoid embarrassment later.

A solicitation for advertising may also be a part of this contact, but only if the committee member is comfortable in the role of a salesman. Advertising has to be sold, not just requested. Probably the best approach is to plant the suggestion of advertising at this time. The best salesman on the committee should make a subsequent sales call.

Special discussions must be held with those restaurants within a very short walk of the hotel. Explain the time schedule of the tournament and prepare them for the sudden influx of customers at somewhat unusual hours. Specifically, try to convince them to offer the evening dinner menu beginning at 5:00 or 5:30 at the latest. For those that feature breakfast selections, convince them to serve them through noon. Make sure the committee member knows the number of people expected to attend the NABC so that the requests can be documented with data. Note: Remember that the tournament chairman will coordinate all contacts with the ACBL meeting planner and the host hotel. They will insure that the hotel staff will adjust their menus and hours of operation.

The second contact should be made within ten days of the tournament. During this contact, the completed guide should be given to the restaurant manager. Obtain a menu from all restaurants near the hotel and from those featured in the guide. Remind nearby restaurants of the unusual influxes of customers, as discussed above.

♠♥♦♣ DEADLINES ♠♥♦♣

All copy must be submitted to the ACBL 45-60 days prior to tournament. See Appendix 10A - Program/Guide Guidelines. Samples of previous NABC program books are available from the ACBL meeting planner upon request.

Get a firm deadline from the ACBL program editor, taking into consideration the date the program/guides will be needed for shipping to the tournament site--at least 10 days prior to the start of the tournament. The deadline will normally be eight weeks prior to the tournament. Work backwards from the deadline to collect information from other committee chairs. Try to stagger deadlines with the committees.

♠♥♦♣ PREPARING FOR THE PRINTER ♠♥♦♣

Once all the information has been gathered, a final draft is sent via e-mail to ACBL. The editor working on the project will return a draft of the guide with art work. The committee and tournament chair must proofread the copy carefully. Try to get one or two proofreaders who have not worked on the program. They will not be close to the project and may be able to spot errors more easily.

Appendix 10A

NOTES OF INTEREST

The following information is not typically included in the program/restaurant guide. You may choose to run some or all of this information in the *Daily Bulletin*.

MAP OR LIST INCLUDING LOCAL POINTS OF INTEREST	Sightseeing Shopping Tours (pick-up points) Restaurants Parking
EDUCATION PROGRAMS	Intermediate/Newcomer Lecture Program Teacher Accreditation Program (TAP) EasyBridge! Accreditation Teachers Meetings - times, locations Directing Courses/Seminars
SPECIAL EVENTS	Vugraph Prestigious Championships Intermediate/Newcomer Reception Goodwill Reception (members only) Patron Member Reception (by invitation only)
TIPS on LOCAL CUSTOMS	Discounts, Taxis, Shopping, Traditional Activities, Local Sites/Events that "should not be missed."
ENTERTAINMENT	Schedule, Highlights, Applicable Fees
TRANSPORTATION	Shuttle Buses (if applicable) Parking Information Tours
SPONSORS LIST	Recognize Event Sponsors

♣♦♥♠ PUBLICITY AND PROMOTION ♣♦♥♠

WHEN APPOINTED: 2 years in advance

BY: Tournament Chair or Planning Committee

♣♦♥♠ PROFILE ♣♦♥♠

1. Organizational and communications abilities.
2. Contacts in local media.
3. Willingness to work and enthusiasm for hosting NABC in your city.
4. Interest in and familiarity with Internet promotion.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Write articles and stories for local bridge publications.
2. Provide promotional information for inclusion in the Bridge Bulletin.
3. Produce and distribute flyers (in addition to those provided by ACBL) to local clubs and area regionals and sectionals.
4. Communicate needed website updates and revisions to ACBL staff.
5. Assist ACBL headquarters staff by providing names of media contacts for distribution of press releases and any ideas for stories.
6. Attend all planning meetings.

♠♥♦♣ **CHAPTER ELEVEN** ♠♥♦♣

PUBLICITY AND PROMOTION

The primary job of this committee is to promote the NABC to bridge players and to potential bridge players, generating enough interest for them to spend their time in your hometown playing bridge. The NABC will happen with minimal or no publicity efforts, but effective promotion and publicity will benefit your NABC and duplicate bridge in general.

♠♥♦♣ FORMATION OF COMMITTEE ♠♥♦♣

The ideal chair should have some awareness of promotional strategy and be a dedicated bridge player who wants and asks for this job and works well with others. As soon as the chair has been chosen, the rest of the committee should be recruited. There is no limit or minimum number to have on this committee, but it will probably function best with three to six people. It is important to try to get workers with expertise in certain areas, such as the following:

Representatives of Local Media: Any bridge player who works for local newspaper, TV or radio station. Look for a local bridge columnist.

Unit or District Newsletter Editor: If there is no local bridge publication within the local organization, seek out the editor of your Regional Daily Bulletin.

Advertising Specialist: Any member who is a professional in this area.

Other: Any other member who is an enthusiastic, willing worker and wants to help on this committee.

The committee should be formed early since the work will begin as much as two years before the NABC. Hold a meeting as soon as there is a nucleus for planning and ideas.

♠♥♦♣ ADVANCE PROMOTION ♠♥♦♣

The tournament chair and the planning committee may have chosen a theme or at least a slogan and logo to be used throughout the NABC. If this has not been done, it will be the publicity committee's first task. The ACBL publishing department can design the logo for you if there is no local contact interested in or skilled at designing one. The logo can be used effectively in the *Bridge Bulletin*, on the website, on the registration gift and in the program, advertising, flyers and other materials.

If you are in a resort city, your task of getting bridge players to come to your NABC will be much easier since you can emphasize the vacation theme and attractions of the city. Tournament organizers in other areas must work harder in promoting their cities and tournaments. Give players reasons why they should not miss your NABC--special entertainment, unique restaurants, etc.

Buttons, Pencils or Other Promotional Giveaways:

At least one and up to two years in advance of the NABC, you may want to consider choosing a promotional item, order it imprinted with your theme and tournament dates and begin distribution. It is important to choose an inexpensive item so you can get a large supply. Many local organizations select stickers, buttons, pens or similar items. While such giveaways are optional, it is an easy and inexpensive way to generate interest among local volunteers and promote the upcoming NABC when traveling to tournaments.

Flyers:

ACBL will provide flyers to distribute to clubs and at tournaments during the calendar year preceding the NABC. These will include the complete schedule, housing and travel information, phone numbers, etc.

In addition to the flyers ACBL usually provides, the local organization may want to consider producing two or three flyers promoting some particular features of your tournament. If you choose to have ACBL design and print these for you, the charges will be deducted from the budget ACBL provides for you. Following are suggestions for things to include in your flyers:

1. One single sheet with basic information, dates, location, theme or slogan and perhaps mention of any other special plans could be prepared and distributed up to a year prior to the NABC. Early advertising is especially important for the summer and fall because many players make vacation plans early in the year. It is impossible to do detailed flyers at that point because information on the schedule and entertainment will not be final. These early flyers are very important if a decision has been made not to distribute promotional material.

2. A detailed brochure with special programs, tours and entertainment should be designed and planned early and completed as soon as information is available. This is especially true with programs for which advance registration is desirable. This should occur three to five months prior to the tournament. Get as much information as possible but do not wait for the last detail before printing. The most important thing is the schedule. This will be complete and distributed at the NABC one year prior to yours. It will appear in the *Bridge Bulletin* four months prior to the NABC.

3. A separate intermediate/newcomer brochure with details about their program, schedule, activities and speakers will be provided by ACBL for distribution two to three months in advance of the tournament (see Intermediate/Newcomer, Chapter Six).

4. Consider reprinting the schedule alone on an additional separate sheet. People who like to make their games in advance find these useful. You will also find people asking for them during the NABC even though they have a program with the information. Note these can also be printed from ACBL's website.

Distribution:

This may be the most important step in this process. While someone from the publicity committee should be in charge of this phase, all members of the local organization can help with distribution, particularly those who travel to out-of-town tournaments.

NABC:

Start distribution of promotional material and/or early flyers one to two years in advance and continue through the NABC just prior to yours. If you have chosen buttons, make sure all local members attending these NABCs wear them. Make one person responsible for taking extra buttons and reminding people to wear them. If you have chosen pencils or a giveaway item, get in touch with the ACBL meeting planner or the local registration chairman to coordinate distribution. They might be included in the registration gift packet or available at the registration or information desk.

Regionals and Sectionals:

Four months to one year prior to the NABC, follow the same general plan: wear buttons, pass out pencils, put flyers on information desks. As soon as the detailed brochures (general and newcomer) are available, concentrate on getting them to as many regionals as possible and to all nearby sectionals.

Local Clubs:

Make sure all local clubs have a large supply of flyers. Do the same if you have reprinted the schedule separately.

Banners and Ads:

Most NABCs prepare a banner with the tournament logo to be displayed at other NABCs and at regional and sectional tournaments. Whatever the cost, make sure the banner is made out of some kind of durable, lightweight material. The ease of folding it up to carry in a suitcase and transporting it from tournament to tournament is worth any extra cost. Volunteers should be recruited to carry the banner, arrange for displaying and remember to collect it on the final day. Headquarters requires that banners to be displayed be at the NABC are ready for hanging by Wednesday before the tournament begins.

♠♥♦♣ LOCAL UNIT OR DISTRICT PUBLICATION ♠♥♦♣

Columns and/or articles of interest and information for any and all unit or district publications should be planned and prepared by the committee. These should be coordinated with the publication editor, who may be a member of the committee. Topics, approach and specific assignments should be determined well in advance, probably by the entire committee.

Column:

Start up to two years in advance with a column which will appear in every publication prior to the NABC. It could be written by anyone with time and talent. It would be best if it is not the publication editor so as to have a different approach (this person may write many of the information articles). The column could be a progress report, a human interest story or anything special. The real purpose, obviously, is to maintain interest among your members and make them want to be a part of what is happening.

General Information:

Articles about plans and programs of interest to all players may be included in any issue. Concentrate on the issue just prior to the NABC. These might include special transportation or parking information, nightly entertainment, morning tours, I/N program and schedule of events.

Recruiting Newcomer and Other Nonregular Players and Volunteers:

Work with the I/N committee chair in developing articles aimed at new players. An NABC will bring out people you haven't seen in years. Reading about all the exciting and wonderful things about to happen will help convince them they don't want to miss the fun. Articles should also be aimed at recruiting volunteers to help with the mammoth job of putting on an NABC. These should start as soon as practical, be included in all publications and state who to contact (phone and address) and list what specific jobs need to be done.

♠♥♦♣ INFORMATION AND MATERIAL FOR ACBL WEBSITE ♠♥♦♣

The ACBL webmaster designs and maintains pages promoting all NABCs. Following are the items that will be included on the website by ACBL staff:

1. Tournament schedule
2. Hotel/housing information, including online reservation form
3. I/N schedule and speaker schedule
4. Entry fees
5. Other events at the NABC
6. Childcare information
7. Transportation information*
8. Weather
9. Local attractions*
10. Caddy recruitment information*
11. Advance partnership service*
12. Committee chairs and contact (e-mail) information*

The items marked with an asterisk (*) may require some input from the committee chair. ACBL staff will create pages with information on and links to local attractions and ground transportation. Once the pages are designed, you will be asked to review the information to insure what is provided is current. The information is usually picked up from other attraction websites or from sources such as your local convention and visitors bureau, so a careful review is necessary to insure all information is up-to-date.

Visit the ACBL website and review pages promoting the current NABC. You will be able to quickly see the information you will need to provide to make the website complete.

♠♥♦♣ INFORMATION AND MATERIAL FOR ACBL BULLETIN ♠♥♦♣

Each month, headquarters staff will publish articles in the *Bridge Bulletin* promoting the upcoming North American Bridge Championships. Expanded features appear in the April (for summer NABC), August (for fall NABC) and December (for spring NABC) Bulletins.

Assign a committee member to gather information, prepare articles for the *Bridge Bulletin* and coordinate efforts with committee chairs and ACBL. It is not necessary to submit polished articles

ready for publication. If there are no accomplished writers able to volunteer their efforts, *Bulletin* staff will write the articles with information you supply.

For these features in the magazine, ACBL will provide the following:

1. Schedule of events
2. Newcomer schedule of events and speakers
3. Conditions of contest
4. Hotel, reservations and travel information
5. Childcare information
6. Other seminars or meetings sponsored by ACBL

ACBL staff will also write and layout information about the host city and its attractions. If a member of the committee would like to contribute to these articles, topics could include the following:

1. City/Tourist Information

   This could include descriptions of city landmarks, tourist attractions, nearby restaurants and shopping, museums and similar attractions. A short article could include information about landmarks and attractions unique to your city. This article should be written not only to inform but to pique a player's interest in a long visit to your hometown.

2. Entertainment and Hospitality Information

   Include descriptions of the unique activities the committee is hosting for their fellow bridge players. If you're having bingo, list some of the prizes. If you're having a sock hop, encourage folks to bring their saddle oxfords. If you're sponsoring a t-shirt day, remind players to throw t-shirts from their hometown in their luggage. If there are giveaways every day, tease the reader with the idea that they should bring an extra bag to carry everything home.

   You do not have to provide a great amount of detail. The main purpose of this information is to grab the reader's attention just enough to get them to want to check out your area hospitality.

3. Directional Information

   This could include a small map of the area around the playing site. You may also want to include cab fare estimates from the airport, as well as parking information and prices.

4. Playing Site Descriptions

   Tell your fellow bridge players how easy and enjoyable it will be to be a part of your NABC. If all the play is in one hotel, that will be a real attraction for most players. If play is split between two sites, list what events will be in each place so players can make a decision regarding hotel preference. Check with the ACBL meeting planner if you're unsure of any locations.

5. Intermediate-Newcomer Activities

Besides the novice/speaker schedule, you should describe any activities geared just for newer players.

You may have other creative ideas you would like to include in the supplement. ACBL staff is willing to assist in any way possible. Staff will be responsible for layout and design. You need only to provide copy or information to be edited and any pictures to complement your articles.

Information should be sent to the ACBL offices during the last week of the month two months prior to *The Bulletin* supplement, i.e., the supplement information for the August Bulletin is due the last week of June. *The Bulletin* staff also requests that information be sent as soon as it is ready. There is no need to send all the information at one time.

♠♥♦♣ LOCAL MEDIA INFORMATION ♠♥♦♣

The ACBL staff will work with a local public relations firm to contact local newspapers, radio stations and television networks, particularly any bridge players or reporters with an interest in bridge.

It is ACBL Headquarters' responsibility to insure that press kits are prepared and distributed. Headquarters staff will prepare two flyers for distribution and will arrange celebrity guest appearances for radio and TV upon request.

During the NABC, the ACBL headquarters staff will meet the media, arrange interviews with visiting celebrities, pitch feature stories that happen at the tournament, etc. Here's what you should give them so they can be of greatest assistance.

About two to three months before the tournament, send the following to ACBL headquarters. The ACBL meeting planner will advise to whom it should be directed.

1. A contact list of all local media, their addresses, phone numbers, fax numbers and names of key contact people. If you've already worked with any media people, note them. One of the biggest turnoffs the media can experience is "double-teaming," situations in which several people contact them and give them redundant or even conflicting information.

2. Press releases or other printed media alerts you've distributed.

3. Stories that have already been published, identifying in which media they appeared.

4. A list of possible "colorful" local angles, such as world-acclaimed players or celebrities who live in your city, information about how many clubs there are in your area, unusual events that you plan at the tournament or other information that will help the media person interest the press in your NABC.

Headquarters staff will be responsible for sending a general information release to all area newspapers about two weeks before the NABC.

Media Kit:

ACBL or its designated agency will prepare a media kit to be given to area newspapers and broadcast stations. ACBL will hire a public relations consultant who may ask you for specific local information or angles to use in the media kit. Some of the items that might be included are:

1. A schedule of events.

2. A contact person's phone number.

3. Suggested angles on local players--local champions (national, international) and special people (father-son champions, families, youngest, oldest, unusual players) or anyone who might make interesting news stories for the general public.

4. Other angles relating to tournament bridge--what's a director, a caddy, novices, computers, professionals, etc.

Local Television and Radio Talk or Interview Shows:

ACBL or its designee will contact local media outlets to schedule visiting bridge personalities on local broadcast shows. The best time will be just before the tournament begins. Many large cities have 24-hour local news television stations and are quite receptive to any type of local news to fill their time. Your shared knowledge of the best programs to contact or any personal contacts will be helpful.

♠♥♦♣ PHOTOGRAPHS ♠♥♦♣

It is not necessary for a successful publicity program to have a local photographer. Local news media will take their own photographs. The staff working on the Daily Bulletin will have a digital camera for use in producing the paper.

Bulletin Boards:

Pictures, either black and white or color, can be placed on bulletin boards for the tournament participants to admire. These can be candid shots, winners of events and photos taken at special activities (late-night events, dinners, tours). This bulletin board could be placed in a central location, usually near the registration area. In addition, a separate bulletin board for the newcomers with photos of I/N game winners, speakers and other pictures of interest should be maintained in their area (see Intermediate/Newcomer Program, Chapter Six).

Timeliness:

If a slide show or bulletin board is to be presented at the NABC, the initial photos shown will of necessity have to be taken before the tournament starts. They could be taken at NABCs, regional and sectional tournaments from one to six months prior. Be sure to incorporate any available photos from previous NABCs in the area. Photos will be taken continually during the tournament. Use them in the presentations as soon as they are developed.

♠♥♦♣ CLUB PUBLICITY ♠♥♦♣

Local clubs are an important source of players and workers and are a major part of the publicity package. Many club players are not regular tournament attendees. They must be convinced that the NABC is a very special occasion and should not be missed for even one day.

Local Clubs:

These clubs should be brought into the picture early and continually. Establish a channel of communication. It is best if one of the members of the publicity committee (probably the club representative) is responsible for this phase-- make telephone calls and/or personal visits. As soon as flyers and other promotional material are ready for distribution, deliver a supply to the clubs. Special notices and posters for club bulletin boards can be developed and given to club managers for posting.

Work with the volunteer coordinator, who will want to recruit workers from the clubs. Keep them informed as general plans are developed. For example, furnish them with copies of the schedule as soon as it is finished. Many people like to start making dates even months ahead of time. Three to six months prior, consider sponsoring a gathering of club managers at a breakfast, dinner, cocktail party or the like. It works best if it is in conjunction with a bridge event, such as a sectional tournament. This is a positive way of disseminating information and answering questions as well as exchanging ideas.

Clubs Within a Day's Drive of the NABC:

One or two months before the tournament, send material to clubs outside the local jurisdiction. In determining your mailing list, be sure to include clubs which have more than one game per week and those within easy driving distance, fewer than eight hours. Material sent could be limited to a set to be posted.

Local VIPs could visit clubs (especially newcomer games) to hype the NABC---perhaps play with a newer player.

Have a "win an entry to the NABC" game for newcomer club games to encourage their participation (maybe a month or so before NABC).

Encourage local VIPs (politicians, cultural leaders, business leaders) who play party bridge or some duplicate to attend by naming side games after them. Set aside an entry at table #1 so players can meet them (i.e. have local mayor and spouse sit at NS #1 in the side game and call it the Mayor.... Pairs.)

/nf

♣♦♥♠ CADDY ♣♦♥♠

WHEN APPOINTED: 12 - 18 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Experience as caddy chair or head caddy at local tournaments.
2. Interest in and ability to work with young people.
3. Willingness to solicit workers from the local community and from the bridge community.
4. Organizational abilities.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Recruit caddies for the NABC.
2. Provide list of caddies available by day to the caddy master.
3. Provide written instructions/rules for caddies' information.
4. Attend preliminary planning meetings as needed.

♠♥♦♣ **CHAPTER TWELVE** ♠♥♦♣

CADDY

This committee requires few members. Usually, only the caddy chair and an assistant are needed.

♠♥♦♣ CADDY CHAIR ♠♥♦♣

The caddy chair will be a local volunteer who may play during the tournament (unlike the caddy master), but will be responsible for advance preparations or instructions and the caddy party, should you choose to have one. The caddy chair should be experienced in training and working with caddies in sectional and regional tournaments.

♠♥♦♣ CADDY MASTER ♠♥♦♣

ACBL employs a caddy master for each NABC who will be responsible for the caddy operation during the actual tournament. The caddy master assesses on a daily basis the need for caddies in events with multiple start times, possibly in multiple venues. Because the need for caddies cannot be fully determined until entries are sold for each event, the actual number of caddies needed will not be determined until close to game time.

♠♥♦♣ COMPENSATION ♠♥♦♣

The caddy rate of pay at NABCs is determined by ACBL. Contact the ACBL meeting planner for specifics.

The caddy master usually requires caddies to pick up two sections. The caddy master also assigns caddies as needed for other tasks, such as distribution of table gifts. The local committee must not expect its caddies to do other chores during the session, such as cleanup or errands for the players, unless instructed to do so by the caddy master.

The local committee and ACBL may hire caddy-age young people for other tournament work such as preparing goodie bags, stuffing kits, serving beverages or a host of other jobs. Such workers should be paid commensurate with the ACBL floor caddies.

Payroll:

The duties of the NABC caddy master include scheduling and assigning tasks to caddies and handling of all payroll functions. Usually, caddies are paid after the last session for which they are scheduled to work.

♠♥♦♣ FINDING PROSPECTIVE CADDIES ♠♥♦♣

Create a file with names and availability of local caddies. Many caddy chairs include an Internet response system on the tournament website where potential caddies can e-mail their interest and availability directly. We suggest that an on-line form be designed to include name, contact information, age, experience and days of availability to work.

The number of caddies needed varies with the number and types of events as well as the physical set-up (playing rooms). For instance, team games need twice as many caddies for the same number of tables as pair games. The general rule is three caddies per 90 tables for pair games and six caddies per 100 tables for team games.

Prior to receiving the numerical requirements, the chairman must gather the names, addresses, e-mail addresses and phone numbers of all prospective caddies and record the dates each is available. For out-of-town people, immediately acknowledge their availability in writing, preferably via e-mail, including hiring priorities (see below) and an indication of when more complete information will be mailed or e-mailed, probably two weeks before the NABC.

At a summer NABC, there should be no trouble getting enough caddies. Many young people are traveling with their parents and want to work. Fall and spring NABCs may have to tap adult groups in the area in order to meet the need for caddies. Many local organizations will consider taking on this project as a fund-raising activity. Individuals can volunteer their services and the caddy fees go to the organization. Some organizations to consider include churches, fraternities and sororities of local colleges, women's clubs, PTAs, etc.

Priority should be given to caddies who have worked previously at NABCs or local sectionals and regionals. These caddies should be given the opportunity to work even if a service group is providing most of the caddies.

Submit names, addresses and availability of all potential caddies to the caddy master no later than two weeks prior to the NABC. These caddies be informed that availability to work does not guarantee they will be employed and should not be promised a specific schedule.

♠♥♦♣ PRE-TOURNAMENT CONTACTS ♠♥♦♣

Roughly three months prior to the NABC, the caddy master and caddy chair should connect by phone or e-mail to confirm duties of the chair, to determine the estimated number of caddies needed and review an early list of potential caddies. Using the current table estimates, the caddy master should be able to fairly accurately determine the number of caddies required per session. The number of caddies actually required may need adjustment once the tournament is underway.

Pre-tournament communications with potential caddies:

It is common courtesy that all persons expressing interest be notified of their status. It is also important to maintain contact with possible additional caddies because they may be needed. The two most likely contingencies that may have to be covered are (1) larger player attendance than expected and (2) the failure of some scheduled caddies to show up. The rest of this chapter gives details on what should be included in the caddy letter/e-mail.

Special Notes for Service Groups:

You can give the contact person at the service group your requirements per session as soon as you know them. You should insist on a return list of names expected each session so that you know that they are going to provide the necessary number of people and you have a list by which to check people in. You will also need to schedule a short training session before the start of the NABC with as many of the group as you can get together.

♠♥♦♣ DRESS CODE AND UNIFORM ♠♥♦♣

ACBL will provide name badges, if desired. The local organization may furnish hats, t-shirts, aprons or other identifying apparel.

Caddies should be easily identifiable by the players. Some sort of identifying uniform is recommended and a name tag is necessary. The caddies will dislike being forced to wear any particular garment, so make sure whatever you use is comfortable. T-shirts are probably the best identifiers and most palatable to the majority of caddies. Aprons are practical and can be turned in each day to wear again, but create a lot of advance work unless you buy them from a supplier. The uniforms should be checked in and out daily or the majority will be left at home.

Establish a dress code that allows comfortable casual clothes and present a clean and respectable appearance. Shoes must be worn when on duty (remind the caddies that they will be on their feet a lot, so comfortable shoes are a must). Short shorts, revealing clothing or shirts with vulgar messages are not allowed.

Two weeks prior to the tournament, confirm times and availability of each caddy in order to determine whether or not their plans have changed. After confirmation, the list of names, days of availability and telephone contact numbers should be submitted to the caddy master.

Advise each caddy that they must be 15 years of age to work and that they must provide their social security number at the beginning of the first session they work. This is an IRS requirement and is non-negotiable.

♠♥♦♣ JOB DESCRIPTION AND TRAINING ♠♥♦♣

This manual assumes that the reader has some experience with sectional and regional tournaments and is familiar with the duties of caddies, both for pair and team events. The ACBL can provide a pamphlet with caddy instructions. These pamphlets are a must for tournaments hiring caddies from service organizations and may be useful for any new caddy.

Caddy Rules and Instructions:

You and the caddies working for you will have a lot more pleasant experience if the rules of behavior and job requirements are clearly understood at the start. To this end, both the tone and the content of the caddy letter are important. The letter must be friendly but firm, and cover subjects such as the time to report for duty, the need to wear a name tag, where and when they may expect to be paid, etc. A brief list of important "Don'ts" must be included. This list should include those actions which will result in dismissal. If these are violated, you must follow through. See Appendix 12A for a sample caddy letter.

Reporting Times:

The standard instructions to caddies should require reporting to the caddy room 30 minutes ahead of the starting time. On the first day, all caddies should arrive at least an hour in advance, in order to get the lay of the land and overall instructions. Any exceptions should be handled individually. Morning caddies need be there only 20 minutes before the session. Caddies assigned to the second session of team events may not need to report until 15 minutes before game time. Try to select reporting times that get the caddies into their sections in time to get the set-up done, but not so early as to have them waiting unduly. They have a long day ahead, too. Equally important is to inform the caddies that they cannot leave until **ALL** the work is done. This usually takes about 30 minutes after play has ceased.

♠♥♦♣ HEAD CADDIES ♠♥♦♣

ACBL has already designated a number of head caddies and "national" caddies. These are highly experienced caddies who will be working during the tournament and who have worked at previous NABCs. They are generally able and expected to handle more tables than local caddies. In general, local caddies augment the head and national caddies. The caddy master is usually aware of which head and national caddies will be available for a particular NABC, so the caddy master will provide a number of caddies needed per session that will augment those

Head and national caddies are responsible for handling any problems which may arise, and relieving a caddy if he has to be away from the area. They may be called on to handle some errands for the directing staff. They must be alert to provide instruction and guidance to new caddies. Before leaving the area, they should make sure that all caddies are aware of their responsibilities regarding boards and supplies. The head caddies are paid an amount extra for the additional responsibilities.

♠♥♦♣ CADDY PARTY ♠♥♦♣

While not an ACBL requirement, it is appropriate to have a caddy appreciation party. This may take several forms. It is only for the caddies and should not be held in conjunction with any other hospitality party. The best time is between sessions on the second Friday or Saturday, either at some site within the tournament hotel complex or a location within a safe, easy walk. This time is best because the majority of the caddies are still on site, and no one feels left out.

Pizza, soda, and other snacks are a popular and easy menu choice. The date and time of the party should be announced early in the tournament so caddies can plan for it. If a service group is used, an appropriate thank you will vary accordingly.

Also not required, but appreciated by the caddies, is furnishing the caddy room daily with water, soft drinks and snacks. Some caddy chairs choose to bring food items over the course of the tournament, occasionally providing fresh sandwiches or home-baked treats. Peanut butter and bread can be a staple snack for caddies. Others will supply cookies, candy, chips or popcorn at the beginning of the tournament to last throughout.

Appendix 12A

SAMPLE LETTER TO ALL CADDIES

To All Caddies:

Welcome to our (year, season) NABC! Caddies are a very important part of any bridge tournament. We are glad to have you working with us. To be successful in your job as a tournament caddy, you must understand what we expect from you. Please read these instructions carefully. Be sure to ask questions about anything that is not clear.

1. Caddies must be on the job at least 45 minutes before game time.

2. Sign in on arrival. This is important for pay records.

3. Appearance must be clean and neat. Clothing should be in good taste. No shorts or mini-skirts. Please do not take your purses or other valuables to the playing room. Lock purses and other personal belongings in a secured storage area.

4. When on duty, you must wear the (hat, apron, shirt, etc.) issued with your name. It is your identification.

5. Pick up the board boxes located in the caddy room for your assigned sections. Place the board boxes on Table #1 in each assigned section.

6. You are required to supply each table in your sections with 16 pick-up slips.

7. At the end of each round, pick up the signed pick-up slips from each table in the section and place them in numerical order by table number. Band the tickets and identify the section and round number on the back of the last ticket. Give the stacks of slips to the director for each section.

8. After the last round, collect all boards. Turn the South card face up in each board. Place the boards in numerical order with the board number on top for each section and put them back in the board boxes. Return the board boxes to the caddy room and check them in with the head caddy.

9. Collect unused pick-up slips and pencils. Return these items to the caddy room.

10. Caddies are usually paid after the last session worked. Collect your pay at the end of your last session.

11. Under no circumstances are caddies to take orders or run errands unless directed specifically by (a) Caddy Chair, _____; (b) Caddy Master, _____; (c) Head Caddies; or (d) Tournament Directors, identified by their name badges.

12. Caddies must stay close to their sections at all times. If you carry a cell phone, it must be on silent mode. Phone calls cannot be made or answered while in the playing area during the game.

13. Snacks are to be confined to the caddy area. Do not go onto the playing area with food.

14. If there are any problems with bridge players, do not try to handle the situation yourself. Go to the caddy master, a tournament director or any ACBL staff member for assistance. Never get into an argument with a player.

15. Playing on elevators and running around in the hotel will not be tolerated at any time.

16. Caddies are not allowed to enter the hospitality suites arranged for the tournament players.

17. Comsumption of beer, wine, alcohol, or drugs will not be tolerated. Violators will be dismissed immediately.

I am confident that the caddy staff will abide by these rules and regulations. Your past performance has already demonstrated your ability to do a fine job. Let's all work together to help insure the greatest NABC ever!

Sincerely,

Caddy Chair

Appendix 12B

SAMPLE CADDY WORK SCHEDULE FORM

Name

JULY	8:30 a.m.	12:15 p.m.	7:00 p.m.	11:00 p.m.
13, FRI				
14, SAT				
15, SUN				
16, MON				
17, TUE				
18, WED				
19, THUR				
20, FRI				
21, SAT				
22, SUN				

♣♦♥♠ TRANSPORTATION ♣♦♥♠

WHEN APPOINTED: 18 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Knowledge of area transportation services.
2. Familiarity with area parking options.
3. Ability to negotiate agreements with transportation providers.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Work with other committee chairs to determine transportation needs.
2. Put together agreements with bus or other transportation companies that encompass transportation needs for other committees and/or individual players.
3. Be familiar with and provide information about area cab companies, public bus, train or subway routes and available parking.
4. Supervise arrivals/departures of shuttle or tour buses.
5. Attend all planning meetings.

♠♥♦♣ **CHAPTER THIRTEEN** ♠♥♦♣

TRANSPORTATION

Regardless of the scope of the NABC, several committees may have a need for transportation services. The process of arranging these services is handled most efficiently by centralizing the arrangements through the transportation committee. Transportation is usually required for pre-tournament entertainment and for any morning tour programs. Occasionally, buses will be needed for other off-site activities.

In larger, metropolitan areas the transportation committee should consider the availability and cost of commuter parking and determine possible ways of assisting local players to reduce parking costs and encourage participation in the NABC.

♠♥♦♣ BUS CONTRACTS ♠♥♦♣

Timing:

Six months to one year before the NABC, preliminary reservations must be made with the bus company providing the services. Depending on tourist seasons, many bus companies make commitments a year in advance and it is important to make them aware of general needs early. Be familiar with this entire chapter before making a first contact with all possible bus companies in the area.

Criteria for Choosing a Bus Company:

1. **Price**. Price is a major consideration. The company will charge for a bus with driver and will quote an hourly rate. All such companies will have a minimum number of hours in any rental, to include the time it takes to get the bus to and from the garage and the point of pickup. This is usually four hours but may be negotiable. Determine the rate for each additional hour above the minimum.

   Be prepared to pay a significant deposit as much as six months in advance. Find out exactly when the balance is due. The driver may have to receive the balance before he boards the passengers, or a final billing may be sent after the NABC ends. Determine the minimum notice for cancellation and the charge that will be assessed if the cancellation occurs after that date. Determine the availability of additional buses at the last minute.

2. **Reliability**. Make sure that the company is reliable. Discuss the extent of the fleet available for substitution in case of unexpected breakdowns or problems. Check with local business associations or the convention and visitors bureau to see if they have had any bad reports on the company. Ask for references of other conventions that have rented their buses. Check for dependability in exact adherence to scheduled times of service. Look for an attitude of flexibility towards additions because some committees may add activities only a few weeks before the NABC. The transportation chair should present the specific needs of the NABC as concretely as possible when making the initial contacts.

3. **Location**. It is not necessary to choose the company with the garage that is closest to the NABC, but it is an important consideration. If the company is too far away, it will be more difficult for them to substitute drivers and equipment for a possible breakdown.

4. **Type of equipment**. Buses come in several sizes and several degrees of creature comforts. Seating may be coach style or bench style. The available sizes may range from 12-passenger mini-vans to buses seating 53. A restroom on the bus tends to increase the cost and is usually not necessary because the trip is short. Air conditioning or heat, depending on the season, are vital to the comfort of the passengers and cannot be deficient.

Contracts:

Once thorough research of all bus companies has been finished, the transportation chair should recommend a company to be hired. All transportation arrangements must be in a written contract, executed by the tournament chair (see Tournament Chair, Chapter One).

Make sure that all of the details are included in the contract. These include charges, payment schedules, service schedules, cancellation or additions to service, routing, etc. Leave nothing out. Do not delay signing the contract because some dates or schedules remain indefinite. Determine from the bus company the exact date that this information is due, and include this agreement in the contract. Once the contract is signed, this committee (in cooperation with finance) must make sure to adhere to the contract by paying deposits on time, providing information on schedule, etc.

♠♥♦♣ TRANSPORTATION FOR OFF-SITE ACTIVITIES ♠♥♦♣

Coordinate local busing for tours, etc. with the ACBL meeting planner. Busing for hotel to hotel, and/or convention center will be provided by ACBL.

The transportation chair must establish early contact with the chair of any NABC committee that may require off-site transportation. He must also maintain frequent contact with the tournament chair to stay abreast of late-developing needs. Following are committees that might need such transportation.

Pre-Tournament Entertainment:

This committee will need transportation for spouses' and guests' outings during the board meetings. These events will be planned early, but the pre-tournament entertainment committee may be involved, often on short notice, with the task of arranging transportation for activities planned by the ACBL or its president. Some groups choose to shuttle guests in their personal cars or vans, instead of using contracted transportation. At a minimum, transportation will be needed for two to four mornings.

Tours and Special Events:

Check with the chair of the tours or special events committee. Most local tour providers include transportation as part of their package. In some cases, the special events chair may choose to simply use a bus to transfer to a museum or other attraction and use tour guides associated with the facility without hiring an outside firm. In those cases, at least one bus will be needed for each off-site tour. Depending on the number of tours provided without an inclusive tour service, transportation may be needed as many as eight mornings. Sometimes two buses are required for morning tours. The number to be reserved is influenced by all of the following factors:

1. Size of NABC
2. General climate
3. Number of morning tours scheduled
4. Popularity of the particular destination
5. Limits in size of group imposed by the destination

This program will benefit from a flexible arrangement with the bus company to allow for late changes in buses ordered. This committee must stay in close contact with the morning tour organizers regarding advance ticket sales, which will give a good clue to actual attendance. Occasionally, the morning tour committee will add an unscheduled tour to an unexpectedly popular destination.

If an excursion is planned during any main playing session, expect to use no more than one bus. Try to have the option of changing to a smaller vehicle at the last minute.

For special events, space and capacity constraints at the destination usually limit the number of people who can attend. The timing of such events usually requires simultaneous transportation of all attendees. Order buses sufficient for the entire crowd. If the distance is very short and the first arrivals have something to do while waiting for the second shift, a shuttle schedule may by adopted.

Restaurant Guide Committee:

Transportation will be needed here if this committee plans either a specific restaurant excursion or a restaurant shuttle that stops at various restaurants. A shuttle will work well only if its loop can be circuited quickly and a specific schedule is provided. The best solution is to have two buses in operation on the loop throughout the dinner break.

Frequent shuttle service must be provided for the players when the playing areas are split between two or more hotels that are not adjacent. The ACBL meeting planner will arrange this service, but if the local committee is arranging other transportation, it may be beneficial to combine the different transportation needs as one agreement with a provider.

These buses operate on a mostly continuous loop among the major hotels and convention centers. Service requirements are established by the maximum wait for the next bus. Therefore, the number of buses needed depends on how many buses must be in the loop at any one time to provide the necessary frequency.

♠♥♦♣ COMMUTER TRANSPORTATION AND PARKING ♠♥♦♣

The transportation chair should arrange for discount parking at satellite lots when needed for "drive-in" players. If parking discounts can be made available at the playing site, it will be arranged by the ACBL meeting planner.

The ideal situation is to provide local players with free, convenient parking at the playing site. One goal of the transportation committee is to analyze the cost and availability of parking and improve the situation to the best of its ability. If sufficient parking cannot be found (at any reasonable price), the committee may then wish to implement shuttle service to and from other locations in the metropolitan area.

Initial Analysis:

Find out exactly how many spaces the site has available. Determine if the hotel or convention facility actually controls the garage or if it is owned or operated by a third party. Price schedules for garages owned and operated by the site may be flexible; prices are usually firm at subcontracted lots.

If hotel parking is insufficient, determine what options commuters have. Check for the availability of street parking and nearby commercial lots or garages. Check for "neighborhood sticker" rules that limit use during weekday, daytime hours.

Try to estimate how many commuters will need to park. The best data source is an estimate of the number of commuters at regional tournaments in the same area. Any NABC should draw more local attendance than a regional, but differences in NABC sites preclude any accurate formula for calculating the increase.

If shuttle service is contemplated as a possible solution, take a written survey at a local tournament or through local clubs. Outline possible types of services and costs, and register player willingness to use them. Do not rely too heavily on the responses, however. Many players will support the idea of transportation services but find their own way to the site when the time comes.

The efforts of the committee should be focused on availability. Price reduction is welcome, but the commuter's first worry is finding a space. NABCs located in downtown business districts face the problems caused by the early afternoon starting time; when the players arrive, the lots are full. In those cases, the transportation committee should arrange with one or more nearby garages for all or a major portion of their space.

An ink stamp is the best way to validate parking. Six ink stamps should be available at the tournament. Two stamps should be left at the information desk at all times and the other ink stamps should be kept in case the original two are lost.

Several arrangements are possible; try to design the system that suits the area best. The transportation committee may take responsibility for selling tickets to the garage or they may issue some sort of sticker or identification for garage admittance, requiring the user to pay the garage directly.

In setting up the arrangements, consider what happens to the commuter on his first day at the NABC. If stickers or IDs are needed, he must have had an opportunity to purchase it before the start of the NABC.

As with all such contracts, make sure that all details are delineated carefully so that the local organization knows what its duties and financial obligations will be.

Contact local law enforcement for security if large numbers of people are walking to cars, public transportation or from hotel to hotel or playing site. The convention and visitors bureau can put you in touch with the proper person.

Public Transportation:

The committee should know all available local bus, subway and other mass transit services. They must make sure that the information committee has the information to dispense it properly. Don't expect that large numbers of commuters will use public transportation. Bus and train schedules generally do not fit the needs of bridge players; many players also shun such service due to safety concerns.

Shuttle Service:

As a last-resort solution to grossly insufficient parking availability, shuttle service may be provided by the transportation committee. First, search for a large free or low-priced lot that is well-lit, patrolled, and within 10 minutes or so of the site. Then schedule frequent shuttle service to and from this lot. In general, service should precede and follow each session for roughly 90 minutes. It need not continue during the session itself. Exact schedule requirements will depend on the specifics of the lot's location.

If no such lot is available, schedule more lengthy trips to a suburban lot. This plan contemplates bringing people in for the afternoon session and returning them after the evening session. The suburban terminals may be as much as an hour away from the site; an en route intermediate destination may also be scheduled.

It is recommended that a committee member be at each shuttle stop or on the bus to be able to assess the reliability of the shuttle schedule and to assist with questions from players boarding the bus.

Costs:

Parking contracts, garage rentals or shuttle services cost money. These costs may be absorbed in the budget provided by ACBL, passed on to the commuters or shared. Most commuters will expect to pay something for their transportation and parking. If the committee's efforts reduce their hassle they will not grumble about the cost. The local organization may choose to subsidize some of the costs. Subsidy decisions must be based on how high the unsubsidized cost will be and on the funds available. Completely free service precludes accurate estimation of its use and will be prohibitive in cost.

The advance sale of tickets or passes is a complex task that requires a lot of planning. Its administration must be assigned to a person who is very good with detail. Publicity must be complete. Commuters must be made aware of the program planned for them and must find it convenient to register their participation. Commuters understand the problems of pre-planning such services, so they will not object to paying deposits or full costs in advance. The committee should plan for refunds if cancellation notice is given well in advance, but should set the deadline to meet the requirements of the transportation plan. Do not try to be too lenient.

During the NABC, this committee must staff a ticket sales location near the registration area or use the services of an event coordinator (ticket seller). At off-peak hours, this sales function may be combined with the sale of morning tour tickets, etc.

♠♥♦♣ TAXIS ♠♥♦♣

To and From the Airport:

In most cities, taxis and limos from the major airports to the major hotels are plentiful. In such cases, no other planning on the part of the transportation committee is required. This information with costs and type should be included on the ACBL website.

Local Taxi Service From the Hotel:

In metropolitan areas with extensive 24-hour cab service, no action is required by this committee. Even though the taxi fleets may not anticipate the unusual hours of heavy demand that bridge players will generate, the large supply will adjust to the demand. In many cities, however, the taxi service is not designed with a bridge tournament in mind. Therefore, at most NABCs this committee should contact all the taxi companies to inform them of the special taxi needs of bridge players. Specifically, they must know of the early (4:45 pm) and limited dinner hour and of the need for a greater than usual service near midnight.

ACBL will bring all the supplies and materials that they furnish for the NABC in the trailer from Memphis. Other materials must be taken to the hotel from homes, stores and offices. This could include registration gifts, give-aways, and newcomer prizes and gifts. Most tournaments will have enough volume to warrant renting a truck for a day and transporting everything at one time (preferably the weekend before the NABC starts). The transportation chair should coordinate this service with all committee chairs.

\nf

PRIZES

WHEN APPOINTED: 6 - 12 months in advance

BY: Tournament Chair

PROFILE

1. Familiarity with scoring methods and score sheets.

2. Willingness to staff desk during the times noted.

RESPONSIBILITIES

1. Use winners' list to distribute prizes to section top and overall winners.

2. Schedule and supervise volunteers for the prize desk.

♠♥♦♣ **CHAPTER FOURTEEN** ♠♥♦♣

PRIZES

All recognition or prizes are given out at the NABC site (no redemption after the tournament). ACBL will arrange for purchase and delivery of all needed materials and the local organization will provide the volunteers to distribute the prizes. Coordinate with the ACBL meeting planner if the local organization desires to subsidize section tops by purchasing a special or more expensive gift or if they want to include something for overall winners.

♠♥♦♣ AWARDS ♠♥♦♣

All section top and overall team winners (plus any overall pair winners who did not have a section top) are eligible to receive a prize. Occasionally, players will approach the prize desk believing they are entitled to a prize, even though they are not listed as having won a top. In those cases, you are encouraged to give the player a prize.

Gifts:

ACBL will provide gifts/prizes for winners. The gifts are generally worth about $2-3 each. While the local organization does not have the responsibility to select or purchase section top prizes, suggestions are welcome.

♠♥♦♣ ORGANIZATION ♠♥♦♣

The prize committee should be set up with a chair and manned with volunteers in the same manner as the registration, information or partnership desks. Some organizations have had success combining volunteers and labor on different committees. In many cases, volunteers for registration, information and the prize desk have been combined. This will save your volunteer resources, but it makes it even more critical than your workers are well trained and prepared.

Location:

The location of the prize desk will be in the same general area as all service desks (registration, book sellers, etc.). If the NABC is at a single site hotel or convention center, only one prize desk will be set up. If the NABC is played in separate locations, a prize desk should be set up at each location.

Hours of Operation:

Assuming main session starting times of 1:00 and 7:30 p.m. The prize desk should open for business during the following times. Arrangements should be made to have the prize desk open before any 10:00 games as well.

Suggested hours:

1st Sat. thru 2nd Sat.	2nd Sunday
11:30 am - 12:45 pm	9:30 am - 7:00 p.m.
6:30 pm - 7:45 pm	
11:15 pm - 12:15 am	

The busiest days for the prize desk are the final Saturday and Sunday. It is recommended that the second Saturday hours be expanded to a 10:30 a.m. start with continuous service during the dinner break. The final Sunday, with several starting times throughout the day, requires additional service. Extended hours on the last Sunday provide a service to players. Having the desk open after the evening session enables those players who just win, but are leaving the tournament that night or the next morning, an opportunity to claim their prizes. There is no carryover from tournament to tournament. Any prizes not claimed by the final Sunday cannot be claimed at a later date.

Volunteers:

The number of volunteers needed will vary slightly depending on the size of the tournament and number of major playing sites. Currently one or two people per session at peak hours works best. The peak time is the hour just prior to the start of each session. Late night and Sunday continuous service could be handled by one person without problem. Tournaments with expected attendance of more than 15,000 tables should probably double these numbers.

Winners' List:

Previous days' winners' lists can be picked up from the tournament operations office each morning. Set a time or place to pick up this list each day. Most groups will locate the names on the winners' list and simply check off names or ask the claimant to initial the list as prizes are picked up. Be sure to keep the lists throughout the tournament since many winners may wait several days before picking up their prize. It is advisable to also have a copy of the Daily Bulletins at the prize desk. If a name does not appear on the section top lists there may have been a score adjustment, and you'll have a quick and easy reference to where the player actually placed in their section. If the winners' list is not available for whatever reason, use a sign-in sheet noting the winner's name(s), event and section as backup.

♠♥♦♣ DUTIES OF PRIZE CHAIR ♠♥♦♣

Schedule:

The primary function of the chair is to recruit, schedule and train volunteers to man the desk. The volunteer coordinator should assist in recruiting personnel. Make out a master schedule for the tournament and remind everyone of their scheduled date and time (preferably in writing) about a week before the NABC begins.

The chair should plan on being at the desk at the beginning of each shift to instruct the workers, fill in when needed, and supply materials. The chair may plan on being at the desk throughout the shift.

Security:

Prizes must be kept secure at all times. They are generally kept in a locked storage area used by the local organization or in the tournament services office.

Winners' List:

ACBL staff manning the Operations office will run a list of section top and overall winners from the previous day and have it available for pickup by 11:00 a.m. The prize chair is usually the one to pick up this list each day.

/nf

♣♦♥♠ PRE-TOURNAMENT ENTERTAINMENT ♣♦♥♠

WHEN APPOINTED: 6 - 12 months in advance

BY: Tournament Chair upon advice of District Director

♣♦♥♠ PROFILE ♣♦♥♠

1. Availability during the day during the three days prior to the NABC.

2. Interest and ability to host a group of 15-20 for tours, luncheons or other activities.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Plan two to four days of activities for guests and spouses of ACBL board members.

2. Send invitations and information about these activities to guests.

♠♥♦♣ **CHAPTER FIFTEEN** ♠♥♦♣

PRE-TOURNAMENT ENTERTAINMENT

The ACBL board of directors meets for four full days prior to the start of each NABC. The pre-tournament entertainment committee plans and executes the social activities/tours which accompany these meetings.

All activities of this committee culminate during the days immediately preceding the NABC

♠♥♦♣ DAYTIME ENTERTAINMENT OF SPOUSES/GUESTS ♠♥♦♣

Provide two to four days of activities for board spouses and guests of the directors. These activities should be planned for 15-20 persons. Activities should be planned to start no earlier than 10:00 a.m., and should end no later than 3:30 or 4:00 p.m. These activities may include tours to historic landmarks, museums or unique local attractions, fashion shows, shopping days, trips to racetracks, ball games or amusement parks. Daily activity should always include lunch.

The ACBL meeting planner will advise how much money is available from Headquarters to support these activities. Submit plans and budget to the ACBL meeting planner for approval before making final commitments.

Bills incurred should be submitted to headquarters for payment after they have been approved by the tournament chair (or designee) and the finance chair.

Invitations and Information:

When your agenda is set, invitations or a simple agenda and letter should be sent to the guests/spouses of each board member. Typically, this information should be sent out about six weeks before the board meeting. The ACBL meeting planner can provide you with a list of names and addresses or e-mail addresses. Typically, the information you provide is forwarded to the ACBL meeting planner who will format it for response and send it to he group. Guests will be asked to respond and an attendance list will be sent back to you.

Before Departure:

Many NABC hotels have concierge levels where the board will be staying. In such cases, light breakfasts are provided in the lounge on that level. It makes a good place to meet for the daily outing. If no such service is provided by the hotel, arrange to invite the spouses to someone's suite in the hotel for an informal reception of coffee, juice, and Danish. It may be possible to use the accommodations of the tournament chair, the ACBL president or the host district director. Prior coordination with the occupant of the room to be used is a must.

Lunch:

Choose restaurants in advance and plan for everyone to order individually from the menu. Payment arrangements may need to be made in advance. Make sure that each restaurant understands that an exact count of people will not be available until the day of the event. An alternative option for lunch is to host the spouses in the home of one of the volunteers of the local unit. This can be a very

pleasant experience if the local people are willing to do the work and if the home is convenient both to the hotel and destination of the outing.

Transportation:

If you have the budget for it, bus transportation is the easiest option. All guests can travel together in one vehicle. Most providers have 22 passenger buses/vans that would be ideal for this group. For short trips (5 to 10 minutes), five or six volunteers may chauffeur the spouses in their private cars. This plan is logistically difficult and is not recommended. Once the spouses are returned to the hotel in the afternoon, the responsibilities for the afternoon have been discharged.

If you do use a bus, the pre-tournament entertainment chair or a member of the committee must go on the bus with the group. This person must be prepared to direct the bus driver to the outing. She should be reasonably well versed in the details of the destination and well acquainted with the tourist attractions of the host city to answer basic questions. The chair or a committee members should be at the destination prior to guests' arrival to ensure smooth operations and welcome them.

♠♥♦♣ OTHER EVENING ENTERTAINMENT ♠♥♦♣

The local organization may want to plan something for one of the free evenings prior to the NABC, though it is not expected. The most frequent event is a cocktail party with "heavy" hors d'oeuvres. This may be held in a restaurant, the hotel, the chairman's hotel suite or a private home. Occasionally, the headquarters hotel will host a cocktail party with hors d'oeuvres.

♠♥♦♣ OTHER VIP ENTERTAINMENT IDEAS ♠♥♦♣

VIP Arrival Transportation:

It may be possible to arrange for volunteers to meet arriving VIPs at the airport. This is especially appreciated if the airport/hotel connections are awkward. If you plan to do this, notify the ACBL well in advance. The ACBL meeting planner can provide an arrival manifest.

Welcome:

A nice touch is to put a welcoming note in each board member's hotel mailbox identifying the pre-tournament entertainment chair, and his or her phone number. The note may also contain an invitation to the first activity, or it may include a synopsis of the VIP activities for the week even when the information has been previously mailed to the board members.

Many district organizations and/or local district directors choose to place a welcoming gift in each board member's room. These could be a basket of fruit, bottle of wine or a souvenir of the area. You may want to include a copy of the program and restaurant guide. If you choose to provide some gift or amenity for board members and their guests, note that the funds provided by ACBL (for pre-tournament activities or for the NABC itself) do not include board gifts as a reimbursable expense.

/nf

♣♦♥♠ CHARITY/EDUCATIONAL FOUNDATION ♣♦♥♠

WHEN APPOINTED: 6-12 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Involvement or interest in local charitable causes.
2. Ability to motivate others.
3. Willingness to solicit involvement from the community.
4. Organizational abilities.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. With tournament chair and planning committee, determine recipient of $5,000 grant from Charity Foundation.
2. Provide dessert items or snacks for players in the educational foundation game.
3. Work with ACBL and the publicity chair to promote the event and seek media coverage.

♠♥♦♣ CHAPTER SIXTEEN ♠♥♦♣

CHARITY AND FOUNDATION GAME

The first Thursday evening is the "kick-off" to the tournament and all games held (pairs and knock-outs) raise funds for the ACBL Educational Foundation.

The ACBL Charity Foundation makes a donation ($5,000) to a local charity. As local hosts of the NABC, the local organization may select the charity to receive these funds.

♠♥♦♣ SELECTION OF CHARITY ♠♥♦♣

The selection is done by the local committee in conjunction with the ACBL Charity Foundation. The recipient must be an IRS-approved charity. When considering the various charities that have a need, you may want to look at the season (i.e., an organization that feeds the homeless might be particularly in need of support during the fall NABC around Thanksgiving), consider the interests of your local bridge players (an active player may be involved with the Race for the Cure) and the expressed needs of the charity ($5000 to a local branch of a national well-supported organization may mean less than $5000 to an independent altruistic endeavor) . Sometimes the Charity of the Year has a local chapter and they could be considered as your local charity.

♠♥♦♣ PUBLICITY AND CHECK PRESENTATION ♠♥♦♣

The charity you select should be able to provide a press kit and contact information. This should be forwarded to the ACBL meeting planner for use in ACBL press releases and other information promoting the NABC to local media.

Set up a time with a local charity representative for the check presentation. Be sure to advise the ACBL meeting planner of the date/time to arrange for a photograph. The ACBL will provide a large check for the presentation. We do not recommend that the check presentation be made prior to starting the game.

Set up a specific place (best is the hotel lobby or restaurant) and time to meet the organization's representative and escort them where the presentation will be made. If they are available, members of the Charity Foundation board will be on hand to present the check.

♠♥♦♣ EDUCATIONAL FOUNDATION GAME ♠♥♦♣

The Educational Foundation game is held on Thursday night prior to the "official" beginning of the NABC on Friday. The local committee is asked to provide dessert or snack items (cookies, brownies, etc.) during the first or second break for players participating in the game. The Educational Foundation will provide complimentary coffee service just before and during the game. This is subject to change, so be sure to check with the ACBL meeting planner before making definite plans.

/nf

GLOSSARY

Air Wall - Movable walls that will break a large ballroom into smaller meeting rooms.

Attrition - The number of rooms occupied versus the number of rooms reserved. Attrition at NABCs can run anywhere from 8-30%.

BEO - Banquet event order. See *Event Order.*

Back of the House - All hotel service areas that are not function rooms or public space, such as kitchens, security offices, receiving and engineering.

Breakdown - What a tournament chairman has during the first two days of an NABC. Just kidding! This is the time required to dismantle a function area. See *Reset.*

Cash Bar - Guests purchase their own drinks either in cash or with a ticket system.

Catering Manager - The hotel staff person responsible for any food functions that are a part of your meeting or tournament.

Centers - A term used to refer to the distance from the center of one card table to the center of the next card table. Typically, regional tournaments will set tables on eight-foot "centers"; NABCs are usually set on nine-foot "centers" and up to 12-foot "centers" when *screens* are used.

Convention Services Manager - In most larger hotels, this is the hotel employee responsible for ensuring your meeting is properly serviced, and is your personal contact throughout the entire meeting planning process and during the meeting itself. In smaller hotels, your contact may be another hotel employee such as the *catering manager.*

Double-Double - A sleeping room with two double beds.

Double Occupancy - Two persons occupying a room that could contain one or two beds.

Event Order - A document prepared by hotel staff listing catering and set-up requirements for a meeting or social event serviced by hotel staff. When the purchaser signs this order, it becomes an agreement or contract.

Fam Trip - Usually sponsored by a convention bureau or hotel, these trips are offered to meeting planners or other key decision makers to view the city attractions and meeting facilities as a guest of the city or hotel. Typically 10-15 meeting planners will come in town late in the week and stay over the weekend. The agenda is full, with tours, displays and structured social time.

Flat Rate - A room rate for single or double occupancy. This rate will apply for any standard room type. See *run of the house.*

Folio - An itemized list of all charges that are applied to a sleeping room account.

Guarantee - The number of guests/meals one expects to have attend a social function. The purchaser lists expected attendance for a catered event and guarantees that he will pay for that set number. Hotels require guarantees 48-72 hours in advance and will usually allow a guarantee to go up, but usually will not go down. Hotels will typically set 3-5% over the guarantee.

Hospitality - Hotel room used for entertaining, usually a function room or parlor. In particular, a hospitality suite may be used for entertainment of those attending a meeting or tournament.

Host Bar - Also referred to as Open Bar. Beverage charges are paid by the host, usually billed to a *master account.*

King - A sleeping room with one king-size bed.

Master Account - Account to which approved expenses incurred through the hotel during the tournament can be charged. ACBL will usually set up multiple accounts, one of which will be used by the local organization to charge expenses.

Outlets - Besides those electrical things in the walls, this refers to all restaurants, snack shops, bars or food vendors within the hotel.

Pre-Con - A meeting with ACBL Meeting Services department staff and hotel or meeting facility department heads. This meeting will usually include the tournament chairman. Most groups hold this meeting a few days before the arrival of the group. While ACBL still has this relatively short meeting prior to the beginning of the NABC, to better prepare the facility staff for the peculiarities of a bridge tournament, Meeting Services staff meets with the facility department heads individually and in depth about six to eight weeks prior to the NABC.

Post-Con - This typically refers to a post-conference meeting between the meeting planner and hotel staff to review successes and needs for improvement. In ACBL's case, much of that type of activity happens with the hotel staff a few days before the end of the tournament. ACBL's "post con" occurs after return to Memphis with the headquarters staff involved with the NABC. This is also the time staff reviews comments from the suggestion box, letters from players, bulletin board postings, and the like.

Rack Rate - The official, posted price for a hotel room. Most rates are figured as a discount off rack rate.

Reader Board - Also called an announcement board or a function board; lists events taking place within the hotel that day. Often, these events will be listed on television screens in hotel rooms and on monitors in the lobbies and meeting foyers.

Refresh - Service provided by the hotel between meeting sessions which involves the hotel staff tidying up the area, refilling water pitchers/stations, etc. This service may not be automatically provided at all hotels, so it should be specified in the *staging guide.*

Reset - Changing a function room from one set-up to another. Also known as a turnover. You may hear hotel staff discuss a limited amount of "turnover time" or they may mention a "reset charge" if the set-up is complicated and time is limited, requiring additional staff to reset in the amount of time available.

Resume - A document prepared by hotel staff and used to inform all departments of meeting and tournament specifications.

Room Block - Specified number of sleeping rooms being held for a group for a specified length of time. See *Yield Management.*

Room Night - A hotel term used to denote an occupied room.

Room Pickup - The total number of rooms occupied by a group. In summary, a ACBL will block a certain number of rooms each night for reservations to be made by individuals ("room nights"). Those rooms actually occupied will determine the group "room pickup."

Rounds - Round tables usually used for banquets or catered social functions. Use 60" rounds to seat eight people, 72" rounds for nine or ten people.

Run of the House - Refers to a flat price charge for any room in the hotel regardless of any differences in quality or size.

Screens - These are are typically used in international team trial events and in later rounds of team championships at the NABCs. These screens prevent any contact between partners during play. A small door in the screen is raised to pass a bidding tray from one side of the table to the other.

Season - Usually "in season" or "off season." Refers to the popularity of the destination, i.e., winter is "in season" in Phoenix, summer is "off season." This varies depending on the location and type of hotel.

Service Charge - Amount of money (a percentage of total cost) that is automatically added to the bill. In the hotel industry, the service charge sometimes replaces the "voluntary" gratuity or tip. Depending on the type of hotel, this percentage ranges from 15-20%.

Shoulder Season - Intermediate time between peak and low seasons in the the hotel industry.

Specs - See *Staging Guide.*

Staging Guide - A document, also known as *specs*, prepared by the meeting (or tournament) planner, listing all set-up requirements, catering instructions and general information about the group. The first draft is usually sent to the hotel(s) or meeting facility about three months prior to arrival. Revisions are sent to the hotel once a month, with one sent two weeks before arrival and a "final final" with those last-minute changes presented upon arrival at the hotel.

Tiered Rates - Different group room rates based on room type or location.

Tournament Services - These are tournament directors that work directly with a member of ACBL's meeting services staff to handle the daily logistics of managing what can be an enormous bridge tournament. Also known as "the crew," these staff ensure that meeting and playing rooms are set up properly and ready on time for the meeting or for bridge play, they work directly with the hotel when temperatures need to be adjusted, when water service needs refreshing, when medical emergencies arise or attend to the myriad of details that go on behind the scenes that most tournament attendees probably think happens by magic.

Vugraph - This is actually a piece of equipment more commonly known as an overhead projector. At NABCs, vugraph generally refers to an audio-visual show featuring final rounds of play in team championship events. The hands are shown graphically on a computer screens projected by an overhead projector on a wall screen.

Yield Management - Inventory management system hotels use to maximize revenue on hotel rooms. Though a hotel may have 1000 rooms, they will typically only sell 80-90% of those rooms at a group or discounted rate. The remainder of rooms will be somewhat higher rated, usually for regular corporate or transient travel.

NORTH AMERICAN BRIDGE

CHAMPIONSHIPS

OPERATIONS MANUAL

FOR

TOURNAMENT CHAIRMEN

INTRODUCTION

North American Bridge Championships are unique, exciting and challenging events. While ACBL management has the ultimate responsibility for the administration of the tournament, it is the local supporting organization that makes a tournament extraordinary for the players.

The NABC Operations Manual for the Tournament Chairman is intended to provide guidelines for all aspects of the tournament – from initial contact to final reports. The various areas of responsibility and financial considerations are described to enable you and the ACBL headquarters staff to provide players (and volunteers) with an enjoyable and memorable NABC. No matter how much you do there is always more that could have been done or improvements that could have been made. This document will be updated as needed, so your comments and suggestions are welcomed. This new revision comes as a result of changes in practice over the past several years. Remember that there are very few hard and fast rules when it comes to planning a successful NABC. If you believe one plan of action will work better at your tournament, discuss it with ACBL staff. We are here to be a support and resource for you, and we have the same goal – a successful and memorable NABC.

The manual is divided into several chapters and includes job descriptions for each chairman. It will be best used if the tournament chairman is familiar with the entire manual, but the chapters are written so they can be removed from the manual and copied for use by that individual committee chairman. Some chapters may refer the chairman to another chapter regarding a committee with whom they will work closely, i.e., registration and information committees. Please keep this in mind when you are distributing copies of chapters to committee chairmen.

Certain terms are used throughout for simplification: local organization refers to all the volunteers and members of the district and unit organizations involved in the tournament; headquarters refers to all ACBL staff; chairman is used generically, but could be more than one person. The ACBL meeting planner will be your primary contact in Memphis, and all initial inquiries should be directed to him/her at the ACBL. References to headquarters are usually communicated through the meeting planner.

The success of your NABC will come from bringing together a team of people that will make your tournament fun and unforgettable for all participants. There is no limit. Use your imagination.

GOOD LUCK!

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♣♦♥♠ TOURNAMENT CHAIR ♣♦♥♠

WHEN APPOINTED: 3 - 5 years in advance

BY: In most cases, local organization recommends, district approves

♣♦♥♠ PROFILE ♣♦♥♠

1. Knowledge of tournament planning at local level and attendance at other NABCs is helpful.

2. Organizational and leadership abilities are required.

3. Interest and ability to devote time over a two to three year period, particularly the last three months prior to the NABC and two weeks of the NABC.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Oversee all matters and details for which the local organization is responsible.

2. Serve as major contact with ACBL staff.

3. Have decision-making authority for all matters for which the local organization is responsible.

4. Approval of final budget for presentation to ACBL and the district and sponsors as applicable.

5. Appoint committee chairs.

6. Chair all organizational and planning meetings.

7. May present reports to district board regarding program and funds.

♠♥♦♣ CHAPTER ONE ♠♥♦♣

TOURNAMENT CHAIR

Since NABCs are contracted a minimum of five years in advance, a tournament chair may be determined as far as five years out. Typically, though, a chairman is determined about three to five years in advance. Typically, the local organization will recommend a chair to the district organization. In most districts, the district organization has final approval. The district will then notify ACBL of the selection. The chair can be one or two people. In the event that co-chairs are named, each should have clearly defined areas of responsibility. If you choose to use co-chairs, only one chair should be the key contact with headquarters staff to avoid any duplication of efforts. Upon being appointed, the tournament chair should work with the local/district organization to determine the level of services they can afford and want to provide (in addition to the funds and services provided by ACBL).

♠♥♦♣ CHAIR SELECTION ♠♥♦♣

The tournament chair must be someone with a proven record of organizational ability, preferably in bridge. A superior tournament chair will have all of the following traits:

1. Ability to work with and motivate people.
2. Good organizational skills.
3. Ability to delegate tasks.
4. Good communication and negotiation skills.
5. Ability to remain calm under pressure.
6. A sense of humor.

The person chosen should be able to commit a large amount of time, especially for the last six months before the NABC. It is unlikely that one person could handle these duties and hold a full time job, at least not one that does not offer a good deal of autonomy or flexibility. The amount of work required is not dependent on the number of tables expected. In fact, smaller tournaments may require more work, especially in the areas of promotion and hospitality.

If you do not regularly attend NABCs, you should go to as many as possible prior to your own. It is best to attend one that is held at the same time of year.

A tournament chair should not plan to play much bridge. If you have a co-chair, it may be possible for one to play on occasion. It is best not to make any advance plans, since coping with the unexpected is the rule rather than the exception. You should be available to deal with problems, oversee committees, attend meetings, respond to ACBL requests and to serve as an understanding, cooperative and hospitable host.

♠♥♦♣ DESCRIPTION OF DUTIES ♠♥♦♣

The tournament chair has the overall responsibility for all matters and details for which the local organization is responsible. You are also the liaison with headquarters staff before, during and after the NABC.

In general, you have final authority over all matters for which the local organization is responsible. The ACBL is responsible for the technical operation of the tournament. Frequent contact and cooperation between you and the ACBL must be maintained to handle the many situations which require joint planning. As the leader of the local organization, the chair has responsibility for budgeting and reporting finances provided by ACBL. Likewise, the chair will be responsible for managing and reporting any funds provided by the unit, district and sponsors.

Organization:

The first task is to define areas of responsibility. A wise chair will prepare an organization chart as an aid to the volunteers. Please notify all committee chairs that requests for services and/or equipment from the hotel and/or convention center must be made through you to the ACBL meeting planner or NABC operations manager. Problems with the hotel and/or convention center ***must*** be solved with/by headquarters staff.

Planning:

Schedule a planning committee meeting. It should be open to district and/or unit officials and other parties who will have an active role in the NABC. After a skeleton program of activities, including player entertainment and hospitality, intermediate-newcomer program, publicity, registration gifts, etc., is developed, a preliminary budget should be prepared based on the estimated table count provided by the ACBL meeting planner. This budget should be sent to the ACBL meeting planner for review. If the framework does not fit the budget, it may be necessary to have additional planning meetings. Other meetings can be scheduled to

discuss and make decisions concerning finances, organization, committees and committee chairmen.

Finances:

About one year prior to the NABC, the ACBL meeting planner will provide the anticipated table count and corresponding amount of money that the local organization will be allocated from ACBL. It is the local organization's responsibility to determine how to budget that money, and/or raise money to augment funds and services provided by the ACBL. All bills must be approved by you or your designee and the finance chairman before payment.

Financial Review:

Review both the preliminary budget and the fund raising achievements and projections. Appoint the finance chairman. Realizing the treasurer will have to work closely with the finance chairman, a suitable treasurer should be selected. The district organization may retain veto powers over these two key appointments.

The financial review and the budget-making process are continual throughout preparations as well as the tournament. You need to be involved in preparing all budgets. There will be at least two major budgets, the preliminary and the detailed (see Finance, Chapter Two).

Volunteer Compensation:

Each organization must individually decide whether or not to "compensate" its volunteers. Some give free entries (usually in the form of customized scrip) purchased from ACBL, others may provide hospitality/meals between sessions and some pay parking costs. Other organizations have a party some time after the tournament is over and give out gifts to major committee chairs.

Committee Chair Appointments:

The most important task you have is finding the right people for the right jobs. The committee chair responsibilities described in this manual will help you in determining the best person, qualified, capable and willing to do the job, to lead a committee. Local politics and cliques must be set aside. Friends should be chosen only if they can and want to do the job.

Using the framework developed by the planning committee, you should begin making appointments and setting up meetings. Some committees are inactive until just before the tournament and others will have completed most of their work in advance.

You or a key assistant should work closely with each committee and subcommittee chair to review plans, set deadlines, give direction and make sure a working budget is prepared. Be prepared to give encouragement or, if necessary, to replace a committee chair. Schedule and plan meetings with agendas that take into account the timeliness and importance of each committee.

The following chairs should be appointed on the following schedule:

Two years prior to the NABC:

Finance Chair
Publicity Chair

Eighteen months prior to the NABC:

Registration Chair
Entertainment Chair
Special Events Chair
Intermediate/Newcomer Chair

One year prior to NABC:

Volunteer Chair
Partnership Chair
Hospitality/Information Chair
Caddy Chair
Program and Restaurant Guide Chair
Pre-Tournament Hospitality Chair
Prize Chair
Transportation/Parking Chair

If you choose not to have all of the committees outlined, delegate the listed responsibilities to others.

Coordination Between Committees:

You must be the one to coordinate overlapping duties or services between different committees. One example is that a few committees, such as tours, entertainment or transportation, may need to sell tickets. These tickets should all be sold from the same place, rather than three different locations. Sales, collection and banking the receipts would involve the finance chair.

You may also want to consider combining service desk staffing. For instance, players stop by the registration desk and ask questions pertaining to local tourist spots, so it would make sense to combine staff for registration and information committees. We've also found that after the peak registration days, distributing section top prizes at the registration desk works well and seems to be appreciated by the players.

Flow Chart/Calendar:

Make a calendar with all deadlines listed and with room to add scheduled meetings as they are set. A generalized calendar with time ranges follows:

Two years to eighteen months prior to NABC:

a. Prepare a budget to encompass all expenditures planned.
b. Plan logo and pre-tournament publicity.

Eighteen months to one year prior to NABC:

a. Plan program and organize restaurant guide information and maps.
b. Select and order registration gift.
c. Plan Intermediate/Newcomer Program in conjunction with ACBL.
d. Work with headquarters on NABC regional schedule and starting times.
e. Begin planning player hospitality.
f. Plan to recruit, train and allocate volunteers.
g. Oversee program ad or sponsorship solicitation efforts.

Six months prior to NABC:

a. Plan pre-tournament entertainment and hospitality.
b. Finalize daily player entertainment.
c. Organize partnership desk.

d. Organize registration desk.
e. Organize hospitality/information desk.
f. Finalize special events, i.e., morning tours, dinner tours, activities away or at the site.
g. Discuss needs for function space, desk locations, etc. with the ACBL contact. You'll be provided with a copy of the tournament staging guide. This document includes complete set-up instructions and logistics for the entire NABC.
h. Determine number of rooms and suites needed to accommodate committee chairs and advise the ACBL meeting planner.

Three months prior to NABC:

a. All materials for program/restaurant guide must be finalized and sent to headquarters 6-8 weeks prior to the beginning of the NABC.
b. Review final tournament specifications from headquarters.
c. Confirm final arrangements for desk locations, catering needs, player hospitality.
d. Finalize volunteer arrangements and send committee chair names to the ACBL meeting planner for badges.
e. Provide committee chair hotel reservation list to the ACBL meeting planner.
f. Prepare list of committee chairs and key volunteers to be invited to the ACBL volunteer dinner. The ACBL meeting planner will take care of preparing and mailing invitations.
g. Advise ACBL meeting planner of the selection of a local charity for $5,000 check presentation from the ACBL Charity Foundation.

Pre-tournament week:

a. It is recommended that you check into the hotel no later than Wednesday morning. You should check in Monday or Tuesday if you do not live in the city.
b. Set up meeting with ACBL meeting planner to finalize details.
c. Arrange for distribution of registration gifts and other player information.
d. Set up registration desk.
e. Set up information desk.
f. Set up partnership desk.
g. Set up special events desk.
h. Hold chair orientation and distribute name tags.

Ten days of NABC:

a. Attend daily meetings with management and site staff.
b. Troubleshoot for all chairs.
c. Make sure Daily Bulletin carries information on special events.

♠♥♦♣ HOTEL RELATIONS AND NEGOTIATION ♠♥♦♣

The ACBL meeting planner and other ACBL staff will visit the hotel at least twice during the year prior to your NABC for planning sessions. Use these trips as opportunities to tour the hotel and meet convention services staff.

You are the local contact as far as the hotel is concerned. About one year prior to the NABC, ask the ACBL meeting planner to acquaint you with the convention services manager at the host facility and tour the public space, playing rooms, guest rooms and suites.

In order to work with the hotel efficiently, it is necessary to limit the number of people contacting hotel management. You are the representative of the local organization in all negotiations with the hotel or convention center. You may be accompanied from time to time by an appropriate committee chairman. When the local organization adheres to this policy, the hotel knows who has decision-making authority, leading to faster solutions when problems arise. This policy is not established to consolidate all power in the tournament chairman. It is important that committee chairs understand the reasons for this policy.

All meeting and playing space assignments and change requests to those assignments must be coordinated through the ACBL meeting planner.

ACBL Intermediary:

You can be helpful to ACBL by acting as watchdog and alerting League officials to any concerns. ACBL is the sole allocator of public space at all times. All activities must be coordinated so there are no conflicts, particularly with bridge events. Hotel personnel change frequently so it is necessary to keep in touch.

Snack Bars:

ACBL is responsible for the snack bar--prices, times, items served and locations. Suggestions are welcomed.

Entertainment:

Any food or drink planned in any public room must be purchased from the hotel or convention center. Prices will be high, but some reductions can be made. Keep an eye out for things like charging more for the same item in one place than another--e.g. coffee is $1 a cup at the snack bar and $2 per cup at your morning meeting. If you are dealing with more than one hotel, let them compete. If your tournament is at two hotels, discuss late-night entertainment location options with the ACBL meeting planner.

PUT EVERYTHING IN WRITING:

The ACBL furnishes the hotel with detailed specifications about four months in advance. Prepare and furnish your local specifications at the same time. Provide your set-up specifications, particularly for your entertainment functions, in writing to the ACBL meeting planner for inclusion in their planning documents. ACBL will hold daily meetings with the hotel staff during the NABC. Most of this will be going over set-up instructions and food and beverage guarantees for the next day, so having a written guide is critical.

♠♥♦♣ SCHEDULE ♠♥♦♣

Putting together the "right" schedule of events is one of the most important tasks for any tournament -- sectional, regional or NABC. It should be given the time, attention and thought to provide the best schedule for that tournament. No matter how attractive the location, playing site, hotel rates and other important items are, if there are few or no events scheduled that players enjoy, that factor alone will keep the players away.

In most cases, the tournament DIC will draft a schedule and ask for your review. The schedule is far too important to leave to a single individual no matter what his previous experience. The national event schedule is set by the national board of directors, but the remainder of the schedule can include particular events or schedules that typically do well at your local tournaments.

Initial Meeting:

Reviewing the schedule should be a cooperative effort between the ACBL and the local organization to include you and any other local, knowledgeable, interested worker. The schedule, once agreed upon, will be distributed at the two NABCs prior to yours and will be published on the ACBL website as soon as it is ready.

The DIC will ask for your input on flight and/or strat ranges and convention charts. Plan a meeting to review the schedule from ACBL and make suggestions. An experienced tournament director can offer valuable advice in this meeting. ACBL staff will give you a deadline for returning the schedule with your suggestions.

Though the schedule will be distributed as soon as it is ready, it will always be subject to change, though changes should be minimal.

Naming Events:

You and your committee chairs may choose to sell events to sponsors or to individuals hoping to name an event in honor or in memory of a friend or loved one. As soon as your schedule is finalized, you may begin naming events, except for NABC+ events. Generally, any sponsors of the tournament should have an appropriate event named for them. If you choose not to sell names of events, you may still name an event in honor of some one or some event (Elvis Presley Regional Open Pairs or Summertime Swiss Teams, for example.) When you sell or name events, the names should be sent to the NABC operations manager who will serve as the central point to update the website, the Bulletin and any other printed schedules.

♠♥♦♣ CONTRACTS ♠♥♦♣

All financial commitments must be approved by you or your designee. Advise the ACBL meeting planner as to who you so designate.

Most goods or services arranged through individuals, groups or corporations that are not members of the local organization should be documented by a written contract. The local organization may write the contract. (see sample, Appendix 1A) It is often more convenient, however, to use a standard form drawn by the vendor. In such cases, be sure to read all the fine print. Do not hesitate to request the deletions and additions

to make the contract conform to your particular needs. In some cases, a letter summarizing an agreement, signed and copied for both parties, will suffice.

You will seldom write the actual contract. The initial research and negotiation usually begins at the committee level. When the committee has completed the initial work and is prepared to recommend a particular vendor, a draft contract should be written for review by you.

The tournament chairman should be the only person authorized to execute written contracts. If the local organization has co-chairmen, either may sign; however, the co-chairmen must agree on specific areas of contractual responsibility. For any complicated contract, you should have at least one other person review the contract before signature, in an attempt to catch omissions, ambiguities, or other problems. This reviewer may be the finance chairman, a legal advisor or a committee chairman, depending on the expertise of the people involved and the nature of the contract.

The transportation, entertainment, and VIP entertainment committees will require contracts to fulfill their responsibilities. A discussion of the details of such contracts appears in the chapter for each of these committees. You should anticipate the need for contracts in other areas. If such needs arise, these committee chairs must understand the above procedure for executing the contract.

♠♥♦♣ SITE ORIENTATION ♠♥♦♣

It is extremely important that all committee chairs, assistants and other key personnel be thoroughly familiar with the whole tournament area--hotels and convention center. Some chairs may make several trips to the site, i.e., the registration chair has visited to determine the location of the registration desk, where the gifts would be stored, how many people can conveniently work at one time, where filing should be done. Others may not see the site until they arrive at the tournament.

Typically, the ACBL meeting planner and other ACBL staff will do an orientation tour during the afternoon prior to the first events being played. ACBL staff will point out where all functions will be: partnerships, appeals, snack bars, registration, caddy room and Bulletin office. Point out all permanent facilities such as hotel restaurants, all rest rooms and any suites to be used as well as other offices. Walk the pre-function space, find the service entrances and elevators.

Three key reasons for going to all this trouble are:

1. Your workers will feel more comfortable and function better when they are familiar with surroundings.

2. Everyone can be a mini-information desk and therefore very helpful to staff and players. No matter how many times this information is printed, every worker will be asked questions by players who probably have the answer right in their hands in the form of the Daily Bulletin.

3. There will be more people who can run errands.

♠♥♦♣ SET-UP DAY ♠♥♦♣

Allow time, funding and labor to move into the hotel. Do not expect committee chairs to move in, unpack and be on the job in an hour (they may still be waiting in line to check in). If registration is planned to begin Thursday afternoon (3:00 p.m.), then moving in Thursday morning is appropriate. On the other hand, if committee work is scheduled to begin on Friday morning, the committee chairman should move in Thursday night and be ready.

Most ACBL headquarters staff arrive on the Sunday prior to the tournament. The DIC and other "in-charge" directors arrive on Tuesday and Wednesday prior. Other directors and most volunteers will check in on Thursday.

Depending on the work to be done and the geographical distribution of your chairs, it is unlikely that anyone other than you and possibly the pre-tournament hospitality chair will need to check into the hotel before Wednesday or Thursday. At the spring and summer NABCs, a pre-qualifying event will begin on Wednesday before the tournament. It is nice to offer registration services at that time.

Arrange for all local supplies to be moved to the hotel. Local supplies include registration gifts and information, some office supplies and personal items. Any items furnished by ACBL such as the program, registration cards and bags, partnership cards, pencils and name tags will be included on the truck shipment from Memphis. This truck usually begins unloading on site on the Tuesday prior to the tournament. Proper advance planning

for transport and storage is essential. Do not leave it until the day it happens.

♠♥♦♣ CHORE PARTY ♠♥♦♣

There are many assorted chores to be done just prior to the start of tournament play. A "fun" way to perform tedious tasks is to have a party. Recruit volunteers to come and help--be sure to pick a convenient time--give them beer and soda to drink and a few snacks. All the work will be done in no time plus everyone will have a good time and sign up for the next one. This party should coincide with the move into the hotel.

Where to Have the Party:

Because of the volume of material, the best place to have the party is the hotel or convention center after everything has been moved there. The ACBL meeting planner can help schedule a meeting room for you to use. You could have this at someone's home or in someone's party room where you could set up tables for assembly, but this is not as satisfactory because it would mean extra moves and expenses for all the supplies.

Chores to Perform:

The major chore is getting the registration packets assembled with the registration gift, program and restaurant guide and other handouts or information ready to give out to the players. This would certainly be an awful task for one or two people. Having several people on an assembly line can be fun and quick.

Other chores include making out name tags for all those not covered by ACBL and distributing same, completing lettering or making out signs, putting caddies' names on uniforms or whatever they are using for identification and putting together novice packets. Any chore that has not been completed for the tournament can be done now.

♠♥♦♣ ON SITE RESPONSIBILITIES ♠♥♦♣

Pre-Tournament Briefing:

There will be a meeting with the hotel staff during the week prior to the tournament. If a convention center is used, there will be an additional meeting with them. Hotel staff, including the key contact at the hotel,

catering, reservations, housekeeping, etc., three or four ACBL staff, and the tournament chairman should attend. The purpose of this meeting is to make sure hotel staff will recognize the key contacts from ACBL and the local volunteers. Some key points from the meeting resume will also be reviewed.

The ACBL meeting planner will describe habits and activities unique to bridge players, i.e., late risers, different restaurant times, spending habits. The tournament chairman will be asked for input, particularly regarding their experiences as a player and at other tournaments.

The First Day:

No matter how prepared you are the first Friday will hit like a hurricane. On this day, no key people should be playing. It is hard to tell what things might go wrong, but there will be something. Be prepared to do whatever is necessary, make instant decisions and respond quickly. A little luck and quick response means that the players will never know anything went wrong. It's also important to keep your workers encouraged and satisfied with their jobs.

Duration of Tournament:

Do not plan on getting a lot of sleep. You must be up early--on good days you might get to sleep until 9:00 a.m.--and go to bed late, after all entertainment functions are over. The best shot at additional sleep is an afternoon nap during the bridge session. There is no such thing as a day off. You must constantly touch base with your committee chairs, i.e. registration, entertainment, to fill in, to solve problems or to do whatever is needed.

♠♥♦♣ ACBL RESPONSIBILITIES ♠♥♦♣

The ACBL is completely responsible for a number of services that would normally be provided by the host of a regional. These are described here so you may be aware of them and offer contributions where appropriate.

The Daily Bulletin:

This daily newspaper is produced starting the first Friday and ending the second Sunday with a short version on the following Monday. Each day from the first Thursday through the second Saturday, you or your designee

(a good task for the publicity chairman), should meet with one of the editors, preferably at a specific time, to review entertainment and other local information listings for the next day. Be sure your publicity or other appropriate committee chairs writes as much information in advance as possible. If this written information is provided on a disc or via e-mail, it will reduce risk of error in retyping. The information can be sent in advance of arrival at the NABC. Any changes from the program or pre-tournament publicity must be prominently displayed in The Bulletin.

To avoid confusion there should be only one designated liaison with the Bulletin and Daily Bulletin staff; committee chairs should pass information through this designee.

The Bulletin staff will automatically publish the schedule of events, selling stations, restaurants with hours of operation in the host hotel and usually the entertainment listed in the program. You or your designee should review this with the editor each day. The Bulletin staff is always on the lookout for anecdotes and helpful information of a specific nature. (See Information, Chapter Seven.)

Appeals and Conduct & Ethics Committees:

Committee members are selected by the chair of the national appeals committee members. The local member of the ACBL board of directors may suggest additional knowledgeable local people who are not nationally known.

Seeding:

The chair of the seeding committee at NABCs is responsible for recruiting and providing seeders for all unlimited events. Any local players who perform this function and are not already on the national seeding committee would be welcome.

♠♥♦♣ AFTER THE TOURNAMENT IS OVER ♠♥♦♣

All good things must come to an end and the tournament will be over before you know it. The exit from the hotel and final reports should also be planned. On Sunday afternoon, rescue any signs, decorations and material in the public areas that you want to keep. Things disappear and get trashed quickly at the end of a tournament.

On Monday after the tournament is over, it is time to move out of the hotel, but there are a few things you will want to do first.

Gratuities:

ACBL will tip hotel and convention center staff. If there is a person or department that is particularly helpful to the local organization be sure they are recognized by the local organization with a gratuity.

All tips (other than daily services such as bellman and maid) should be given out on Monday following the NABC. The hotel and convention personnel you have most closely worked with, such as banquet services, will probably be the ones you wish to tip. Tips should be personally given to each recipient. If there is a supervisor you trust, you can give them two envelopes: one for him and one to distribute to his workers. The amounts will vary with service received. You should tip bellmen and housekeeping, but tip other personnel only if service is provided. ACBL also tips deserving staff. The ACBL meeting planner keeps the "tip list", and while it is not necessary to coordinate with her, it may be helpful.

Moving Out:

It would be rare not to have leftovers as well as many personal belongings at the hotel. Arrange for volunteers to help pack up and move. You may not need a truck but you will probably need more than one car or make more than one trip.

Final Report:

The last thing that must be done is the final report. This will be in two parts: a detailed financial report and the tournament chairman's report. In addition, it is usually a good idea to have someone audit the books. The treasurer and finance chairman will be the ones most directly involved in the financial report, but you should stay on top of it. Obviously, you must wait until all the bills come in and are paid. This could take a long time, especially if there are disputes, but it should be done as soon as possible. Copies of the financial report MUST be given to the ACBL meeting planner in order to receive final payment from the ACBL. Procedures may vary from district to district, but it is likely that reports will have to be provided to your district director, board and/or others. You will probably want to make copies and have them available for local unit boards or membership

meetings.

This manual will be updated on a regular basis to be even more helpful for future tournament chairmen. The best resource is the tournament chairs who have enjoyed a successful NABC. Within one month (while it is still fresh) after the end of the NABC a report is due to ACBL. It could be very long or very short. We want to know:

1. Was the manual helpful, did it contain all the necessary information, was it easy to follow, were there any inaccuracies?

2. Give us your ideas and things you did or methods you followed which were not covered. We are sure there will be something--new fund raising ideas, entertainment, method of dispersing money, organizing caddies. Put it in your report so that we can pass it along to the next NABC chair.

3. Suggestions for improving the organization of NABCs.

Appendix 1A

SAMPLE ENTERTAINMENT EMPLOYMENT AGREEMENT

This CONTRACT for the personal services of ARTISTS (s) on the engagement described, made this _____ day of _____, 20__ between the undersigned Purchaser of entertainment (Year, Season) North American Bridge Championships Committee herein referred to as "Purchaser", and

_____, herein referred to as "Act".

It is mutually agreed as follows:

1. Act will furnish and Purchaser will accept for the period of the engagement the following:

   a. Name and Address of place of engagement:

   b. Date of engagement: _____

   c. Hours of engagement:_____

   d. Length of act:_____

   e. Type of engagement:_____

   f. Number in act including leader:_____

      Name of leader:_____

   g. Special stipulations:

      _____

      _____

2. Compensation agreed upon

   $_____

   THERE ARE NO OTHER CHARGES TO THE PURCHASER

3. Purchaser will make payments as follows:
$_____deposit due _____ and $_____ due after services are rendered.

4. Purchaser shall have control over the ends to be accomplished; Act shall control the manner and means of accomplishing such ends.

5. The Act executes this agreement as an independent contractor, not as an employee of the Purchaser. Responsibility for appropriate payments of payroll taxes and charges under applicable federal and local laws will be assumed by the Act together with responsibility for all insurance covering the Act and members of the Act.

6. The Act recognizes and acknowledges that starting times for the engagement cannot be exact and may vary by up to forty-five minutes because of the fact that the ending time of the bridge session can only be estimated.

7. Unless otherwise noted, the Act shall provide all props, sound equipment, electrical equipment, etc., at its expense.

We acknowledge and confirm that we have read and approve the terms and conditions set forth in this contract.

ADDITIONAL TERMS AND CONDITIONS

Year, Season North American Championship Committee

_____
ACT'S NAME

_____
SIGNATURE OF LEADER

_____
Chairman

_____
STREET ADDRESS

_____
Street Address

_____
CITY, STATE, ZIP

_____
City, State, Zip

APPENDIX 1B

MATERIALS AND SUPPLIES PROVIDED BY ACBL

Partnership Desk
Signs
Partnership forms
Pencils
Legal pads
Bulletin board (through hotel)
Microphone or bullhorn
Thumb tacks

Publicity
Prepare and send out Press Kits
Prepare flyers for distribution
Schedule celebrities for radio and TV appearances

Souvenir Program
Prepare and print souvenir program (local organization to provide information listed) Advertising form and sample

Registration Desk
Signs (name of desk, hours, instructions, alphabet sign division)
Registration cards
3 x 5 card holder
3 x 5 alphabetizers
Gift bags
Pencils

Pre-Tournament Hospitality
Up to $1000 maximum for up to 4 days of activities
Guest list and invitations

Player Entertainment
Vugraph
Funds up to allocated amount
Bulletin notice

Information Desk
Sign (name of desk and hours)
Bulletin board
Telephone
Thumb tacks
Telephone message slips
Pencils
Bulletin notices

Educational Foundation Game
Bulletin notice and signs
Coffee (provided by Educational Foundation)

General
Plastic name tags for chairs
Blank paper name tags for workers

Intermediate/Newcomer
Signs
Registration forms
Partnerships forms
Pencils
Paper
Bulletin board

Child Care Room
Bulletin notices
Signs
Bulletin advertising
Child care provider

Section Top Desk
Sign
Prizes
Bulletin notices

Special Event Hospitality	Other items supplied by ACBL
Sign Bulletin notice Caddy Caddy booklet - 6 months Caddy name tags	Tournament specifications Playing room layouts Hospitality function rooms List and dates of ACBL activities and meetings during NABC Finance Payment request form (see example)

♣♦♥♠ FINANCE CHAIRMAN ♣♦♥♠

WHEN APPOINTED: 18 - 24 months in advance

BY: Tournament Chairman, planning committee

♣♦♥♠ PROFILE ♣♦♥♠

1. Knowledge of accounting principles and procedures.
2. Knowledge of and access to some type of accounting or bookkeeping software.
3. Detail oriented.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Maintain awareness of all funds available for expenditures, including funds provided by ACBL and funds available from the local organization.
2. Set up checking account and banking procedures.
3. Keep financial records.
4. Prepare overall budget.
5. Oversee fund-raising activities.
6. Make funds available for petty cash, payments on delivery and reimbursements before and during NABC.
7. Attend planning meetings.

♠♥♦♥ CHAPTER TWO ♠♥♦♣

FINANCE

The finance chair will be responsible for the continuing financial management, including budgets and reports, of all NABC funds. This will include financial management of the following:

1. Funds provided by ACBL to support the NABC –
   The funds provided by headquarters are adequate to provide those activities and services required by the ACBL for the players who attend an NABC.

2. Local contributions –
   If the unit or district chooses to augment those funds to provide additional activities or services, they are welcome to do so. Some units may already have funds to contribute or they may choose to raise funds. Some units or districts routinely include surcharges on sectional or regional entry fees. You may want to consider soliciting unit, district or conference commitments as per past practice.

3. Sponsorship monies –
   You may also work with a sponsorship committee to raise funds to augment those provided by ACBL. If sponsorship monies are raised, you will also be responsible to insure these funds are spent and accounted for as per the sponsorship agreements.

The complete NABC Financial Plan, effective January 2006, is contained in Appendix 2E.

♠♥♦♣ FINANCIAL STRUCTURE ♠♥♦♣

The local organization should plan procedures for expenditures. Decisions must be made regarding authority to approve vouchers and write checks, the number of persons with signature authority, bonding of these persons, appointment of an auditor, etc. When the tournament chair is appointed, the local organization will need to appropriate a small fund to cover early planning expenses, to be spent at the discretion of the chair.

♠♥♦♣ FINANCE CHAIR ♠♥♦♣

The finance chair must be aware of all funds available for expenditures, including funds provided by headquarters and funds available from other sources. The finance chair must keep records of all expenses (including copies of all bills that have been sent to headquarters).

Selection of Finance Chairman:

This position should be filled at least 18-24 months in advance. Fund-raising activities may precede the selection of the chairman. A fund-raising chairman may or may not continue as the finance chairman. The chairman must be able to work well with the tournament chairman and must be detail-oriented.

General Information:

The board of directors of the local organization has ultimate authority to approve the budget of funds provided by the district or unit. The tournament chair and finance chair may have to convince the board that it cannot expect to approve each detailed expenditure. About one year before the tournament, the finance chair should present his suggested financial procedures to the board.

Approximately one year prior to the NABC, the ACBL meeting planner will provide a guaranteed table count, and the amount per table to use for your budget from ACBL funds. When your budget is complete, it should be submitted to headquarters for review. See the appendix for the complete NABC Financial Plan.

Note that some expenditures will be made before the completion of the detailed budget. These will include early publicity expenses, entertainment deposits, early administrative expenses, perhaps the cost of registration gifts and an amount for contingencies. The local board may wish to establish a ceiling in the interim so that it may review any major contingent expenses, perhaps in excess of $2,000.

At most NABCs, the finance committee is a job for one person. In this case, the tournament chair may serve as a nominal treasurer for the purpose of approving expenditures and receiving bank statements.

The finance chair and one other signatory should be appointed about one year before the tournament. He may be the unit or districts elected treasurer or other person appointed by the tournament chairman. ACBL suggests that along with the tournament chair, the appointment of the finance chair be approved/accepted by the local organization's board of directors.

Duties:

The finance chair will set up a checking account for the NABC designated the "(year/season) NABC" account, issue checks, keep books and prepare final reports. If a large sum of money is being raised in advance, it should be put in an interest-bearing account. You might consider a money market fund where you are allowed to write a few checks per month. Transfers to checking are made as required. Just prior to the NABC, all funds should be put in a regular checking account.

There must be a method to avoid giving one person access to the entire fund. We strongly recommend a two-signature requirement for all money market and/or savings accounts. Typically, the finance chair and tournament chair are the signatures on the account. All expenditures and transfers of funds should be approved by the finance chair. He should also receive all monthly statements directly from the bank and examine them before turning them over to the tournament chair to review.

Requesting Expense Advances:

All requests for advances or reimbursement from ACBL should be sent to the ACBL meeting planner. E-mail communication is appropriate for these requests.

If you are asking for an initial advance, list the amount of the advance and the contact and address to which the check should be mailed. The check should be sent to someone other than the individual requesting the advance. Once the mailing address is established for advances and reimbursements, we request that all checks be sent to the same address.

Before requesting any other advances, documentation of expenditure of any previous advances must be sent to the ACBL meeting planner. The one exception to this is if you order registration gifts requiring deposit or payment, ACBL can send a check to the supplier with separate documentation.

♠♥♦♣ BUDGETARY PROCEDURE ♠♥♦♣

As soon as the finance chair has been appointed, he should review and refine early budget plans. If additional fund raising is planned, it may be initiated through this committee or through a separate committee. Periodic pre-tournament financial updates should be prepared, as follows:

Preliminary Budget:

Work with the tournament chairman to list the services that each committee is expected to provide. As committee chairmen are appointed, provide each with a list of services for which they are responsible and instruct them to prepare preliminary cost estimates. Most committee chairmen are better prepared than the finance chairman to estimate detailed costs for their respective committees. The finance chairman must judge the ability of each chairman to produce the needed information and must provide the necessary guidance. Request detailed cost estimates eight months before the tournament.

Final Budget:

Between four and six months before the tournament, a final budget should be in place. The ACBL meeting planner should receive a copy of this budget, and committee chairs should have copies of their portion of the budget in as complete a form as possible. A five percent reserve for unknown costs and inaccurate estimates should be included. The local board should have an opportunity to approve the budget for any portion of funds raised through the district or unit. The board should grant the tournament chairman liberal authority to allocate the reserve and shift funds among committees as conditions warrant. At this time the board will have a concrete idea of what will happen at the NABC and should require additional review only if new plans are generated or unexpected expenses occur.

If major fund raising is contemplated, create a fund raising or sponsorship committee, under the jurisdiction of the local organization, charged with specific goals, responsibilities and deadlines. Some suggestions and ideas for accomplishing this goal follow. Use your imagination and creativity for more.

Early Fund Raising Methods:

1. Schedule and actively promote district NABC fund-raising weeks. These games carry sectional rating and are held in clubs on the same basis as membership games. All proceeds go to the district, which must pass them on to the NABC local organization. You are allowed to hold this week-long event once a year for the three years preceding your NABC. Regardless of the financial position of the local organization and whether other fund raising efforts will be planned, it is recommended this fund-raising week be held as an easy way to add a few dollars to the NABC fund.

2. Solicit contributions from the unit(s), district and/or conference.

3. Sectional surcharge.

4. Special events to benefit NABC fund.

5. March of dimes in local clubs - a ten-cent surcharge on each player's entry fee.

6. Raffles - win an expert for a local special game.

7. Secure interest-free loans from local people with substantial means. The original capital will be returned at time of the NABC. Local committee will keep interest earned.

8. Contribute X dollars or Y percent of profits each year from awarding of NABC to the date it is held.

Later Methods:

1. Sell advertising in the schedule/restaurant guide. Check with the ACBL meeting planner before you sell an abundance of ads since this does increase the cost of your program/guide and the number of pages you can sell will be limited. We recommend that you approach local clubs, players and others whose businesses may benefit from the activities associated with the NABC, i.e., theaters, tourist attractions, boutiques and shops. Many of your area's restaurants might be happy to advertise in your restaurant guide to increase the size of their listing.
2. Sell the naming of side games and regional events to:

    a. Neighboring units;
    b. Local businesses;
    c. Bridge players, in honor of or in memoriam.

Cost Recovery

Plan to defray some expenses by charging users some or all of the costs for:

1. Morning tours.
2. Transportation.
3. Social events - dinners, excursions.

♠♥♦♣ VOUCHER SYSTEM ♠♥♦♣

All bills incurred by the local organization must be approved by the tournament chairman or his designee. Vouchers should be designed and printed. These will be initiated by the various committee chairmen. The tournament chair will approve each voucher and send it on to the finance chairman for payment. To cover unexpected absences or illnesses, one or two additional persons should be approved to sign vouchers. (See sample voucher, Appendix 2A.)

There is a sample "NABC Payment Request Form" in Appendix 2B. Use this to develop your own or make copies for your committees. All bills and invoices must be accompanied by a completed payment request form before expense advances or reimbursement payment will be made by headquarters.

Signature Authority:

As a check and balance, no check should be issued by the person who has approved the voucher for that expense. Receipts should be required with all vouchers except when the nature of the expense requires a cash advance. In such case, the check should list the type of expense covered by the advance and the recipient should know that receipts and remaining cash will be required by a given date.

Contract Authority:

This should be vested in the tournament chairman and one additional person. Committee chairs may investigate and negotiate terms of a contract, but should not have the authority to sign it.

Coordinate Purchases:

Several committees may need to purchase liquor, rent buses or contract for printing. The finance chairman should combine these needs to realize economies of scale. This job may be delegated to the one committee chairman with the largest share of a given type of expense, but the finance chairman must make sure that the needs of all committees are included in the purchase plans. The finance chairman should be on the lookout for other possible combined purchases.

♠♥♦♣ ON-SITE DUTIES DURING THE TOURNAMENT ♠♥♦♣

The finance chairman should talk with the ACBL meeting planner to establish procedures for drawing advances if needed from the local organization's share of funds,

and for final settlement. Typically, the expense advances from ACBL cover early incidental expenses, deposits and registration gifts. This should leave a majority of the funds allocated by ACBL available for payment of the hotel bill. Headquarters will pay the hotel bill directly and determine if there are additional funds available for reimbursement from ACBL or if ACBL should be reimbursed for expense over the allocation from locally-raised monies.

A petty cash fund should be set up for the NABC. The tournament chairman, finance chairman or designee should be authorized to make expenditures. The finance chair should get a safe deposit box at the hotel. This is particularly important if you will be selling tickets or collecting money that can not be deposited immediately.

Make sure committees handling money or negotiables (e.g. food and drink tickets) get sufficient change for their needs, handle cash responsibly, document receipts or expenditures and promptly return the cash to the safe deposit box or other secure location. Persons carrying significant sums of cash should be accompanied by one other person when moving in public areas. Cash should not be taken to hotel guest rooms for counting.

Be sure that committee chairs know how to reach you if they require reimbursement or need to request a check during the NABC. Committee chairs are responsible for initiating the voucher/payment process, but the finance chair must facilitate its completion.

♠♥♦♣ INSURANCE AND REPORTS ♠♥♦♣

Liability Insurance:

The ACBL has liability coverage which will cover activities during the tournament. Many local organizations have a liability insurance policy in effect covering their activities, including tournaments. The finance chairman should check with the local organization's insurance agent and the ACBL, as necessary, for advice on adequacy of coverage. It may be necessary to temporarily raise limits of coverage, or add a rider to cover a particular exposure.

Bonding:

The persons with authority to sign vouchers and checks should be listed on the local organization's fidelity bond. Most local organizations have such a bond covering their treasurer, and the additional names may be added for a nominal cost. Check with an insurance broker for advice.

ACBL provides loss coverage to district and unit treasurers.

Final Report:

At the conclusion of the NABC, a complete financial report of all expenditures must be submitted to headquarters and the local organization. Work with the treasurer in the production of final reports of revenues and expenditures. (See sample forms in Appendix 2C and 2D.) It may take three to six months to get all vouchers submitted and all reports finalized.

Attendance Above Estimate:

About a year prior to your NABC, the ACBL meeting planner will give you an estimate upon which to base your budget. Anything above those estimates will be paid in accordance with the financial plan, so there should be no shortfall in funding. If additional goods and services are provided by the local organization, expenditures should be identified in advance. Do not be fooled by large crowds early in the tournament. Most NABCs are larger the first weekend than the second. The tournament chairman will be advised of the table count during daily staff meetings at the NABC and will be able to determine how much the actual table count has varied from pre-tournament day-by-day estimates.

Attendance Below Estimate:

Remember that ACBL will guarantee a minimum amount of funding based on estimated table count, so attendance below estimate should not mean a great loss of expected funds. It may, however, affect any events planned on a cost-recovery basis (i.e., morning tours), so you will want to keep a close watch on those activities and make guarantee reductions as needed. Identify in advance a number of expenses that can be cut or eliminated during the run of the tournament in the event of a small turnout. If the NABC is potentially the victim of weather, even greater possible cuts should be identified. Hotels do not expect guarantees much earlier than 48 hours in advance, so your guarantees can be reduced fairly easily.

Appendix 2A

(YEAR, SEASON) NORTH AMERICAN CHAMPIONSHIPS EXPENSE VOUCHER

To: FINANCE CHAIR, (Year, Season) North American Bridge Championships

This is your authorization to pay the following expense(s) which have been incurred on behalf of the (year, season) North American Bridge Championships. Monies to cover this expenditure have been appropriated to the _____ Committee, under the following budget category: _____.

PAYEE:_____.

ITEM	DATE	AMOUNT
_____	_____	$_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
TOTAL:		$_____

NOTE: Receipts for all listed items must be attached in order to obtain approval for disbursement.

Signature of
Committee Chair _____

.....

APPROVAL:
Voucher number _____

Approved
Budget index #_____ by _____

.....

TO BE COMPLETED BY THE FINANCE CHAIR:

Check #_____ Issue Date_____ Amount $_____

Other notes: _____

Appendix 2B
SAMPLE

LOCAL ORGANIZATION NABC FINANCIAL REPORT

Use this as one idea for setting up a financial report. If you are familiar with Excel or other accounting software, the report should be simple to format.

INCOME

ACBL Funds		TOTAL
____ tables @ $___ per table		
Pre-tournament	$1,000	
Other Revenue		TOTAL
Sponsorships		
Ad Sales		
Surcharge Revenue District Unit		
Event Names		
Other		
TOTAL INCOME		TOTAL
EXPENSES		
Administrative		
Registration		
Player Hospitality Catering Entertainment Table Gifts		
I/N Program		
Caddies		
Tours		
Printing/publicity		
Other categories as needed		

Appendix 2C

LIST DAILY PLAYER HOSPITALITY ACTIVITY AND COST

Use this example as a way to plan and budget player catering and entertainment. This is set up as a Word table and could be set up just as easily in Excel.

Day	Entertainment EXAMPLE	Cost	Catering EXAMPLE	Cost per item	Total Catering
1	Country and Western Band	$500	BBQ Sandwiches Bags of chips Beer	1500 @ $4.50++ 1500 @ $1.00++ 4 @ $350++ keg	
2					
3					
4					
5					
6					
7					
8					
9					
10					

Appendix 2D
NABC FINANCIAL PLAN
effective January 1, 2006

Allocations to the local organization in support of an NABC will be divided into the following three categories:

1. Services and materials directly funded and provided by ACBL.

2. Funds provided to the local organization based upon table count and the cost of doing business in the host city.

3. A number of sleeping rooms provided for the local host organization, including a share of suites and discounted rooms.

Services and Materials provided by ACBL

1. Printing, as approved by ACBL - to include the souvenir program, restaurant guide, flyers and other promotional materials.

2. Intermediate/Novice Program - ACBL will arrange for and compensate all novice program speakers. ACBL will provide promotional material to clubs and to players with less than 100 masterpoints within the area of dominant influence of the tournament.

3. Supplies - ACBL will provide registration bags, registration cards, partnership cards, etc. ACBL will provide phones as necessary for local service desks.

4. Vu-Graph - ACBL will produce and fund the vu-graph program for the major team event finals.

5. ACBL will provide section top awards.

6. ACBL will host a dinner prior to the tournament for key local volunteers.

Funds provided to the Local Organization

NABC funds are provided for the implementation of the activities and services described on the following pages.

Higher Cost City	Average Cost City	Lower Cost City
$10.50 per table	$9 per table	$8.50 per table

A list of cities is attached.

These amounts will be based on a preliminary estimate prior to the tournament though no guaranteed number will be given until one year out. This number may go up based on increased estimates and actual table counts. The number **will not** go down. Management will ensure adequate funds are provided to meet minimum hospitality requirements for sites with estimates of less than 10,000 tables.

The following requirements must be met to receive funds from ACBL in support of an NABC:

1. Intermediate Newcomer Program

   The local organization must follow program guidelines as listed in the tournament chairman's manual.

2. Player Entertainment

   Provide a minimum of six player hospitality functions. Team event finals featured on vu-graph may be included as a hospitality function if food, beverage or other amenity is provided with the program. Plans should be discussed with the ACBL meeting planner before they are finalized.

3. Registration/Information

   Provide players with a registration gift. Registration gift costs should not exceed $5 each (including tax and shipping) to be taken out of funds provided by ACBL. Minimum value for registration gifts should be $3-4. Any expense for registration gifts over $5 (including tax and shipping) each will be the responsibility of the local organization. The selection of a gift should be discussed with ACBL's meeting planner to avoid duplication.

4. Volunteer Hospitality

   Some form of hospitality should be provided for volunteer workers. This may be in the form of a hospitality suite with snacks between sessions, small gifts, meal tickets, free plays, or free parking, or other methods of recognition and appreciation.

Sleeping Rooms for Volunteers

1. Rooms will be provided to key committee chairmen during the time their presence on site is necessary to the smooth running of the NABC. This usually includes the following committee chairmen:

   Partnership
   Registration
   Entertainment
   Information/Hospitality
   Intermediate Newcomer
   Section Tops/Awards

2. Up to four more rooms will be provided as needed for other committee chairmen. These may include:

   Volunteers
   Caddies
   Special Events (Tours)
   Transportation
   Tournament Co-Chair

3. The tournament chairman will be provided a one-bedroom suite. In short, ACBL will provide 10 guest rooms for volunteers, plus a one bedroom suite for the tournament chairman.

   ACBL will also provide space as needed for volunteer hospitality. This may be meeting space, the tournament chairman's suite or, if a complimentary suite parlor is provided by the hotel, a hospitality suite.

4. ACBL will provide a one-bedroom suite for the district director.

Other Funds provided by ACBL

Funds may be made available for pre-tournament entertainment activities. This is separate from NABC funds.

Please check with the ACBL meeting planner to determine what additional funds are available for pre-tournament hospitality.

NABC BUDGET TIMETABLE

No earlier than three years prior:

Upon notification of a bank account established for NABC funds, a $2,500 advance from your budget allocation will be made to cover any initial administrative expenses.

*No earlier than one year prior:

Upon receipt of an approved preliminary local expense budget, a 10% advance from your budget allocation will be made to the local NABC account or an advance for purchase of registration gifts can be made, whichever is greater. If the advance is for the purchase of registration gifts, this may be made as early as two years out. Supporting documents for the expenditure of these funds must be provided before any following payments are made.

No earlier than six months prior and upon receipt of expense documentation:

Up to 10% advance of the total budget will be made to the NABC account.

The tournament chair and the ACBL meeting planner will work together to determine the local organization's liability to the host hotel. ACBL will pay this sum directly to the host hotel and upon receipt of final expense documentation,any remaining balance of expenses to the local organization. If the amount due the hotel is more than ACBL's per table allocation, the ACBL meeting planner will submit a detail report of expenses advanced or paid out on behalf of the local organization and request reimbursement for the difference between the allocation and actual pay out.

Any additional or outstanding reimbursements to the local organization will be made when the final accounting (actual vs. budget) is received by the ACBL meeting planner. The local organization is requested to submit the final accounting (actual vs. budget) in a timely manner.

This information should be considered as a general guideline. Depending on individual circumstances or conditions, ACBL Management may amend or revise the financial data for a particular NABC.

APPENDIX 2E

GUIDELINES FOR NABC LOCAL ORGANIZATION BUDGETS

Following are guideline percentages for budgeting the funds allocated to the local organization in support of an NABC:

Entertainment/Hospitality	45 - 50%
Registration Gifts	15 - 20%
Novice Program	5 - 7%
Worker Appreciation	3 - 5%
Other	10 - 15%

"Other" category includes but is not necessarily limited to administrative expense, transportation costs, publicity and caddy expense.

APPENDIX 2F

HIGH COST CITIES	AVERAGE COST CITIES	LOW COST CITIES
Los Angeles, CA	Phoenix, AZ	Birmingham, AL
San Diego, CA	Tampa, FL	Mobile, AL
San Francisco, CA	Miami, FL	Orlando, FL
San Jose, CA	Louisville, KY	Indianapolis, IN
Denver, CO	New Orleans, LA	Kansas City, MO
Washington, DC	Baltimore, MD	Reno, NV
Atlanta, GA	Minneapolis, MN	Nashville, TN
Chicago, IL	St. Louis, MO	San Antonio, TX
Boston, MA	Charlotte, NC	
Las Vegas, NV	Albuquerque, NM	
Atlantic City, NJ	Cincinnati, OH	
	Philadelphia, PA	
	Dallas, TX	
	Houston, TX	
	Seattle, WA	

Montreal, Quebec Canada
Toronto, Ontario Canada
Vancouver, BC Canada

Cities are listed by category according to guidelines set by government (IRS) regulations. "High Cost" cities allow maximum per diem rates. "Average" and "Low" cost cities are less than maximum rates. The following list may not be all inclusive for NABC sites.

ACBL management may opt to change city category assignments based on actual costs of goods and services in the particular hotel or convention facility with which business is being conducted. Once the ACBL budget has been approved for the NABC, the category assignment will not change.

♣♦♥♠ VOLUNTEER COORDINATOR ♣♦♥♠

WHEN APPOINTED: 12 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Local player/volunteer who is actively playing or involved in bridge administration and has a large network of friends and acquaintances in the area.

2. Should be personable and friendly, willing to give up a session of bridge to encourage and support volunteers.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. May recruit and/or appoint other committee chairms.

2. Create and maintain a list of volunteers available to support the NABC and respond to committee chairs' requests for volunteers.

3. Assist other committee chairs in notifying volunteers of their assignments.

4. Communicate with committee chairs and daily volunteers regarding group meetings, parties or providing instructions.

5. Organize and oversee a program showing appreciation for volunteers.

♠♦♥♣ CHAPTER THREE ♠♦♥♣

VOLUNTEERS

Caring for the needs of volunteers is one of the most important tasks of the tournament chair and committee chairs. Throughout preplanning and the tournament, all members of the local organization should feel a sense of involvement and pride with recognition for their efforts.

♠♦♥♣ PERSONNEL ♠♦♥♣

Committee Chairs and Assistants:

These should be filled with volunteers who want the job and have proven ability, with time to devote to their assignment. Most committee chairs and other key positions will be staffed by those active in local bridge activities. Many NABC jobs have a regional tournament counterpart and may be claimed by those with that experience and expertise.

Workers:

Everyone who volunteers to help can be assigned a job of some kind. Some have only a few hours to give and others have a lot of time available to serve. They will want to work either before or during the tournament, or both. In addition to those who come forward and volunteer, it will be necessary to ask others to help. When asking for help, have a specific job or choice of jobs in mind.

A general call for volunteers can be made in local publications, on your district or unit website and with special notices distributed at local tournaments and in local clubs starting about one year in advance. Verbal announcements should be made at local bridge functions. As the tournament date approaches, these calls can be more specific: "Volunteers are still needed to help with _____, _____, and _____." These general calls probably won`t begin to fill the tournament's needs, but they are very useful in generating enthusiasm among potential volunteers for "their" tournament and accepting a position when asked.

If needed, do not be afraid to recruit people from outside the local organization. It is surprising how many people are delighted to help. Don't panic if there are empty worker slots just before the tournament starts. They can easily be recruited from among the attendees--local people who haven't been seen in years will come to the tournament and friends from out of town can be put to work. The most difficult positions to fill are those that must be staffed during the bridge session. One example is staffing the information desk full time. Quite often, spouses of players who attend an NABC but play little or no bridge themselves are very happy to help out.

Try to make certain that all volunteers are used for something. In the event that someone cannot be used, he should be contacted and thanked for his willingness to participate.

Local Players:

It is very important that all members of the local organization who do not have specific jobs are told that they are general hosts and hostesses. That is, they put on friendly faces and make visitors feel welcome, answer questions and give helpful local information. The importance of this cannot be overemphasized. A large number of friendly people can give the city a wonderful reputation and may have a felicitous effect on local events. You may want to make use of "Ask me!" stickers or buttons to identify local players.

Volunteer Coordinator:

In general, the tournament chair will recruit and appoint committee chairs and other key positions. One of these will be that of volunteer coordinator to primarily help with the recruitment and coordination of all the workers. Duties include but are not limited to the following tasks.

1. Prepare a list of the names, addresses, phone numbers and titles of all committee chairs and other key personnel. Give a copy to each person on the list as well as to the ACBL.

2. Create a form (see Appendix 3A for sample) asking for names, addresses and business, home and cell phone numbers, e-mail addresses, committee preference (registration, partnership, etc.), and days and times available.

3. Maintain a list of volunteer workers. The best way is to have a file card for each worker complete with all contact information and type of job preferred and day(s) and time(s) available.

4. Maintain a list by committee of jobs to be filled.

5. Distribute volunteer responses to various committee chairs. Instruct the chairs to make contact with the volunteers to complete their individual staffs. An alternate method is for the volunteer coordinator to arrange the staffing of all desks.

6. Work with committee chairs to notify volunteers of their assignments. This should be completed about two weeks prior to the tournament. See Appendix 3B for sample.

7. Obtain and distribute name tags for all volunteers. ACBL can provide plastic engraved name tags with name and title for committee chairs. The tournament chair will submit the names to the ACBL meeting planner. ACBL will furnish blank name tags to be filled out and given to all other workers (anyone who does not have an ACBL badge with name and title) to wear throughout the tournament. Blank tags must be available at the site in a central location (probably the information desk) to make out for any additional people pressed into service.

8. Distribute any and all information from the tournament chair to workers. This would include invitations to workers' parties, orientation meetings, local instructions or anything else appropriate.

9. You may offer to arrange to purchase entries for workers. Many will have their partners buy the entry, but several workers may be playing with other morning workers and be unable to do so. It saves time and worry to know their entries will be purchased soon after they go on sale. Volunteers are much happier about staying until a few minutes before game time if they have their entries in hand and know where their sections are located. All the lobby functions can continue to operate until game time.

10. Some host organizations find it more effective to have the individual committee chairpersons recruit committee members/helpers. In that case, it is still important to have one person be a central source of recruiting and recording volunteer support.

♠♥♦♣ DIRECTION AND ENCOURAGEMENT ♠♥♦♣

Goals, guidelines and requirements should be discussed with committee chairs and other key positions immediately after selection. Once understood and accepted, let them do their job. Be there for help and offer suggestions, but as long as goals are met, "their way" is best. For all volunteers (chairs and workers) the tournament chair sets the example and your support and organizational skills are important. It is relatively easy to get people to help you if they see you working hard.

♠♥♦♣ HOTEL ROOMS ♠♥♦♣

People whose jobs require them to be at the site early and/or late should be furnished rooms. ACBL will provide accommodations for the tournament chairman and up to 10 other rooms. This is not really a perk or reward, but a necessity to ensure that adequate services will be provided. The following committee chairs are typically housed during the NABC.

1. Partnership
2. Registration
3. Entertainment
4. Intermediate/Newcomer
5. Hospitality/information
6. Prize

Based on the level of involvement, the following could be housed during the NABC.

1. Volunteer Coordinator
2. Transportation
3. Caddy
4. Special Events
5. Tournament co-chairman or assistant

Any additional rooms which the local organization feels is necessary should be budgeted from funds raised locally.

While being a volunteer means donation of time and services, some type of recognition commensurate with efforts put forth should be given.

Free Plays:

ACBL does not provide free plays to tournament workers, but we do recommend that part of the funds provided by ACBL be used for worker appreciation. If you decide to offer volunteers free plays, ACBL staff can print scrip in the denomination you specify that will only be good at the NABC. The amount actually redeemed during the NABC will be deducted from the total of funds allocated by ACBL. Decide very early and consistent with your budget what positions/committees should receive and how many free plays are to be distributed. Those who deserve free plays are also likely to have less time to play.

Hospitality:

This can be an attractive and appreciated alternative to free plays. The extent of use by the workers will vary and be dependent on the physical setup and what services are provided for them. This can be either the tournament chair's suite, or when available, a separate suite can be designated as a workers hospitality suite.

If planned use is minimal or if individual committee chairs do most of their own recruiting, the maintenance of the suite could be one of the volunteer coordinator's duties. With anything more elaborate a separate chair or co-chairs should be appointed. Services provided could include any or all of the following:

1. **Morning:** Coffee, juice and Danish or other breakfast type items furnished primarily for workers who need to be on the job prior to the afternoon session.

2. **Between sessions:** Light meals could be served, especially to those working that day. It is much easier to recruit volunteers to work between sessions if they know they will still be able to get something to eat, and it provides a place for workers not staying on site to relax. This use of the workers suite has proven to be one of the most popular and appreciated services provided to volunteers.

3. **After the evening session:** This can be a party which includes drinks and snacks and a place where all workers can come, unwind and be sociable. Be sure to account for a popular entertainment program or one that requires the presence of many of your workers. Fewer people will go to the workers' suite.

Rules and guidelines for using the workers' hospitality suite/room should be established well in advance of the NABC and disseminated to everyone, probably via a letter or e-mail from the tournament chair to all workers. The main factors in deciding how liberal or restrictive access to the suite should be are the size of the suite and the number of workers who might be expected to take advantage of it. Spouses or guests should be included for any times after the evening session. The rules should specify who is entitled to use the suite, when they are entitled to use it and hours of operation. One suggested rule is that the workers' suite be a "help yourself" type of operation with each worker who uses the suite responsible for his or her own cleanup. Signs listing the rules for using the

suite should be posted in it.

Some groups have invited committee chairs for any day of the tournament and only invited daily workers to participate on the particular days that they work. They also rotate invitations to local board members or others that may not be working on a particular day. This requires a bit of organization in advance, but as long as your workers and others understand the system, there should be fewer misunderstandings.

Workers Parties:

The local organization may sponsor a party, dinner or other activity to celebrate the end of the tournament and say thank you to the workers. All workers should be invited. When the tournament is over it would be a good idea to have a little something for the workers, particularly if there are out-of-town workers. This works best if it is either held in the hotel or nearby. Other possibilities are endless, but it is suggested that it be held within the month following the tournament so as to be timely.

Thank You Letters:

It is appropriate to send a thank you letter to all volunteers within two weeks after the tournament. See sample form in Appendix 3C.

Appendix 3A

SAMPLE VOLUNTEER WORKER FORM

_____ NABC _____
Season, Year City State

_____
Date

NAME: _____
Last First

ADDRESS: _____
Street City State Zip

E-MAIL ADDRESS: _____

PHONE: _____ Home _____ Work

_____ Cell

COMMITTEE PREFERENCE: _____

Available Dates: 8 9 10 11 12 13 14 15 16 17

Morning: _____

Afternoon: _____

Evening: _____

Appendix 3B

SAMPLE VOLUNTEER ASSIGNMENT FORM

Volunteer: _____

Assignment: _____

Location: _____

Dates: _____

Times: _____

Committee Chair: _____

Chair Contact Info: _____

Please report to your work area at least 10 minutes prior to scheduled work time.

If any of the above needs to be changed please contact the undersigned:

_____ Home Phone: _____
Volunteer Chairman

Phone during NABC: _____

If unable to reach Volunteer Chairman, contact:

_____ Home Phone or Cell Phone

_____
Tournament Chair

Phone during NABC: _____

Appendix 3C

SAMPLE VOLUNTEER THANK YOU LETTER

Name
Address

Dear

Our recent NABC in _____ had a total attendance of _____ tables. Your time and effort were a major factor in making our NABC a huge success.

The entire local organization and ACBL wish to take this opportunity to thank you for all your hard work.

Kindest personal regards,

_____
Volunteer Coordinator

_____
Tournament Chair

♣♦♥♠ ENTERTAINMENT ♣♦♥♠

WHEN APPOINTED: 12 - 18 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Organizational ability.
2. Ability to negotiate.
3. Familiarity with entertainment possibilities available in the area.
4. Creativity is a plus.
5. A local volunteer would be preferred over one from another city.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Prepare entertainment budget for approval.
2. Plan up to eight days of player entertainment and hospitality functions.
3. Select menus for entertainment activities.
4. Attend planning meetings

♠♥♦♣ **CHAPTER FOUR** ♠♥♦♣

ENTERTAINMENT

The entertainment committee should organize all player entertainment. It will have the largest budget and the most flexibility of any committee. The actual entertainment planned may be different from any previous NABC. The "right" entertainment can bring players to your tournament, and keep them there even if they are not winning at the table. The good times they have will be the basis of their favorable memories of the tournament. In addition, a package of great hospitality will build good will that will pay dividends at future regionals and sectionals in the area.

No activity will appeal to all. The goal is to make sure that everyone finds something of special interest. Thus, it is important to plan a great variety of activities and to schedule some in the morning or between sessions with most activities after the evening session.

♠♥♦♣ ENTERTAINMENT ACTIVITIES ♠♥♦♣

The overall scope of activities will be determined by the tournament chair and the planning committee within the range of available funds. The chairman and responsible committee members *must be present during all activities* conducted by the committee. An individual may have particular responsibilities depending upon the activity, but in all cases, their presence is needed to handle the unexpected and ensure that players have a good time.

Prepare and submit a budget to the tournament chair for each function by date and time to include an estimated number of participants at the various functions. ACBL's meeting planner will provide sample entertainment budgets/schedules from other NABCs upon request. All contractual commitments must be approved by the tournament chair. In the case of a hotel or convention center program, headquarters must be consulted before a contract is signed. See Chapter One regarding contracts and hotel arrangements.

Plan six to nine days of player hospitality functions. Following are ideas/examples:

a. snacks served after evening session - hot dogs, pizza, ice cream, nachos, etc.
b. bingo
c. breakfast, especially before morning games
d. panel show
e. game show
f. dance
g. gift to all players at a given session; i.e., fruit, candy, bagged snacks, key chain, decks of cards, etc.
h. subsidized coffee, soda, orange juice, etc.
i. transportation to special restaurant or event
j. subsidized dinner
k. snacks for vugraph participants and audience

A daily activity at the tournament site during the mid- to late-morning hours is not a requirement, but such events can add variety and interest to the overall program, often at relatively little cost and effort. This program works best when the tournament is centered at one hotel or two immediately adjacent hotels. The hotel guests are almost exclusively bridge players. Since morning knockouts and early start times for senior and some other games have become popular, there is less need for early activities.

If you do want to schedule something in the morning, do not plan for more than one or two morning activities. Be sure to coordinate with the bridge schedule and choose a morning when the fewest number of players are involved in morning games or meetings. The best mornings are probably mid-week. By their very nature, these events appeal to only a small group. Do not try to please everybody.

Events held in the hotel, such as a cooking class or fashion show, may be free to the participants. Activities including a meal or off-site transportation will require advance reservations and fees.

Coffee service is almost a requirement for any such morning activity. Additional refreshments such as breakfast pastries are welcome. Do not worry that special refreshments will draw many extra people. They are simply a way to make the event more enjoyable for those attracted by the activity itself.

Morning Event Suggestions:

1. **Fashion Show:** This is often easy to arrange with a local department store. They will have two or three professional models and could rely on local bridge players for the rest of the modeling. This service may be offered on a complimentary basis if the store is allowed to solicit new credit accounts with their store.

2. **Demonstrations:** Unusual subjects involving hands-on demonstrations often provide the necessary motivation to get people out of bed to attend them. Specific programs that have worked well include makeup consultations, hair styling and cooking demonstrations (feature an ethnic cuisine). Be alert to use local artisans who can exhibit crafts not generally available nationwide.

3. **Talks:** Events such as investment seminars or other subjects not involving product demonstration are not recommended. It is difficult to give these topics the special flair needed to be appealing at such an early hour.

♠♥♦♣ BETWEEN SESSION EVENTS ♠♥♦♣

Although primary entertainment usually occurs after the evening session, some NABCs have held successful major events between sessions.

Successful past events have included a themed buffet at the headquarters hotel or at the convention center. Other events have been providing transportation to a local, appealing restaurant for a dutch treat meal. Many NABCs have featured some musical or other entertainment for the 30 minutes just prior to the beginning of the evening session.

♠♥♦♣ EVENING EVENTS ♠♥♦♣

This is the local activity that will probably make the biggest impression on the players at the NABC, both local and out-of-town. It will consume significant amounts of time, in early planning and in execution. It will cost a great deal more than any other activity, usually 40% to 50% of the entire NABC budget.

Some activity should be planned for most evenings except the final Sunday. If Thanksgiving falls during the NABC, that evening may be excepted also. Vugraph or panel shows may count as the evening's entertainment, or they may be scheduled in addition to a dance or other event

Consider the focus of the evening entertainment. Some NABC hosts choose to be remembered for one big bash, which gets a large amount of attention, even though other entertainments occur. Special lobster feasts, St. Patrick's Day bashes, professional entertainers and similar programs have worked well. Alternatively, you may wish a more comprehensive program, aiming for a variety of entertainments of roughly equal emphasis.

The favorite post-session activity of the majority of bridge players is to eat and drink while discussing the endless ups and downs of the session. Many entertainment chairs have chosen to focus on a variety of food and beverage offerings with limited or background entertainment and music.

If possible, ACBL will assign entertainment space in the hotel that is not used for card play. Such space, if available, has the advantage of allowing setup during the final rounds of the evening session, and gives the players immediate entertainment. If such space is not available, ACBL will assign space that will allow for the easiest and quickest conversion from playing space to entertainment space. Often the playing area used for 10:00 and 3:00 sessions will be available in the evening for set-up. ACBL staff will assist with removing stanchions, boards, bid boxes and other equipment. It is strongly recommended that you plan to use card tables for seating if you have little or no time to set up for the hospitality function.

Promotion and Signage:

ACBL will provide signs giving information about service desks and playing areas, but this committee will be responsible for creating directional and informational signs promoting entertainment activities. These may be professionally created or you may have a talented committee member that can create eye-catching signs. Primarily, you will want to promote the current evening's entertainment, but you may wish to post a schedule of upcoming entertainment, particularly if you do not plan entertainment every evening.

All events will also be promoted in the Daily Bulletin. You may choose to provide this information through your publicity chair or directly to the ACBL meeting planner and Bulletin staff.

Evening Event Suggestions:

1. **Dances:** Dances can be scheduled every night or just once or twice. The music may come from live bands or from a disc jockey. More important than whether the music is live or canned is the type of music played. It is important to have music that is pleasant for both dancing and listening. Dances are an activity that may be very popular or be a flop. If dances are not well-attended at your local regionals, they will likely not do well for the NABC.

   Selection of bands or disc jockeys should be made months in advance. Many bands book events annually, so less than 12 months lead time could significantly reduce your choices. All bands must be auditioned carefully, preferably by two or more people. Personal knowledge, recommendations from friends and talent agencies are possible sources of bands to audition. Look for versatility. Groups that play current music plus some oldie numbers are best to please all ages. Bands tend to break up a lot, therefore, look for a band that seems stable and is likely to remain intact up to the time of the NABC. Make sure the person signing the contract is reputable. Determine the electrical needs of the band. Most bands have their own sound equipment, eliminating the need to rent equipment from the hotel. Disc jockeys should be auditioned, too. The personality of the DJ is very important.

2. **Hired entertainers:** This category includes comedians, singers, magicians, hypnotists, etc. These may be individuals, duos or more, and may appear alone or as one of several acts. Care must be taken to create the proper atmosphere in the audience. While either auditorium or cabaret seating can work well, a separate area must be available for socializing. Nothing is more frustrating to both the performers and the players who want to listen than to be unable to hear above the din of "you-holds". While this can be a late night activity, individual entertainers, like strolling magicians, a guitar player or even a barbershop quartet can be a lot of fun during the hour or so prior to the afternoon or evening sessions.

4. **Special performance in a hotel night club:** If the site offers a superior night club show on site, consider engaging a midnight performance of the show, if available. If the cost is low enough that the show can be offered free to the players, then any reasonable production will be well received. The hotel may be willing to provide the show to the local organization at reasonable cost, in anticipation of the cash bar profits. If seating capacity is limited, the local organization may wish to sell tickets at a nominal cost. This cost is not designed to defray the expense but merely to ration the scarce supply. The local organization probably cannot afford to give away a show starring a "name" entertainer, but for a higher caliber of show, enough players will pay admission and the show will sell out.

5. **Panel shows:** These are done less frequently than in the past, but still have some appeal to players. There are three general types of shows:

   a. Educational panel shows. This is a primarily instructive program, usually going over the hands in the previous session. Such shows may be scheduled by the local committee at whatever fees can be negotiated between the host and the panelists. Check with the ACBL meeting planner to determine appropriate fees.

b. Game show panels. Often modeled on television quiz shows, game shows have been very successful events. The choice is limited only by your creativity. Shows that involve audience participation are a plus. It is critical to have an uninhibited, outgoing master of ceremonies. Shows that have worked well in the past include adaptations of Hollywood Squares, Trivial Pursuit, Jeopardy, Family Feud and The Newlywed Game. Remember that the audience must be able to see, hear and follow along, even though they may be in the midst of other conversations. Try out your idea at a local sectional first, keeping in mind that the NABC audience will be considerably larger.

c. Bridge match panels. Challenge matches may be scheduled between teams of experts, between husbands and wives, etc.

6. **Theatrical productions:** The host committee may stage a live theatrical production as an evening's entertainment. This is a very ambitious project, and is not recommended unless you have highly interested skilled actors/musicians that can dedicate time to producing a worthwhile show. The key to the success of such a show is the script and the abilities of the featured performers. Whether the show is an adaptation of an existing play, or is written from scratch, it must be clever and fast-paced. The producer should have previous professional or high-quality amateur theater experience. The project draws many hours of volunteer time for writing, planning and rehearsing. The local organization must make sure that it can afford to expend this much volunteer time on this project.

Such shows may run on any evening. They typically are performed on the first Saturday night and repeated on the second Friday or Saturday. The cost of a show is usually not too high, since so much of the labor is volunteer, and the costuming and settings can often be donated or constructed cheaply. Production could require using the hotels audio visual staff, both for the performance and a rehearsal or two, which may require payment of rental and labor charges.

A show requires a lot of advance planning. The script must be completed well in advance. Production--including casting, staging, costuming and a myriad of other details--will fill the producer's time until rehearsals begin. The length of rehearsals will depend on the difficulty of scheduling and the size of the production.

A variety show is a less ambitious alternative theatrical production. It is not dependent on a clever, comprehensive and unified story line. On the other hand, the quality of the performers is much more important in this format. One can pull off a clever play with amateurish acting; a series of disconnected bad acts is a sure loser. The producer must have the authority to help rework marginal acts and select only those of highest quality.

7. **Bingo:** This is relatively inexpensive entertainment and appeals to a different group of players than other more standard entertainment. Prizes must be provided to the winners. This may include cash, Bridge Bucks or donated prizes. Committee members could seek donated prizes or this can be funded by selling the bingo cards to the participants.

8. **Vugraph**: With the advent of advanced, improved equipment, vugraph shows are a major attraction at all NABCs. Headquarters will provide all the equipment and manpower to set up and operate it. Depending upon space limitations, the finals of major team events will be on vugraph. The final show is provided with no cost deducted from ACBL's allocation. If you would like to offer additional shows as part of your entertainment program, check with the ACBL meeting planner to determine costs.

♠♥♦♣ FOOD AND BEVERAGES DURING ENTERTAINMENT ♠♥♦♣

This is where the majority of your entertainment budget will be spent. Food for all functions planned in the public areas of hotels or convention centers must be purchased from their banquet or catering departments. Don't expect costs to be similar to a retail food store. Prices are generally much higher and local sales tax and a gratuity of 15-20% will be added. Work with the ACBL meeting planner and your tournament chair to negotiate a reduction in published prices.

This committee has considerable latitude in its choices of how the food dollars are to be spent. The committee may want to serve fairly fancy food for just a few nights or less lavish fare for more nights. In either case, be sure to order enough food to feed at least 80% of the players in the evening session. Nothing will create ill will faster than running out of food or drink while there is still a line of people waiting to be served. If necessary, you can ration food and beverage items to one per customer by using tickets.

Selection of Food:

As much as a year in advance, get a banquet menu from the hotel to assist in planning what to serve. Approximately two months before the NABC, the entertainment chairman and tournament chairman will meet with the catering manager to go over these menus and select the items to be served. Try to select food that can be easily increased or decreased in quantity to satisfy the crowd that actually shows up. It is especially important to have order flexibility on the first Friday and Saturday when attendance is toughest to predict. The ACBL meeting planner is your best resource to help determine menus and order quantities.

One method you can use is to give your catering contact a list of the entertainment guidelines, the number of participants expected on each night and your total food budget. With their experience, they can often recommend menus and serving methods to make the most of your budget.

Quantities to Order:

Ordering the proper amount of food is a tough task compounded by many variables that are difficult to quantify. The most important variable is the number of people playing in the session the food is to follow. In addition, the following other questions should be considered:

Is the food service the prime entertainment, or is it secondary to some other event?

Is the food service in or immediately adjacent to the major playing area? If not, how far will the players have to go?

Can the food service be ready immediately after last card, or is there a set-up time required?

Is the food location constant from night to night?

Despite the fact that each NABC will have a unique set of answers to these questions, there are some basic guidelines for ordering the correct quantity. If food is to be served in or adjacent to the playing room, order enough to feed 80% of the people playing that evening. If the serving location is removed from the playing area and if other entertainments are available elsewhere, these numbers should be reduced accordingly.

Beverages:

Non-alcoholic and alcoholic beverages may be served with, or instead of, any food items. The cost of an open bar is prohibitive, so if drinks are to be given away, you will probably want to limit it to beer and soft drinks or wine, beer and soft drinks.

Several factors enter into the decision to have a cash bar. If food is being served, and if no beverages are to be given away, then a cash bar is a necessity. A cash bar will not do when any alcoholic beverage is being given away in the same area. Most hotel cash bars require a minimum level of sales and charge bartender fees.

If you choose to provide complimentary or reduced-price beer, order a number of beer kegs from the hotel with two or three in reserve, on ice, to be purchased and used if needed. Make sure the chairman or a designee is present to order the reserve kegs if needed. Do not order any keg less than thirty minutes before the time the hotel must remove it from the public area to comply with local liquor laws.

Serving:

After the menu has been selected and quantities ordered, go over in detail how and when you want the food served. Be sure to meet the person who will actually be on duty during these events. This will help guarantee smooth execution of all details. A few weeks before the NABC starts, you should receive a copy of the banquet event order for your review and approval. Go over this with the ACBL meeting planner for advice and assistance.

The goal in serving is to allow the players to get their share quickly and comfortably and to try for some control of those who try to make this offering their main meal of the day. In order to accomplish this, three issues must be addressed:

1. Careful selection of serving locations;
2. Preparing the hotel staff regarding the serving process:
3. Appropriate supervision by the committee.

Serving locations should have direct access to the hotel kitchens if at all possible. This is critical for easy replenishment of food and paper goods. Avoid a setup where trays of food must be carried across the entertainment area. The tables should be placed in a location conducive to forming a line, and players should have access to only one side or both sides if the hotel has set up a service station in the center of tables. Round tables deter line formation and provide no place for a server or supervisor to help keep things moving. Multiple identical food stations are suggested for large crowds, but make sure that each station is adequately supervised. Five to seven minutes is the maximum time that a player should have to wait in line. It will help the hotel staff understand the service level that is expected if you communicate that the primary idea is to serve the food efficiently with less of a concern about aesthetics and presentation. Small paper plates are recommended over china or napkin-only service.

Service Supervision:

We strongly recommend that hotel staff serve portions of food to ensure appropriate serving sizes. You may find that some savings can be realized if hotel servers are not used, and the hotel may have no objection to volunteers serving some types of food, such as ice cream bars or pre-wrapped dessert items. Even if the hotel is handling all the food service, the committee must have at least one person in the area to handle the unexpected. Many of the problems in food service can be eliminated if the food can be ready to serve when the last round breaks. This prevents mob scenes in the service area. Once a disorderly crowd is permitted to gather, even the usually polite players tend to push, shove and grab when the food does appear. If the serving location is not in the playing room, there is no reason why the food should not be ready on time. A committee member should check on the progress of the set-up during the session. If the serving location is in the playing room, have several committee members on hand to marshal an orderly line during the set-up.

Even if items are served buffet-style, we strongly recommend that hotel staff place the food items on the plate to help control portion sizes. Occasionally, hotels will furnish servers free of charge, but due to the relatively low per-person charge for the food and the need for a large number of servers, they generally do not. It is most important in those cases where the hotel is not fully staffed for serving food that the entertainment committee be present, not to ration every last bit of food, but to keep the line moving and keep serving portions reasonable. Experience has shown that the presence of the committee improves the behavior of the players in line and deters taking unreasonable amounts of food.

Coordination of Entertainment and Food Service:

It is important to coordinate food service and entertainment. Careful planning of the events will enhance the total pleasure of the players. It is impossible to list or rank all of the combinations of food and entertainment which may work well. The planning process should consider the following questions for each evening's combination of food and entertainment:

1. Can food service and entertainment be concurrent or must the player get his food before the entertainment begins?

2. Will food service in the same room be a distraction? Or will similarity of theme make the combination attractive?

3. Can both fit in the same space?

4. Is there an appropriate balance between the food and entertainment?

5. Can either the food or entertainment induce the players to come for the other?

6. Can either the food or entertainment be used as a filler to occupy time and keep the players in the area while the other is being set up?

Split-site NABCs:

If the table count at the two (or more) sites is roughly equal, try to split the entertainment so that a variety of events occurs at each site. There can be simultaneous events at each site if they are well-balanced. Or, one site can be essentially "dark" while the other is active. Most players select one site as their center of operations; they like to have a choice of events without always having to walk or ride to the other site.

If the split is between a hotel and a convention center, the entertainment must usually be in the convention center. Events scheduled in the hotel will appeal only to those players staying there, and almost none of the commuters will participate. A few cities that have very integrated convention center and hotel complexes may be an exception to this rule.

NABC+ Events:

Nationally rated events finish later (in the case of team events much later) than the regionally rated and other events. All too often those playing in these events are left out of any entertainment because by the time they get to the entertainment site, it is all over or nearly so. The best way to service these players is to coordinate with the hotel for a "second" serving of food when these games finish.

Timing the entertainment is difficult. The goal is to capture the interest of the players at the site of the entertainment while delaying just enough to allow those from the other site or late- breaking games to arrive. Consider warm-up rounds of a game show or lead-in acts. Note that the tournament schedule can assist in turning this trick. On a day where one site has mostly pair events and the other mostly teams, schedule the major entertainment at the team site, which breaks about thirty minutes later.

♠♥♦♣ FOOD AND BEVERAGE TICKETS ♠♥♦♣

The distribution of food and beverage tickets during the session is a traditional way of spending entertainment dollars. Such tickets are good for a specified value, usually equal to the cost of a cup of coffee at the hotel's snack bar. The tickets are usually honored throughout the hotel or convention center. They require little advance planning beyond the purchase of the tickets and the negotiation of redemption value with the hotel. Tickets can be printed for one particular event or for use any time during the NABC.

Tickets can be given out each session, during one session a day or only once or twice during the tournanment. The local committee must arrange to get an accurate table count from the ACBL meeting planner or the NABC Headquarters office early in the session, and distribute pre-counted stacks or rolls to each section. The directing staff and the caddies may help distribute the tickets to the players during a specified round, but the committee must do the advance counting. Before the NABC begins, the tournament chairman must negotiate the redemption value of the tickets. For example, the local organization may pay the hotel 90% of the face value of the tickets collected.

Even when redeemed at a discount, ticket distribution is very expensive and leaves less of an impression of the NABC than other activities or services. While most players do not let the tickets go to waste, they will use them for something they fully intended to buy anyway. NABCs that offer a full and varied entertainment schedule will not suffer for the lack of food and beverage tickets.

TOURS AND SPECIAL EVENTS

WHEN APPOINTED: 12 months in advance

BY: Tournament Chair or Entertainment Chair

PROFILE

1. Familiarity with tourist attractions/interests in the city.
2. Organizational and promotional abilities.

RESPONSIBILITIES

1. Organize and promote tours or tourist shuttles.
2. Assume direction of and accounting for ticket sales.
3. Ensure information chairman is familiar with all tours offered.
4. Schedule volunteers for desk.
5. Attend planning meetings.

♠♥♦♣ **CHAPTER FIVE** ♠♥♦♣

TOURS AND SPECIAL EVENTS

Many players at the tournament will be first-time visitors to your city. Others may have missed something the first time through or simply want to go again. Tours to nearby attractions will give people an opportunity to see what your city is noted for and offer them an outing away from the hotel. Responsibility for this function may be delegated to a separate committee, reporting directly to the tournament chair or to a subcommittee under the aegis of the entertainment chairman. The scope of the activities planned, as well as the individuals involved, will determine how to organize the leadership of this committee. In any event, a separate person should have responsibility for these tours.

♠♥♦♣ POSSIBLE TOURS ♠♥♦♣

Morning Tours:

Places that a typical tourist would visit while in the host city are tours that should be planned. If the city has many attractions (e.g. Washington, DC, San Francisco, Hawaii,) you will probably want to use four to eight available mornings. Some cities may have one thing that is so special or so popular that you may wish to schedule it two or three times, e.g. White House, Niagara Falls, San Diego Zoo, Universal Studios. In the specific case of a large summer NABC in a city with a variety of attractions, simultaneous tours to two locations may be scheduled.

If a city tour is scheduled, make it the first one in order to give visitors information about the city for use during their entire stay. Don't force tours to obscure locations that may appeal to only a few. Limit your morning tour program to what you feel certain will sell. Weather, hot or cold, may be a sufficient reason to limit the number of morning tours.

Between Sessions:

Consider organizing dinner tours if an assortment of dining options is not immediately available around the site of the NABC, or you may want to consider hiring a bus to take players to a dinner spot and plan to sell tickets in advance. These work best when the restaurant/tour destination is an attraction that people cannot do on their own. Coordinate with the restaurant guide committee as to the desirability of planning special dinner tours or whether they are recommending providing dinner shuttle buses. Doing either (never both) is dependent upon the setup of your city--can players easily get there on their own? If so, either committee could be responsible for arrangements. In any case, ticket sales for this and other tours should be in one location.

Because it is difficult to operate a successful dinner tour, you may want to sell tickets for a nominal amount and return all or a portion of the fee when they board the bus.

Evening Excursions:

Players will not leave the general area of the hotel for a group excursion unless the destination is really special. Casino trips have been moderately successful, usually because the casino provides the bus and provides a staggered return schedule. In general, we do not recommend that you plan late night tours.

♠♥♦♣ DAYS AND TIMES ♠♥♦♣

Tours generally run about three hours, typically from 9 a.m. to noon. While these times could be adjusted, e.g., leaving later for shorter tours or earlier for special sites, always plan on arriving back at the hotel at least one hour before game time. There are eight possible days on which to schedule tours, from the first Saturday through the second Saturday. Never have one on the first Friday, as most people will be just arriving, or on the last Sunday, since they will need to check out and the starting time for bridge is earlier.

All-day tours or afternoon tours during the playing sessions are generally not recommended. If there is a special, popular attraction that can be visited only at this time, then scheduling a tour to conflict with the main bridge sessions can be considered, but under no conditions should you plan more than one tour conflicting with the main sessions of bridge.

If your city has a professional sports team, we've learned that having a block of tickets available to sell for a baseball game, for example, will usually sell out. Note this or a something like a Broadway show is an exception to the "no tours during bridge" rule. If headquarters is aware of these events well in advance, the bridge playing schedule can include an event with starting times to accommodate two sessions and an evening off.

♠♥♦♣ ARRANGEMENTS ♠♥♦♣

Decisions as to sites and the number of tours will probably be made by the chair of this committee and the tournament chair. Responsibility for execution should rest with the committee chair, in close coordination with the transportation committee and restaurant guide committee, if appropriate. Early review of possible sites should begin as early as a year in advance. Most cities have a few destinations such as private mansions that are attractive options but must be reserved for groups at least six months in advance. The chair should visit the attractions and be familiar with the particulars: fees, ease of access, bus transportation times, time required for the tour, special arrangements for large groups, days and hours each attraction is open and which sites are best suited to group visits.

Hotels in some cities may have a standing agreement with a national tour company like Gray Line and offer tours on a regular, weekly basis. In those cases, the chairman may choose to work with the tour representative to adjust tour times during the NABC and set up a satellite sales station at the ACBL registration desk.

♠♥♦♣ BUDGET ♠♥♦♣

The best attractions are free, not so much for the few dollars saved, as for the convenience in planning and execution of the tour. If you go to a destination with admission, arrange in advance for a bulk payment of admissions so that the tour members don't have to wait in line to pay the fee. The

tournament may absorb all costs, including admission costs, if you choose and your budget permits or you may absorb transportation costs and charge only the admission cost of the particular attraction. Even if a trip is entirely free to the participant, a ticket (current recommended amount is about $5.00 per person) must be purchased in advance.

The purpose of the ticket process is to reduce the number of "no-shows" and gain a more accurate count of participants. This is important to make sure that the interest level is sufficient to have the trip, and conversely to make sure that the people who really want to go get a chance at space on the popular trips. The tickets are collected when the bus is boarded. If the ticket is really only a deposit and a refund is planned, the money should be refunded on the bus during the trip.

♠♥♦♣ TICKET SALES ♠♥♦♣

Staff a desk with regular, posted hours of operation to answer questions, sell tickets, distribute passes, pre-register for activities and do whatever is necessary to implement plans. Many tours fail because players do not have an opportunity to buy the ticket before the deadline. We recommend that the tour desk be open at least during the same hours the registration desk is open

Arrangements must be made to print and sell tickets for all tours planned. The tickets can simply be photocopied 3 x 5 sheets which indicate the name of the tour, date and time. They should be numbered, which is a simple way to keep control. These tickets should be sold in the information-registration area, and sales should be coordinated with these committees. Sale of these tickets and any others from the entertainment or transportation committees can be handled by the same person at any one time. These tickets MUST be ready for sale Thursday night before the foundation game.

Many tickets can be pre-sold through the ACBL website. As soon as it is ready, supply your tour, ticket and pricing information to the ACBL meeting planner and an interactive tour registration page can be designed.

♠♥♦♣ PUBLICITY ♠♥♦♣

There are four primary media where the information must appear.

1. The information should appear in *The Bulletin* at least twice in the four months before the NABC. Coordinate with the publicity committee member responsible for this article.
2. Complete tour information with costs and possibly links to the tour destinations' website should appear on the tournament pages of the ACBL website.
3. The tournament or publicity chair should have a liaison with the ACBL *Daily Bulletin.* Be sure to give this person all of the tour information at the start and follow up daily with highlights, current information and whether tickets are still available.
4. A listing of tours should appear in the program/restaurant guide.

It is recommended that posters for each tour, as well as one highlighting all tours, be produced. These could be used at the tour desk and placed in strategic locations throughout the tournament site. You may also choose to print a separate flyer for promoting tours. Brochures of planned tours (usually available from the attraction to be visited) should be gathered for distribution at the tour desk. Any special badges, hats or costumes for committee workers should be worn at all times to help advertise the tours. Flyers for each tour could be printed and distributed.

♠♥♦♣ TRANSPORTATION ♠♥♦♣

Buses or shuttles are required. If a separate transportation committee exists and you are planning informal tours or transportation to a dinner event, the tours chair need only relay the specific requirements to the transportation chair. Any bus contract should be made well in advance. Early contacts should made about six months in advance; final contracts should be in place no later than two months before the tournament. This time requirement is especially important for NABCs held during a prime tourist season when charter buses may be reserved well in advance. Most bus companies will allow additions and subtractions up to 24 or 48 hours in advance. If you are using a tour company, transportation will be provided as part of your agreement.

♠♥♦♣ EXECUTION ♠♥♦♣

The committee chair or a reliable designee ***must*** accompany all tours. The host must be along to keep things on schedule, assist the bus driver with directions if needed and generally make the trip pleasant for the participants. He could act as a tour guide and point out sights on the way. If appropriate, he must make payments and contact the guides at the attraction. If two or more buses are needed, as is often the case, a local host should be on each bus. All convention hotels have more than one entrance. Everyone should be told when they purchase tickets where the bus will pick them up. In addition, post a sign at the appropriate spot.

Extras:

Serve refreshments or provide goodie bags with snacks such as granola bars, apples, candies. When tours last from early in the morning until almost game time, there is very little time to eat. A snack at such times is greatly appreciated. The $2 to $5 to purchase a tour ticket could be used for this purpose instead of being refunded.

♣♦♥♠ INTERMEDIATE/NEWCOMER PROGRAM ♣♦♥♠

WHEN APPOINTED: 18 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. An active teacher or club director with a successful I/N program is best.
2. Interest in bringing new and less experienced players to the game of bridge.
3. Ability and willingness to spend time promoting attendance by visiting community centers, apartment/condo communities, etc.
4. Ability to give direction and guidance to a large number of volunteers.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Appoint subcommittee chairs, if desired.
2. Develop budget for I/N program for approval.
3. Publicize the NABC and I/N program.
4. Be available before and after the game each day during the NABC for greeting players and presentation of trophies, etc.
5. Obtain any gifts or prizes desired in addition to those provided for all players.
6. Host at least one reception for players with a limited number of masterpoints.
7. Work with ACBL staff to promote free lessons and Bridge Plus+ program for social players and plan coffee and pastry service.
8. Attend planning meetings.

♠♥♦♣ CHAPTER SIX ♠♥♦♣

INTERMEDIATE-NEWCOMER PROGRAM

The North American Bridge Championships (NABCs) are a showcase for the ACBL, and the Intermediate-Newcomer (IN) Program is a vital part of their success. NABCs define what a modern bridge tournament should be in terms of creative scheduling, professional direction, ambience, and satellite social and learning events. One of the goals of the IN program is to leave a larger and better organized Intermediate-Newcomer network operating in the area when the NABC is over. It has been found that the people who participate find their first NABC to be one of the most memorable and enjoyable experiences of their lives.

♠♥♦♣ PERSONNEL ♠♥♦♣

Except where indicated below, the IN Committee will consist of local workers. It will work best if the local teachers, newcomer game club directors, and newcomer players themselves perform the tasks required to carry out the program. New players need and like to see familiar faces.

ACBL Intermediate-Newcomer Program Field Coordinator:

The Intermediate-Newcomer Program Field Coordinator is an ACBL tournament director who will work with the local committee in advance of the NABC to help set up the program and get other things arranged. The director is specifically responsible for:

- The "Celebrity Speaker" program.
- The schedule of bridge events.
- Administration of any entry coupon promotions
- Giving advice and solving problems relating to the IN Program.
- Assisting the local committee.

ACBL IN Coordinator:

This is a member of the headquarters staff (Education Department) who will handle routine correspondence and promotion/publicity for your IN Program. The coordinator will:

- Arrange for the creation and printing of the IN schedule/Speaker Program flyer for distribution. (500 to you for distribution.)
- Prepare a mailing to I/N players and clubs in your area. (4,000 to 5,000)
- Prepare a Free Lesson Program/Bridge Plus+ letter for distribution. (1,000)
- Provide you with a listing of local clubs and teachers.

IN Chairman:

If at all possible, this person should be the local club game director or teacher most familiar to local newcomers. If such a person is not available, the unit or district IN Coordinator, the unit or district Education Liaison, or the person who serves as the IN Program Chairman for regional and sectional tournaments in the area would be good choices. Availability and ability/willingness to do the job are most important. The IN Chairman will work with ACBL staff, recruit local personnel, make out the budget, and in general make sure everything is in working order before and during the tournament.

ACBL encourages the IN Chairman to establish a New Player Services Program (if the local unit doesn't already have one). Information on this program is available at ACBL's website (www.acbl.org), in the Handbook for Education Liaison Coordinators, or through the ACBL Education Department. The members of a New Players Services (NPS) Committee would be at the game site early to answers questions for new players and to help them fill out their convention cards. They should also be in the IN Program playing area as soon as the game is over to assist players in reading the computer printouts that give the results of the event and to field any other questions.

Newcomer Subcommittees:

The following subcommittees could be the responsibility of one person or several who ultimately would report to the IN Chairman.

Registration/information - ACBL recommends a separate desk for new players and suggests the addition of information of interest to new players as part of the registration gift. The *Adventures in Duplicate* booklet and the *Exciting World of Bridge* pamphlet are excellent for this purpose.

Prizes - New players will receive their section tops at the main tournament prize desk. The IN directors will issue trophies to and take pictures of first place winners in the IN playing area at the end of each event.

Partnership - ACBL requires a separate desk for new players in the IN Program area.

Publicity - A special committee needs to visit all local bridge games, including social and informal games, to invite the players to the tournament and to distribute the Free Lesson/Bridge Plus+ letters which will be sent to the IN Chair from Memphis headquarters.

Special parties/entertainment - There are two functions that are held at all NABCs for new players:

Free Lesson Program - On the first Saturday morning, ACBL will provide a teacher to give an "Introduction to Duplicate" bridge lesson. This is a promotion to help prepare new players to participate in the IN Program during the week. ACBL provides you with 1,000 brochures to distribute locally to advertise this event. Locals should plan to provide refreshments, typically coffee and breakfast pastries.

IN Reception - A reception for IN Players is offered between sessions on the first Saturday. Locals provide refreshments.

The refreshments for both of these activities are funded through the budget given the local committee by the ACBL. New programs are being created, so review the letter that will be sent by the ACBL IN Coordinator about a year prior to the tournament to see if there are any other special events added for IN players. This is particularly important if you need to plan to cater an event.

Hosts and Hostesses:

All local newcomer-game players should be encouraged to be a part of the program at "their" NABC. They should be included as members of the NPS (New Player Services) Committee and given special assignments at designated times. In addition to manning desks, passing out information, and other chores, they should wear official New Player Services badges (host and hostess name tags) and go out of their way to greet players during the games, making sure they are having a good time, and answering questions about the IN Program, the tournament, and the ACBL.

♠♥♦♣ BUDGET ♠♥♦♣

The tournament chairman and planning committee will determine the scope of the Intermediate-Newcomer program, and the IN chairman can then work up a detailed budget. The largest expenses will be catering and entertainment, registration gifts (if you decide to offer a gift in addition to the regular registration gift) and publicity.

♠♥♦♣ SCHEDULE ♠♥♦♣

The schedule of events for the IN Program will be determined by the Intermediate-Newcomer Field Coordinator with input from the local chair. In general, a limited event will be scheduled for each morning, afternoon, and evening session. Games are held for players with 0-5, 0-20, 0-50, 0-100, 0-199, and 0-299 masterpoints. Free introductory bridge lessons are offered on the first Saturday, followed by a free Bridge Plus+ game. It is best to run the same types of games that are run at area regionals and sectionals.

The 0-5 Game:

This is a true "newcomers" game. Two early sessions of the tournament (usually the afternoon and evening game on either the first Friday or Monday) are free. This offer is made by ACBL to help local teachers encourage their students to attend and "get their feet wet." This game is intended to convince a high percentage of new players to return throughout the tournament. Speed of play is variable because of unfamiliarity with scoring and movement. There are few, if any, director calls and only 14 to 20 boards are played. Conventions are restricted to the Limited Convention Chart and even more confined by the very limited knowledge of the participants. Players who know more than Blackwood are encouraged to play "up" in a 24 board 0-20 game.

The 0-20 Game:

The general convention chart is allowed in this game. It is a little more sophisticated than the 0-5 game and 22-24 boards are played.

The 0-49 Game and 0-99 Game:

These are "Super-Newcomer" games. The general chart is allowed and gives these players time to practice their conventions to get ready to move up. These games are often stratified to achieve that goal. New players and players new-to-duplicate should have no problem feeling comfortable in this event.

♠♥♦♣ PUBLICITY ♠♥♦♣

Publicity is **THE MOST** important area of the entire IN Program. It won't help to have a great program unless you convince people to come. You have to go to EXTRA lengths to make sure the social players and new players in your area know about this special program.

North American Bridge Championships - *ACBL Bridge Bulletin*:

ACBL will allocate space in *The Bridge Bulletin* prior to the NABC. It will contain a schedule of speakers, description of events, special parties, registration gifts, or anything being done especially for the IN Players. The idea is to make any new bridge player or new-to-duplicate bridge player in the country feel that they would miss an opportunity if they didn't participate in this NABC.

Regional - Sectional and Regional Tournaments in the Area:

ACBL staff will prepare a comprehensive IN Program flyer, including the schedule of events, a list of the Celebrity Speakers, the Free Lesson Program, and any special activities planned. Those flyers are mailed by ACBL six to eight weeks before the tournament and extras will be sent to the IN Chairman. If you want to advertise earlier, it's a good idea to produce simple flyers to have at all regionals and sectionals in your area during the three to four months prior to the NABC.

Local:

Saturate the local area with all types of publicity. Flyers and posters should be distributed to all local clubs and bridge classes with a request that local teachers and directors make verbal announcements. Write articles or announcements for local newspapers. Perhaps the best and most effective publicity can come from appearing on a local talk show. Naturally, a TV appearance will get the most attention, but radio is also very good. Contact municipal recreation centers, country clubs, condo complexes, senior facilities, and especially all active bridge teachers in your area, etc.

The ACBL IN Coordinator will prepare and mail a special IN Program flyer to approximately 4,000 to 5,000 ACBL members with fewer than 100 masterpoints in your District. The IN Chairman will be asked for input in selecting the area or units to mail to if there are more or less than the planned number of 99er players in the District.

♠♥♦♣ PROMOTION/PUBLICITY DURING THE NABC ♠♥♦♣

The Daily Bulletin staff typically dedicate a page of each issue to events and special interest stories from the IN area. If you're aware of some particularly interesting hand or personal story, be sure to alert the staff.

If you believe one or both of the following entry promotions would increase your IN table count, ACBL staff would be glad to offer them during the NABC.

1. Buy one – Get one half price: If an IN player purchases a full price entry in an IN game over during the first three days (Friday, Saturday, Sunday) of the NABC, they will receive a coupon for a half price entry for an IN game . These coupons are usually good for redemption beginning on Wednesday through the end of the NABC. Players will receive a half price coupon for each entry they purchase. The coupons are personalized and are non-transferable.
2. Teacher promotion: If a local area teacher brings a specific number of students (usually six) to the IN area and all six purchase entries, the teacher will receive a coupon for a free entry in a regional event at the NABC.

♠♥♦♣ WELCOMING ♠♥♦♣

Once new players are satisfactorily in a game, there are still bridges to cross. Newcomers are there to play bridge, of course, but they are also there to see whether they **ENJOY** playing bridge. This breaks down into several categories.

Feeling Competent:

Newer players want to have enough time for their needs on each hand. They want to understand what is happening, the bidding, and the play.

Feeling comfortable:

Newer players want to enjoy their partners and meet their opponents socially (even momentarily). They want to learn new things not only about bridge, but about the bridge world. They also want to feel respected by the director and develop a feeling of camaraderie with the other players and the ACBL.

An Available Pool of Partners:

When local newcomers are officially designated as hosts and hostesses (New Player Services Committee), the IN players find it easier to socialize with other players and feel a part of the proceedings. These NPS committee members will be playing in the games and will be readily available to offer a friendly "hello" and to answer questions.

♠♥♦♣ CONTINUITY ♠♥♦♣

It is important to establish and create a home for Intermediate-Newcomer players where they can find the same friendly and familiar faces every day.

Facilities:

ACBL will assign one room for all Intermediate-Newcomer games. Knowing exactly where to go when they arrive each day helps new players feel welcome and comfortable. They need and will have a base of operations. The local organization can then help create an Intermediate-Newcomer clubhouse-type atmosphere with:

Bulletin boards. It is recommended that a bulletin board be maintained just for the IN Program.

Display for Photos. The IN Directors will take pictures of the stratum winners of all IN games. Locals will create a display to show off the photos.

Posters and other wall decorations.

Decorations. Select a theme and decorate accordingly to make the IN Program room *look* like a fun place to be. If your site does not allow you to put decorations on the walls, consider having some balloon displays made for the week. (A very successful NABC had the four pips - club, diamond, heart, spade - created with balloons and a balloon arch was placed at the entry to the door. It was very festive.)

Director:

The IN director will be the director-in-charge of all games held in the IN Program area. Having the same person in charge of every game fosters the feeling of belonging and familiarity. Without this feature, each game is a brand new mountain for the newcomer instead of a continuing adventure. A newcomer who has roots will often spread out, that is, venture out to play side games, swiss, open pairs, or knockouts. They will come

back home, but then they'll venture out again.

♠♥♦♣ SPEAKERS PROGRAM ♠♥♦♣

One of the biggest drawing cards of the Intermediate-Newcomer Program is the Celebrity Speaker Program, a selection of speakers and teachers who give free mini-lessons before each afternoon and evening session (except for the final Sunday of the tournament) in the IN Program area. The speakers usually talk for 20 to 30 minutes beginning 45 minutes before game time. ACBL attempts to get speakers whose names are well known to rubber bridge players to take advantage of their drawing power. Often local players will come in to hear specific speakers even when they can't stay to play that day. ACBL pays the speaker fees.

The IN director is responsible for this program, but will be responsive to suggestions from the local IN Chair. The IN director will also introduce each speaker, explain who the speaker is and why that person was chosen to speak to new players, and promote upcoming speakers scheduled for the tournament. A schedule of speakers and their assigned topics and times are part of the three promotional pieces ACBL produces for local distribution: the flyer, the mailer, and the Free Lesson/Bridge Plus+ letter.

♠♥♦♣ IN REGISTRATION AND INFORMATION DESK ♠♥♦♣

It has been found that IN Registration and IN Information function best when combined in one location. This desk should be located in a prominent place, usually near the IN playing area. One person should be in charge of manning this desk but will need a staff of helpers. The hours for the IN Information/Registration desk need not be as extensive as the general information desk, but it should be open one hour to one hour and a half before game time in the afternoon and evening.

Information:

The sheer size of an NABC is both exciting and confusing to new players. They have never seen anything like it and often fear making themselves appear ridiculous or even getting lost in the melee. Many of the questions they ask are not very understandable to the advanced player. This is a prime reason for having a separate IN desk to handle information, registration, and partnership. These services should be manned by sensitive newer players who can pass out appropriate IN Program information. They can also serve as a resource for the "other" information desks.

A table should be set up to stock materials of local interest: flyers of upcoming tournaments, lists of clubs and teachers, a collection of hand analyses and hand records from past Intermediate-Newcomer games at the tournament. Players ask for them as much as a week later and are very disappointed if they aren't available. Newer players simply aren't as efficient as the more advanced players at making sure they pick up the sheets at the end of the game, but they seem to love, live, and die by those analyses! (Incidentally, the 0 to 20 players usually receive special hand records with analyses.) Also make sure the membership kit is on hand at this desk with the membership sign prominently displayed. Be sure to establish procedures to turn in

completed forms and money to the tournament director assigned to the event (who will deliver them daily to the ACBL Finance Office).

Registration:

New players must be encouraged to register. An additional packet just for new players goes a long way in promoting the tournament and encouraging the players to return. The ACBL has an inexpensive brochure that is excellent for new players called, "The Exciting World of Bridge," and the "Adventures in Duplicate" booklets are excellent additions to this type of packet. The local IN Committee should make up a listing of area clubs and bridge teachers (with lesson schedules if possible) and include it. Invitations to special parties should be given out here and you can include a condensed NABC schedule of the IN games and the Celebrity Speakers. ACBL supplies a pamphlet that contains all of this information.

The IN Registration Desk is open to all players under 300 points. It's a good idea to make up all of your registration packets and at the last minute add a special yet inexpensive registration gift exclusively for the new players with fewer than 100 points. (Note: If you are providing a special new player registration gift bag, be certain to advertise this feature in your flyers and publicity for the tournament.)

An excellent gift idea for the IN players is a convention card holder. Unlike seasoned players, newcomers do not have holders. If the convention card holders are imprinted with your NABC logo, the Intermediate-Newcomer players will be proud to show their new status symbols at their local club. Don't forget also to use "leftover" gifts from past regionals.

The IN Program registration packet should include all materials given to all NABC registrants in addition to the special newcomer materials and the special gift for IN players. This way the newcomers can register once – in the IN area. To simplify the distribution of the registration packets, stuff all material in the bags provided by ACBL prior to the start of the NABC. Make sure the staff at the NABC Registration Desk check the boxes at the bottom of each registration card so that anyone with the appropriate masterpoint limit is directed to the IN Registration Desk.

♠♥♦♣ INTERMEDIATE-NEWCOMER PARTNERSHIP DESK ♠♥♦♣

A separate IN Partnership Desk for players with 0 to 299 points (who want to play in the IN Program area) should be located adjacent to the IN selling area. It should be staffed by the IN Partnership Chair who should be available to stay at the desk one and a half hours before game time until game time in the afternoon and again between sessions. Get helpers who can act as a fill-in pair or one regular person and one fill in. If they don't play, the directing staff can provide a free play for another time. It is best to find one or two people who can perform this function throughout the entire tournament. This way they will get to know the people. The ACBL will provide a special partnership card to assist in collecting information and making the partnerships.

♠♥♦♣ PRIZES ♠♥♦♣

Nobody treasures prizes, be it trophies or coffee cups, as much as IN players winning their first. They proudly display them in their homes and offices. The IN tournament directors will publicly congratulate the winners and award the trophies (provided by ACBL) at the conclusion of each game. The directing staff will take photos of the stratum winners of all IN events for display on the winners board.

Overall:

ACBL will provide trophies for overall winners of all IN events and the directing staff will take pictures of overall stratum winners in all games for 0-299ers played in the IN area.

Section Tops:

The Section Top Prize Desk at the NABC is for all events. (The IN Program does not have a separate desk for section top prizes.) IN winners should be directed there. Generally, section top prizes do not include stratum winners, but for the IN games, we recommend that something be given to the winners of each stratum. The players like almost anything which adds to the friendliness of the event.

♠♥♦♣ ENTERTAINMENT/HOSPITALITY ♠♥♦♣

Special Parties:

Hosting special parties for players with limited masterpoints may persuade IN players to play frequently throughout the week. These parties won't be the reason new players attend the tournament but they are an extra that might encourage them to come back. You are required to host one reception for IN players after the afternoon session on the first Saturday. This makes it a full day for new players (Free Lesson in the morning, Bridge Plus+ game in the afternoon, IN Player Reception after the session.) You can host additional parties if you would like. If you choose to print an invitation to your reception(s), include it in the IN registration packet. Give the IN directors extra invitations to distribute to selected celebrities.

Guests of special interest to the newcomers are invited to informally meet and talk with them at these parties. These are ACBL officials, top players, and the Celebrity Speaker participants. Early in the party, when the bulk of the celebrities have arrived, there will be a call for attention, and all special guests will be introduced to the attendees. No one should give a long speech. A word of welcome from one or two is sufficient.

Table Gifts:

The IN players are most appreciative of gifts that are distributed during the session. They can be given to each player entered in certain events (i.e., a two-session championship event), on 0-5 free day, to all tables in the IN area on one or more days, once every day, or even once a session. Giveaways should be very inexpensive. Individual items are often donated - like advertising promotion trinkets. Check with the

NABC Tournament Chairman to find out it another committee plans to provide any table gifts for all players, or if the IN program can have separate gifts.

Door Prizes:

Door prizes are another appreciated amenity for IN players. These items can be donated by local merchants, restaurants, and/or the tournament vendors. Scatter the distribution of door prizes so that they are given out throughout the tournament.

♠♥♦♣ FOLLOW-UP ♠♥♦♣

Local bridge clubs will want to provide flyers advertising their games and lessons and even free-play coupons for the IN players. The local organization can also ask for the IN entry blanks at the end of the NABC to use to make up a master mailing list. Use this list to send tournament flyers, notices of other special events, and any unit or district publication for at least six months after the NABC. Try to have the winners of the newcomer events listed in the local newspaper.

Appendix 6A

SUMMARY OF MATERIALS AND RESPONSIBILITIES

ACBL WILL PROVIDE THE FOLLOWING:

- **Signs**
  - IN Partnership
  - IN Registration/Information
  - Events Winners
  - Celebrity Speakers
- **Prizes**
  - Overall trophies
  - Section tops
- **Registration Packets**
  - NABC Program/Restaurant Guide
  - Registration bags
- **Staff needs**
  - Masking tape
  - Thumb tacks
  - Felt tip pens
  - Digital camera and printer/photo paper
- **Name tags**

OPTIONAL ITEMS TO BE INCLUDED IN THE REGISTRATION BAG.

- **Printed material provided by the ACBL IN Coordinator**
  - -Listing of Area Clubs and Teachers
- **Gift (special IN gift plus gift for all players)**
- **Welcome letter**
- **IN party invitations**

GENERIC LETTER TO ALL IN PROGRAM CHAIRS

Re: NABC IN (Intermediate-Newcomer) Program

Congratulations on being named the IN Chairman for the _____ NABC in the S____ of 200_. I'm sending you this letter from ACBL Headquarters in Memphis to help outline the job that you and your committee are taking on.

The Education Department manages the ACBL IN Program and Judy Cotterman is our NABC IN Program Field Coordinator. Enclosed is the latest pre-tournament information which hopefully will clarify what ACBL expects and provides. Included are some ideas for additional things you can consider doing that will add pizzaz to your tournament.

Judy is available to work with you on the tournament. Her phone number is 765-453-0308 or you can reach her by e-mail at Judy.Cotterman@acbl.org. Judy is a tournament director and may take a few days to get back to you when she is on the road. Naturally, you can also contact me at Headquarters whenever I can be of assistance (email: Julie.Greenberg@acbl.org or phone:901-332-5586, ext. 262).

We look forward to working with you!

What IS the NABC IN Program?

Since 1984 when Edith McMullin introduced the IN Program at the NABCs, ACBL has offered a special program for new players. This program consists of the following ten points...

- Games for 0-5, 0-20, 0-50, 0-100, 0-199, and 0-299 players each session.
- Trophies for each overall win.
- A separate room for the Intermediate/Newcomer games.
- Directors who are experienced in working with newcomers.
- A Celebrity Speaker Program.
- Social Events.
- Pictures of the Winners.
- Flyers to invite the players and guarantee partners.
- New Players Services Desk.
- Hand Records for all Games with analyses sheets for 0 to 20 only.

Here is how ACBL helps you with this program...

Schedule of Events:

ACBL creates the schedule of events for the tournament. You can provide names for the events if there are local sponsors or local players you wish to honor.

Trophies for the IN Program Event Winners:

ACBL will provide all of the trophies for the overall stratum winners in each event as well as section top prizes for the winners.

Playing Area:

ACBL's Meeting Planner and the Chief Tournament Director for your NABC will meet to determine the best playing area for the IN Program.

IN Trained Tournament Director:

Betty Bratcher will be the Director-In-Charge of your NABC IN Program. Betty has been running this program for many years and has an excellent staff, including Judy Cotterman. (Note: Betty Bratcher does not usually run the program in the fall.)

Celebrity Speaker Program:

Judy Cotterman will arrange the schedule of speakers for the Celebrity Speaker Program and ACBL will pay their fees. If you have any special requests for speakers, please let Judy know.

Social Events:

ACBL provides a budget based on the estimated number of tables for the tournament. ACBL recommends that 5% to 10% of this money be spent on the IN Program. Nancy Foy, ACBL's Meeting Planner, will provide the final budget information to your NABC Tournament Chairman.

Your portion of this money should be budgeted to cover the following IN activities:

- **A Newcomer Reception.** This is the main social event held between sessions on the first Saturday of the tournament. You can elect to host additional receptions or other special entertainment for the IN players later in the tournament.

- **A special registration gift for the IN Players.** ACBL recommends the "Adventures in Duplicate" booklet which can be purchased for $1 each, but pens, convention cards, etc. are also well received.

- **Refreshments for the Free "Introduction to Duplicate Lesson" on the first Saturday morning of the tournament.** ACBL organizes this activity, provides the teacher, pays the teacher fees. You supply coffee, donuts/rolls, and your choice of anything more - i.e., juice.

- **Decorations for the main IN Playing Area.** The object is to make this area look like it's a fun place to be.

Your District may be providing additional money for IN Program expenses. Please check with your tournament chairman.

Flyers to Invite the Players and Guarantee Partners:

ACBL will create, print, and pay for the following promotional pieces for the IN Program:

- The printing and mailing of 4,000 to 5,000 self-mailers to promote the NABC IN Program to the 0-100 members in the District and area.

- 500 copies of a flyer version of the self-mailer for distribution by the IN Chairman and Committee to teachers, clubs, social games in the area.

- 1,000 Bridge Plus+ brochures for distribution by the IN Chairman and Committee to social players in the area who are invited to attend the Saturday morning Free "Intro to Duplicate" Lesson and the Bridge Plus+ (low-key duplicate) game in the afternoon.

- Advertisement in "The Bridge Bulletin" for the IN Program events and speaker schedules.

Pictures of the Winners:

ACBL will provide the film and camera and the IN Directors will take pictures of the overall winners of each stratum of each IN event. Players love to see these pictures and you will be asked to provide a special display to show them off.

New Player Services Desk:

The New Player Services (NPS) Program is a public relations program designed to welcome new players to tournaments by helping to create a fun, friendly, and comfortable atmosphere within the duplicate environment. A committee of volunteers, wearing distinctive NPS badges with a heart logo, are enlisted to be available in the IN area before and after each session to answer questions and socialize with the new players. ACBL will be happy to work with you to establish this program in your area or you can get additional information at ACBL's website <www.acbl.org>.

Guaranteed Partners:

It is a feature of the IN Program that IN players are guaranteed a partner when they check in at the Partnership Desk one hour before game time. Please arrange to have a local pair stand by to fill in when you aren't able to pair up all of the newcomers who want a partner. The stand-by pair should get a free play for making themselves available when they don't get to play.

Newcomer Hand Records with Analysis Sheets:

ACBL will provide all hand records for the IN Program.

What Your Committee Can Do to Make the NABC IN Program a Success:

There are many things you could do. Here are a few suggestions:

✺ Man a separate NABC Registration Desk just for the IN program players. Create a "goodie bag" with a special registration gift for all of the players and a "goodie bag" with a few special items for IN players attending their first tournament.

✺ Provide the following information for the 0-300 players in your area who will attend the tournament: sheets with a list of clubs, games, and game times; teachers and the courses they are offering.

✺ Man a separate Partnership Desk just for the IN program players. It's good to use your local newcomers who want to help. Two people are needed up to an hour before game time for all afternoon and evening events.

✺ Print one page flyers to distribute at the District regionals and area tournaments to start generating interest in the NABC IN Program.

✺ Create a "Winner's Circle" using the best idea your group comes up with to display the pictures of the winners of the newcomer games. (i.e., Atlanta used circles of gold for their pre-Olympics tournament; St. Louis used large stars and called the winners "Rising Stars.")

✺ Contact the local Convention and Visitors Bureau. This group can provide "giveaways" for your IN registration packets. They may also provide a coupon book with restaurant discounts or other tourist attraction discount coupons. Sometimes monetary assistance in the form of grants are available - even to non-members - if you apply early enough. The CVB is very responsive to groups bringing large numbers of visitors into the area.

✺ Get your committee to start finding local social bridge groups that haven't tried duplicate. Someone should visit each group and invite them to the NABCs. Tell them about the free *Intro to Duplicate* Saturday morning program which is followed by a free Bridge Plus+ game (low-key duplicate). The Unit might want to try to get these groups interested in local bridge activities before the tournament starts - lessons, a party at a local club, free plays, etc.

✺ Get "The Bridge Class" TV show aired on a local independent cable station. ACBL will loan out 13 half hour shows on beginning bridge FREE. In exchange, you can get a tag at the end of the show advertising local bridge activities. (A local phone number is key so viewers can contact you about all sorts of bridge activities and the NABC - lessons, games, partners, etc.)

✺ Encourage area teachers to work on your IN Program Committee. They should have a special interest in the first Saturday new player activities. Ask them to bring their students and to stay and help. We need assistants in the morning for the Free *Intro to Duplicate* session and in the afternoon for the Bridge Plus+ event. About five volunteers for each would be perfect.

✺ Get sponsors to donate door prizes to be given at each session of the IN Program during the week. This adds to the festivity of the program. If you collect a lot of door prizes, the directors can play Bridge Bingo with the participants at the end of the session for additional prizes. (Remember to have the players deal out a new hand since the boards are duplicated. If you don't, you'll have multiple winners!)

If you have any questions, you can reach me at the office (901-332-5586, ext. 1262), or by e-mail (Julie.Greenberg@acbl.org) or you can contact Judy Cotterman (see page 1).

Good luck and keep in touch.

Sincerely,

Julie T. Greenberg
Director of Education
NABC IN Coordinator

INFORMATION

WHEN APPOINTED: 6 - 12 months in advance

BY: Tournament Chair

PROFILE

1. Resident of the city who is familiar with local area, streets, restaurants, attractions and shopping.
2. Ability to give direction and guidance to a large number of volunteers.
3. Willingness to have contact information published in the Bulletin as a resource for players to call before the NABC.
4. Friendly, outgoing personality.

RESPONSIBILITIES

1. Familiarize volunteers each day with locations of events, entertainment, restrooms, selling locations, parking and transportation.
2. Work with other committee chairs to ensure familiarity with their activities and programs.
3. Work closely with registration chair to ensure registration volunteers are familiar with answers to possible questions from players.
4. Schedule volunteers for desk.
5. Attend all planning meetings.

♠♥♦♣ **CHAPTER SEVEN** ♠♥♦♣

INFORMATION

Both the local organization and ACBL operate information desks. The ACBL's desk is staffed by a tournament director or headquarters staff to provide technical information as well as materials such as score correction forms and recorder forms. In theory, everything else is handled by the main information desk.

♠♥♦♣ LOCATION ♠♥♦♣

This desk is a catch-all place for information on playing areas, selling locations, finding lost articles, restrooms, transportation, parking, hand-out distribution, etc.

As with all other space allocations, the ACBL staff, with input from the tournament chair, will determine the exact location of the information desk. Ideally, the desk should be near the center of the traffic pattern, probably near doors to either the playing area or the main entrance of the building. If the tournament is being held in two sites, each one should have an information desk. Usually the information desk is connected to or near the registration desk. In many cases, volunteers may work one or both desks, depending on the traffic flow.

♠♥♦♣ SUGGESTED HOURS OF OPERATION ♠♥♦♣

Single-playing site:

Thursday	4:00 - 9:00 p.m.	2 volunteers
1st Friday - 2nd Saturday	9:00 a.m. - 8:00 p.m.	2 volunteers
2nd Sunday	9:30 a.m. - 1:00 p.m.	1 volunteers

Multi-playing Site:

An information desk is required at each location. If you are playing in two locations and each site is equal in activity, the same hours should apply at each site. If one site is limited in scope, the hours can be reduced to fit the need.

The minimum requirement is perhaps to maintain the same hours as the registration desk. If the goal is to disseminate information to the attendees of the tournament and to give first class service, much longer hours will be necessary. As the tournament progresses, the need for expanded hours may diminish and adjustments can be made.

♠♥♦♣ STAFFING ♠♥♦♣

Early in the tournament there should be two or even three people manning the desk at peak hours. Generally this is from 10:00 a.m. until game time. If possible, schedule volunteers to man the desk prior to the tournament, making sure they know how to reach the proper person if something comes up and they can't serve. Don't worry if some slots are not filled, even those hard-to-fill times during the bridge session, as volunteers may easily be recruited on site (see Volunteers, Chapter Three).

Many groups tend to combine the information desk and staffing with the prize desk and registration desk. Depending on the number of volunteers and amount of space available, this can be a labor/volunteer saver, and it can be less confusing for players who may never be really sure what desk they're visiting in any case!

♠♥♦♣ ORIENTATION ♠♥♦♣

The information chair must "know everything." Typically, the ACBL staff will conduct an orientation tour during mid-afternoon on the first Thursday. While all committee chairs possible should attend, it is a must that the information chair and at least a few members of the information committee participate. Besides being familiar with the facilities and location of events, the information chair must know everything contained in the program and be familiar with any other documents given to the registrants. Establish lines of communication with the committee chairs and the on-site ACBL staff to keep abreast of changes or any other information. It is very helpful to have a list with room or phone numbers of all key local personnel who are staying at the hotel.

The ACBL staff will provide data sheets with locations and times of all tournament-related activities and services. Copies will be given to the information chair to add any information local volunteers might need, i.e., times and locations of volunteer meetings or hospitality, locations of all restrooms, etc. These data sheets should be available for all volunteers who work at any player service desks.

♠♥♦♣ DISSEMINATION OF INFORMATION ♠♥♦♣

Make sure all volunteers are properly briefed. One help is to tape key information on the desk for the person manning it to see. Each day, ACBL will provide poster-size copies of the events and selling locations. The tournament program, a telephone list and other written material should be readily available. The most frequently asked questions are "where are the restrooms?" and "where do I buy my entry?" It is helpful but not foolproof to have the answers to these and any other frequently asked questions printed on large signs for display near the information desk. ACBL will supply tape and marking pens, but if you have specific needs for making up signs each day, you may have other supplies you will want to bring.

Handling Emergency Messages:

Desk workers must tactfully handle incoming "emergency" messages to see if the situation really warrants the interruption of play. Most such messages can be handled through a message board. For the true emergencies, the recipient must be able to get information about the player's probable event in order to limit the search. These messages should go to the ACBL Operations office. The director in that office will search records and contact the player if they are playing that day.

♠♥♦♣ OTHER RESPONSIBILITIES ♠♥♦♣

Since the information desk is centrally located, it automatically becomes the catchall for a variety of little chores.

Memberships:

Be prepared to accept applications for memberships and dues, though most of those requests should

be directed to the ACBL staff working at the information desk with you. The ACBL will furnish instant membership application forms. Lapsed members should visit the ACBL operations office pay their dues and update their membership.

Daily Bulletin:

One stack, and more if space permits, of the current Daily Bulletin should always be available. ACBL staff will set up a tables and racks throughout the hotel for that day's issue. Back issues can be found in the Bulletin office.

Hand Records and Tournament Flyers:

There will be tables set up to display literature from upcoming tournaments and bridge events. Players looking for previous days' hand records should be referred to the Bulletin office.

Restaurant Guides and Menus:

Coordinate with the restaurant guide committee. They may choose to staff their own desk. If not, the information desk will probably serve as the prime repository for restaurant information.

Message Board:

Maintain and service the message board.

Lost and Found:

The information desk generally serves as a lost and found. ACBL procedures are that less-valuable items (convention cards, books) are placed on a table near the information desk. More valuable items (watches, glasses, cell phones) are delivered to the hotel or facility security staff

Name Tag Distribution:

Since the information desk is a central location and is manned almost continuously, it is a good place to which volunteers can report and be issued their name tags (coordinate with volunteer coordinator).

Local Interest:

Provide brochures and information regarding local points of interest (contact local convention bureau). Solicit and distribute discount coupons from local stores, restaurants, theaters, museums, etc. This can be a time-consuming task and one that many information committees overlook. You may be very familiar with the area around the playing facility, but bridge players may well come up with questions that will stump you. We recommend you have maps and brochures from the convention and visitors bureau and any other general information such as a downtown merchants directory. Do not think you can handle these questions on the fly as many of your committee members may not be as familiar with the area as the committee chair.

One helpful document to be given to all registrants is an information sheet which contains answers to frequently asked questions or other things unique to your location. The information chairman could prepare the document or assist the tournament chairman in its preparation. It is probably best to keep it to one page and finalize and print it just prior to the NABC. This will allow changes in the program or the restaurant guide to be disseminated. Include any little tips or hints that will help make everyone's stay at the NABC more enjoyable, such as the phone number and location of the nearest pharmacy, grocery or liquor store (see sample in Appendix 7A).

Work with the registration chairman to include any other pertinent information in the registration packets such as public and private transportation information, detailed downtown maps, area maps and tourist information.

/nf

Appendix 7A

(SAMPLE OF DAILY INFO SHEET)

A*L*E*R*T

Vital Information to Keep Your Stomach and Wallet Happy

PARKING WARNING!! Parking regulations on the streets around the hotel are enforced STRICTLY. Illegally parked cars WILL BE TOWED.

PHONE ALERT!! If you're staying in the host hotel be advised that you will be charged 75 cents every time you connect to a local out-line. That's every time: information, busy signals, no answers, EVERYTHING. Even credit card calls for long distance.

A.M. AND LATE NITE ACTIVITIES. We've planned something of interest nearly all the time. Check your program for details. PLEASE NOTE THESE CHANGES IN THE MORNING TOUR SCHEDULE:...

LATE NITE SNACK-ATTACK! The hotel's cafe is staying open until 1:00 am JUST FOR US and has promised to remain open later if customer traffic warrants. Patronize them if you get hungry--and ask them to stay open late!!

LIQUOR STORES. Give names, address, simple directions, hours open, any local ordinances one should know about purchasing liquor.

GROCERY STORE. Give name, address, simple directions, hours open.

CONVENIENCE STORE. Give name address, simple directions, hours open.

DRUG STORE. Give name, address, simple directions, description, i.e., full service drug store including munchies, soft drinks, sundries and hours.

BEAUTY SHOPS. Give names, addresses, simple direction, hours, idea of pricing.

RESTAURANTS. List any new information or changes to information in the restaurant guide, i.e., This restaurant is opening 30 minutes earlier than listed in the restaurant guide. Reservations are advised, but will not be accepted for the early opening unless you mention the tournament.

REGISTRATION

WHEN APPOINTED: 12 - 18 months in advance

BY: Tournament Chair

PROFILE

1. Ability to organize and supervise large number of volunteers.
2. Willingness to give up playing bridge on occasion to ensure registration desk operations are running smoothly.
3. Friendly, outgoing personality.

RESPONSIBILITIES

1. Work with the volunteer coordinator to recruit volunteers for registration desk.
2. Oversee operation of registration desk to include training, scheduling and follow up.
3. Select, purchase and distribute registration gift.
4. Organize preparation of registration materials.
5. Work closely with information chair to ensure registration volunteers are familiar with answers to possible questions from players.
6. Attend all planning meetings.

♠♥♦♣ **CHAPTER EIGHT** ♠♥♦♣

REGISTRATION

The registration committee has four broad responsibilities:

1. The staffing and operation of the registration desk.
2. The process of registration and filing.
3. The selection, purchase and distribution of the registration gift.
4. Working with the information committee to insure that accurate information on many subjects is available to the players.

This committee will necessarily work closely with the information committee, so the registration chairman is advised to be equally familiar with the material presented in that section. In some cases, the registration and information committees are combined under one chair.

♠♥♦♣ CHAIR ♠♥♦♣

The chair of this committee should be comfortable in a supervisory role during the tournament. Other volunteers must do the actual work so that the chair is free to handle the unexpected. While the chair will be present at most registration sessions, it is unrealistic to expect to do the work for ten days without respite. Have a capable assistant on hand to cover for illness, absence and a scheduled day off.

The committee chair and possibly a few key volunteers will have important decisions to make as early as nine to twelve months before the tournament. A heavy concentration of volunteers will be required during the few days prior to the tournament and, of course, during the tournament.

♠♥♦♣ THE REGISTRATION DESK ♠♥♦♣

Location:

The desk will be located in the pre-function area of the hotel, immediately outside one of the major playing areas. If the majority of the playing space is at a separate convention center, the registration desk will usually be in the convention center. In some cases, the hotel will be equipped with enclosed, secured booths with space sufficient for separate stations. (To include registration, information, special services, tours and tickets.)

If you have to set up a more portable station, a spot will be provided that allows ample space for short lines of people in front of the booth without blocking the main flow of traffic. There will be sufficient space behind the desk for up to a dozen workers and an equal number of cartons of paper, gifts, etc. The desk will be as close as possible to a locked storage room. Generally, separate tables for filling out registration cards are provided. This will keep the registration process flowing smoothly.

Staffing and Hours of Operation:

Assuming traditional start times for the 9:00 morning game, 10 and 3 games and 1 and 7:30 games, a suggested schedule is shown below. The heaviest concentration of business will occur daily from 11:00 a.m. through 12:45 p.m. The first weekend will be the busiest -- more workers should be scheduled then.

Day (s)	Times	# of volunteers
Thursday	4:00 – 9:00 p.m.	3 – 12
Friday – 2nd Saturday	9:00 – 10:00 a.m. 11:00 a.m. – 1:00 p.m. 6:30 – 7:30 p.m.	2 – 3 6 – 12 2 – 3
2nd Sunday	9:30 a.m. – 12:00 noon 2:00 – 4:00 p.m.	3 2

♠♥♦♣ VOLUNTEERS ♠♥♦♣

The local organization is responsible for maintaining a minimum of one registration area regardless of the number of playing sites.

Number Required:

In general six to twelve people are required per volunteer session. This is in addition to any people who may be working in the same area such as information, tours, etc. On the last day, this staff requirement may be cut in half. It is best to schedule eight people for each session to guarantee getting six or seven. This will provide insurance against no-shows and late arrivals. If all scheduled persons arrive, find additional jobs for them. Be prepared to play musical chairs if necessary so that every volunteer gets some time working with the players and so that no one gets stuck with all the repetitive tasks.

Solicitation of Volunteers:

This is typically under the direction of the volunteer coordinator. Since this committee will require the largest number of volunteers, the registration chair may choose to coordinate recruitment efforts for this committee. If the host unit includes several cities or communities, you may want to feature workers from one locale as hosts on a given day.

Scheduling:

The easiest scheduling is done in conjunction with the events that each volunteer plans to play. Encourage volunteers to work both sessions on one day. While the registration desk requires too many workers to provide any remuneration or free plays, you can remind prospects of several "perks" that may be available. First, by arriving early, commuting volunteers will have the best of the available parking. Second, volunteers can enjoy the hospitality provided for workers. It will be easier to recruit workers for the evening shift if they have a place in the hotel to get a light supper and a beverage. Be alert for volunteers who will be at the hotel the evening before play begins -- this session is one of the hardest to staff.

♠♥♦♣ THE REGISTRATION PROCESS ♠♥♦♣

Players will complete a registration card and turn it in to collect the registration gift and any printed materials or free samples included in the registration bag. While efficiency in dealing with a hurried and sometimes impatient crowd is important, each player must receive a courteous welcome, a smile and a sense of concern for individual problems or questions. Volunteers must remember that for most players the visit to the registration desk is the first contact with the local tournament organization. The first impression they receive will greatly affect their reaction to the tournament as a whole.

The Registration Card:

ACBL will supply registration cards, pencils, paper bags, signs and gift bags. The card will ask players to indicate if they have fewer than a 300 masterpoints to facilitate the distribution of intermediate newcomer registration gifts. Coordination with the intermediate-newcomer chair will be important. Either IN players should receive a bag especially for newer players, or they should be sent to the separate IN registration area.

Filing:

Workers are responsible for alphabetizing their index cards daily. We recommend a simple process, using brown paper lunch bags. The letter of the alphabet is written on the outside of the bag and cards with last names starting with that letter are dropped in. If a player is trying to locate Mr. Smith, the worker can hand over the "S" bag without having to flip through individual cards.

♠♥♦♣ REGISTRATION GIFT ♠♥♦♣

Order the registration gift with the approval of the tournament committee. Gifts should arrive at the tournament site a couple of days prior to the start of tournament. It is the responsibility of the registration chair to make sure the gift will be available in time. Coordinate with ACBL for a locked storage room at the hotel or convention center to keep the registration gifts secure.

Arrange for purchase or donation of other items to be included in registration giveaway bags, such as pencils, maps, key chains, convention card holders, candy, fruit, restaurant guides or discount coupons.

Type of Gift:

The gifts that may be given are as varied as the sites of the NABCs and the imaginations of the local organizations. The item selected should be lightweight, portable and non-breakable. A single item of appeal to both sexes is recommended. The tournament logo, host city and date or year are usually featured prominently on the gift.

Number of Gifts:

Check with the ACBL meeting planner before ordering a gift. The number of playing locations and drive-in population may affect number to order. Typically, the following will approximate the number of registration gifts needed:

Under 10,000 tables	3,500 gifts
10,000 - 11,000 tables	4,000 gifts
11,000 - 12,000 tables	4,500 gifts
12,000 - 13,000 tables	5,000 gifts
13,000 - 14,000 tables	5,500 gifts
14,000 - 15,000 tables	6,000 gifts

Add 250 for each 1000 tables above 15,000.

Sources:

Catalogue companies can be a great source for ideas. Local novelty companies may be a source of ideas and catalogues. You can also search on line for "ad specialties" or "promotional products."

Cost:

The cost for your gift will be taken out of the lump sum ACBL provides up to $5.00 per gift. If you choose to provide a more expensive gift, any costs incurred over the $5.00 per gift will be paid for by the hosting organization out of funds raised locally. If it appears you may be in short supply near the end of the NABC, notify the ACBL meeting planner. They typically have a generic item they can substitute if needed. If it looks like you will have a large number of registration gifts left at the end of the NABC, you may choose to sell extras at a discount or use some for gifts at a local tournament. In either case, but check with the ACBL meeting planner before determining how you will use the leftovers. The ACBL may choose to use them for another purpose.

Ordering Deadlines:

The final order should be placed at least four to six months before the tournament -- earlier if the producer so indicates. Foreign manufacturers often offer better prices, but they require greater lead times to cover shipping. The selection process should begin about one year before the tournament. Most gifts are customized in some manner to fit the particular NABC. Sufficient time must be allowed for the design of any custom artwork and the production and local inspection of a prototype.

Other Printed Matter:

An information package should be distributed with the registration gift. This package should include the official tournament program/restaurant guide, public and private transportation information, and nearby shopping information that emphasizes items bridge players need to buy during tournaments. Extra copies of each of these items should be available at the desk. Other printed items that should be available when requested include lists and maps of hotel services, detailed downtown maps, area maps and tourist information. Coordinate the gathering and dissemination of these items with the information committee.

Ask me anything!

Regardless of whether the registration desk is adjacent to the information desk or several feet away, the players will use it as a source of general information. The chair and key volunteers should be extremely well versed in the location and times of all tournament-related activities and services. All volunteers must be able to locate and direct people to:

1. All restrooms.

2. The partnership desk.

3. The various entry-sellers, by event or type (NABC+, Regional, Senior, Limited).

4. Additional locations that must be known include the elevators, the snack bar, the prize desk, the bookseller, hotel registration desk and cashier, the drugstore and the Daily Bulletin office. Information must also be available on shuttle bus service if the NABC is at multiple sites, and where and how one can get a personal check cashed.

♠♥♦♣ ADDITIONAL DUTIES OF THE REGISTRATION COMMITTEE ♠♥♦♣

Advance Preparation of Registration Packages:

Items to be given to all players at the time of registration should be collated and packaged to facilitate distribution. Registration gift bags will be furnished by ACBL upon request. At least 60% of the anticipated distribution should be prepared in advance. A bag-stuffing party, which can be held in conjunction with performing other last-minute tasks, should be scheduled to accomplish this.

Before determining how and where you will prepare the registration bags, you should coordinate with the ACBL meeting planner. The bag, program/restaurant guide and other printed material to be included in the bags will be shipped from Memphis to arrive at the playing site on Tuesday or Wednesday prior to the tournament. In most cases, print delivery deadlines (and additional costs) would prevent these materials from being shipped for arrival any earlier.

In addition to the items shipped from Memphis, you will need to plan for delivery of the registration

gifts and other items for the bag. Depending on your choice of gift, these items may be very heavy or bulky, so be sure to allow for enough manpower and transportation. Always notify the ACBL meeting planner before setting a specific time to arrive at the hotel with the delivery. The ACBL staff can work to ensure unloading time on the dock, if needed, and a smoother delivery to the area where bags will be stuffed.

Forty to fifty registration gift packets should be given to the ACBL meeting planner by Thursday morning before the NABC begins. These will be distributed to each member of the board of directors, the chairman of the board of governors, ACBL legal counsel and ACBL staff prior to the end of the board meetings.

Distribution of IN Registration Bags:

The IN committee should prepare special registration gifts for new players. Usually, they will set up registration in the Intermediate-Newcomer area where they will distribute all of the regular registration material plus their special gifts and giveaways.

Grand National Teams and North American Open Pairs:

Special arrangements should be made to accommodate players in special events such as Grand National Teams and North American Open Pairs that begin before the tournament. These events generally start on Wednesday. It is suggested that a temporary set-up for registration could be made in or near the playing room an hour before the afternoon session and a half hour before the evening session to accommodate these players and make them feel welcome.

/nf

PARTNERSHIP

WHEN APPOINTED: 6 - 12 months in advance

BY: Tournament Chair

PROFILE

1. Familiarity with bridge and event schedule.
2. Experience working partnership desk at area regionals and sectionals.

RESPONSIBILITIES

1. Direct and perform partnership services for bridge players.
2. Schedule volunteers for desk.
3. Attend all planning meetings.

♠♥♦♣ **CHAPTER NINE** ♠♥♦♣

PARTNERSHIP

Partnerships is the one service that is always required at almost any duplicate bridge game. It is no less important at an NABC and is an integral part of the tournament.

♠♥♦♣ HOURS OF OPERATIONS ♠♥♦♣

Single-Playing Site: (Sunday times should vary according to playing schedule.)

Thursday	6:45 - 7:45 p.m.	2-3 volunteers
Friday - 2nd Saturday	8:30 - 10:00 a.m.	1-2 volunteers
	11:00 a.m. - 12:45 p.m.	5-6 volunteers
	6:30 - 7:15 p.m.	1-2 volunteers
2nd Sunday	10:00 a.m. - 12:00 noon	1-2 volunteers

Multi-Playing Site:

Staff according to schedule and tables in play at multiple playing sites. For instance, all 10 and 3 games may be at one location and 9:00, 1:00 and 7:30 events at another.

♠♥♦♣ PHYSICAL SETUP ♠♥♦♣

The partnership desk will usually be located in a large unshared open space or even a separate room near the center of activity. If space allows, extra tables will be placed in the area for potential partners to meet and determine if they would like to play together.

The ACBL will supply color-coded cards to be filled out by players needing partners. ACBL will also furnish each partnership area with a portable sound system, partnership cards, pencils, paper clips and other office supplies, signage and a cork board. All items required from the hotel must be requested through the tournament chair to the ACBL meeting planner.

ACBL will also supply a card file box with index cards for all of the future events. Many people will sign up for a partner several days in advance. You will then file their cards in the appropriate spot and match them on the day of the event. You may wish to discourage this practice since often players find their own partners and do not come back. You might take their card but require them to check in on the day of the event before activating their card.

We have learned that different areas of the country organize their partnerships desks very differently. Be sure to advise the ACBL meeting planner exactly how you plan to organize your desk. Signage and other supplies that will support your system can be provided.

Headquarters staff has discovered that most tournament organizers have different, but successful, methods to manage the partnering process. Be sure to discuss the methods you plan to use during the NABC, so that staff can provide appropriate signage and supplies. Otherwise, your set-up may have to be changed to suit your style after you've started the process.

♠♥♦♣ VOLUNTEER SCHEDULE ♠♥♦♣

Review the tournament schedule to determine how many events are being held each day -- afternoon and evening. This should be done 6 to 8 weeks prior to the first day of the tournament. From the schedule, decide how many volunteers are needed to staff the desk each session. It is difficult for more than two people to work together effectively on the same event. The number of new events per session times one or two will equal the number of partnership people needed.

♠♥♦♣ ASSIGNMENTS ♠♥♦♣

Unlike other player service desks, when recruiting volunteers for the partnership desk try to get workers who will be able to work throughout the tournament. There is no need to be restrictive, but the fewer daily changes the better.

Assign volunteers to specific events--ones in which they may know some of the people. Note that your biggest requirement will be during the two hours prior to the afternoon session. Send each volunteer a schedule of the sessions he or she is to work, the particular event to which he or she is assigned and the time to report. Also included should be a telephone number to call in case something comes up and he or she cannot work that day. Of course, the chair should have a master sheet. The schedule should be sent out three weeks in advance.

♠♥♦♣ MAKING PARTNERSHIPS ♠♥♦♣

Players must list the number of masterpoints, system (such as Standard or Precision) and contact information. You must be very diplomatic when partnering players with varying point totals. Have people talk to each other and then come back and let you know what they've decided. Swiss teams are the most difficult. You should try and make compatible teams as the cards come in. It gets too hectic otherwise.

Making partnerships for preregistration events (Vanderbilt, Women's KO, Spingold, and Reisinger) should be avoided or undertaken only with the knowledge of when entries close (generally 8:00 p.m. the night before the event starts). The director taking advance entries is often in a good position to make teams.

The chair should find out the location of each event (usually just by getting the back page of *The Daily Bulletin*) and inform all the volunteers where their events are being held so they can tell the new partnerships where to buy the entries.

♠♥♦♣ OTHER DUTIES OF THE CHAIRMAN ♠♥♦♣

Make sure that each volunteer has a name tag and distribute any general information to tournament workers. The chair should be the first person on duty each day to see that all scheduled workers arrive. If not, find a replacement or pitch in.

The chair's main duty during the running of the tournament is to help solve problems and answer questions. Help with making partnerships only if needed.

/nf

♣♦♥♠ PROGRAM/RESTAURANT GUIDE ♣♦♥♠

WHEN APPOINTED: 12 - 18 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Plenty of available time three to four months prior to the NABC to work on the bulk of the material.

2. Ability to organize thoughts and combine with information from other sources. Writing, editing and proofing skills with access to equipment/software compatible with ACBL software for word processing.

3. Knowledge of and familiarity with the local area dining establishments and proprietors.

4. Willingness to "cold call" potential advertisers and restaurants and encourage others to do same.

5. Organizational abilities and willingness to adhere to deadlines.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Provide information to the ACBL publishing department for the official NABC program. Compile information and edit copy for the restaurant guide.

2. Proofread final copies of program/guide before printing.

3. Canvass area restaurants for inclusion in the guide and solicit discounts or promotions for bridge players.

4. Collect menus for the information desk or work with a company to provide restaurant referral services.

5. Attend all planning meetings.

♠♥♦♣ **CHAPTER TEN** ♠♥♦♣

PROGRAM/RESTAURANT GUIDE

This chairman must have strong communication skills and organizational abilities. Success is dependent on the smooth flow of information from other committees and on meeting deadlines.

The program/guide is the first thing that most players look for when they arrive at an NABC. Everyone wants to review the event schedule and determine the best times and places to go eat! Even local players may not know the neighborhood, and players want to use the time between sessions to their best advantage. The guide is essential to give people choices of cuisine, atmosphere, cost and speed of service.

♠♥♦♣ PREPARATION AND PLANNING ♠♥♦♣

Skills, tools, creativity and time govern the size and composition of this committee. One person may compile information to forward to ACBL, but many may be needed to canvass area restaurants. ACBL is responsible for the production, publishing, printing and cost of the program/guide. They also determine the size and have final authority on the contents and cover, although suggestions are welcomed.

Planning:

The first committee meeting should be about eight to ten months before the tournament. All the tasks should be assigned and a rough time table should be agreed upon. Decide who will be the main contact with ACBL staff (will it be direct or through the tournament chair?) and who will be responsible for contacting local restaurants to confirm listings and/or to sell advertising. Decide who will compile the information and in what form it will be sent to ACBL for publishing. Most groups will supply the local restaurant information and possibly some entertainment notes or welcoming comments. ACBL will supply the event schedule and layout of the entire guide.

Cover:

With input from the tournament chair and program/guide chair, ACBL staff will design the cover. It may be a logo, a photo of the city or another original design.

Contents.

The following items should appear in some form:

1. Tournament Chair Welcome - While ACBL no longer includes letters from various local and national officials, a short welcome from and photo of the tournament chair should be included.

2. Committee Chairs - A list of the chairs and their committees should be included. You may also want to have a list with pictures of each committee chairs for inclusion in the *Daily Bulletin*.
3. Event schedule - ACBL already has this for the production of flyers and for inclusion in *The Bridge Bulletin*, so it will not be necessary for the local committee to produce this portion of the guide.
4. Restaurant Listings - See the following section for more detail.

♠♥♦♣ RESTAURANT LISTINGS ♠♥♦♣

Which Restaurants to Include:

1. **EVERY** restaurant, coffee shop and snack bar in the convention hotels or convention center, including details of room service.

2. **EVERY** restaurant within a two- or three-block walk of the playing site. Note: This list should be 100% complete, including those not favorably recommended, because so many players have limited transportation and need convenient variety.

3. A selection of restaurants located a short car or cab ride away, or perhaps at the next Metro or bus stop. These restaurants may be chosen for any of a number of reasons, e.g., cuisine, good service, special flair. This list typically may include 12 to 25 establishments.

4. Other restaurants at a greater distance that are especially recommended for some reason. Keep in mind transportation time when selecting this group. These restaurants are intended as possible choices for two-session players. This may be the place to list a restaurant for which your city is famous.

5. Two or three restaurants for "celebration" dinners. These must be highly recommended on all counts. Since fine dining requires time, these may well necessitate a session off to fully enjoy the meal. The guide must state this restriction.

6. A list of the nearest fast food outlet for each of the major chains.

Methods of Organization:

The listings may be organized by price, cuisine or location, though organization by location is generally preferred. A brief table of contents or the introduction page should make it obvious how the guide is organized. Regardless of the method of organization chosen, a thorough index will help cross reference the listings. If, for example, the guide is organized by location, the index may group restaurants by cuisine. Avoid an alphabetic index. Few players using the guide already know the name of the restaurant they seek.

The index is a good place to use special symbols for quick reference of special services. Use the index to highlight late-night restaurants, pizza shops that deliver until 2 a.m., nearby restaurants with late-morning breakfasts, etc. If your city has restrictive Sunday blue laws, you may wish to make special suggestions or a special list for use on Sunday. ACBL will generate an area map to be placed in the guide.

Information Required in Each Listing:

1. Name
2. Address
3. Telephone number (except for fast food)
4. Days and hours of operation
5. Special promotions for bridge players
6. Price ranges. For brevity, and to avoid changes in price after the guide goes to press, it is best not to list exact dollar prices. Group the prices into general categories (e.g., $=cheap; $$=moderate; and $$$=expensive). Then, in the introduction to the guide, or near the index, define these symbols by listing price ranges for each symbol.
7. Type of cuisine
8. Special notes such as:
   - If reservations are required or strongly recommended
   - A dress code that is really enforced
   - A "real" restaurant that does not serve alcohol
   - A "real" restaurant that does not accept major credit cards
9. Distance from hotel and/or a keyed reference to a map, walking distance, $5.00 cab ride, 2nd metro stop, etc.

Optional Additional Information in Each Listing:

1. Include a short review with two sentences at most. This will personalize the guide as people tend to relate to something recommended by another bridge player.
2. Indicate a nearby landmark for an obscurely located restaurant.

Advertising:

The tournament, program/guide and finance chairs should decide if advertising is to be used. Local organizations may sell advertising space for whatever they believe they can collect. All material must be camera ready. You may sell any size ad, but only full page increments (page size is usually 4" x 9") may be submitted to ACBL. Before selling any advertising, check with the ACBL meeting planner to see how many pages have been budgeted for production. If you choose to produce more than the budgeted number of pages, the local organization will be asked to reimburse the expense overage to ACBL.

If ads will be sold, the following questions need to be answered:

1. What types of ads?
   - bridge-related ads
   - restaurants and other area attractions

2. How much space is available to be sold?
   Keep in mind that printing is done in groups of four pages. Set advertising goals in accordance with the number of pages ACBL has budgeted for production of the guide.

3. How much to charge for:
   - full page
   - 1/2 page
   - 1/4 page
   - inside front and back covers

Consider that some advertising may be provided gratis to a tournament sponsor or for a future NABC. Whatever your goals are for advertising sales, be sure to set an early deadline and arrange to receive payment in advance of printing.

♠♥♦♣ PERSONAL CONTACTS ♠♥♦♣

Each restaurant should be contacted twice. Remember not to arrive at meal time so that you can speak to the manager when he is able to give you his attention. The first contact should be roughly four months before the tournament. The purpose of this visit is to confirm the information for the listings, inform the management of the restaurant what an NABC is and when it is happening, and gather information sufficient to write the review if you are not already familiar with the restaurant. Do not collect a sample menu at this contact; it is too likely to change.

Suggest a discount or promotion for bridge players upon presentation of a convention card (bring a sample with you). Convince them that only bridge players will have any use for such a card, and that the card works much better than coupons or other identifications. Possible promotions include a free glass of wine with dinner, ten percent off dinner, etc. Such a promotion must be listed in the guide; therefore, if the manager is interested get confirmation at this time (best) or follow up promptly by phone. Restaurants that offer a promotion should receive an early letter of confirmation before the guide is printed to avoid embarrassment later.

A solicitation for advertising may also be a part of this contact, but only if the committee member is comfortable in the role of a salesman. Advertising has to be sold, not just requested. Probably the best approach is to plant the suggestion of advertising at this time. The best salesman on the committee should make a subsequent sales call.

Special discussions must be held with those restaurants within a very short walk of the hotel. Explain the time schedule of the tournament and prepare them for the sudden influx of customers at somewhat unusual hours. Specifically, try to convince them to offer the evening dinner menu beginning at 5:00 or 5:30 at the latest. For those that feature breakfast selections, convince them to serve them through noon. Make sure the committee member knows the number of people expected to attend the NABC so that the requests can be documented with data. Note: Remember that the tournament chairman will coordinate all contacts with the ACBL meeting planner and the host hotel. They will insure that the hotel staff will adjust their menus and hours of operation.

The second contact should be made within ten days of the tournament. During this contact, the completed guide should be given to the restaurant manager. Obtain a menu from all restaurants near the hotel and from those featured in the guide. Remind nearby restaurants of the unusual influxes of customers, as discussed above.

♠♥♦♣ DEADLINES ♠♥♦♣

All copy must be submitted to the ACBL 45-60 days prior to tournament. See Appendix 10A - Program/Guide Guidelines. Samples of previous NABC program books are available from the ACBL meeting planner upon request.

Get a firm deadline from the ACBL program editor, taking into consideration the date the program/guides will be needed for shipping to the tournament site--at least 10 days prior to the start of the tournament. The deadline will normally be eight weeks prior to the tournament. Work backwards from the deadline to collect information from other committee chairs. Try to stagger deadlines with the committees.

♠♥♦♣ PREPARING FOR THE PRINTER ♠♥♦♣

Once all the information has been gathered, a final draft is sent via e-mail to ACBL. The editor working on the project will return a draft of the guide with art work. The committee and tournament chair must proofread the copy carefully. Try to get one or two proofreaders who have not worked on the program. They will not be close to the project and may be able to spot errors more easily.

Appendix 10A

NOTES OF INTEREST

The following information is not typically included in the program/restaurant guide. You may choose to run some or all of this information in the *Daily Bulletin*.

MAP OR LIST INCLUDING LOCAL POINTS OF INTEREST	Sightseeing Shopping Tours (pick-up points) Restaurants Parking
EDUCATION PROGRAMS	Intermediate/Newcomer Lecture Program Teacher Accreditation Program (TAP) EasyBridge! Accreditation Teachers Meetings - times, locations Directing Courses/Seminars
SPECIAL EVENTS	Vugraph Prestigious Championships Intermediate/Newcomer Reception Goodwill Reception (members only) Patron Member Reception (by invitation only)
TIPS on LOCAL CUSTOMS	Discounts, Taxis, Shopping, Traditional Activities, Local Sites/Events that "should not be missed."
ENTERTAINMENT	Schedule, Highlights, Applicable Fees
TRANSPORTATION	Shuttle Buses (if applicable) Parking Information Tours
SPONSORS LIST	Recognize Event Sponsors

♣♦♥♠ PUBLICITY AND PROMOTION ♣♦♥♠

WHEN APPOINTED: 2 years in advance

BY: Tournament Chair or Planning Committee

♣♦♥♠ PROFILE ♣♦♥♠

1. Organizational and communications abilities.
2. Contacts in local media.
3. Willingness to work and enthusiasm for hosting NABC in your city.
4. Interest in and familiarity with Internet promotion.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Write articles and stories for local bridge publications.
2. Provide promotional information for inclusion in the Bridge Bulletin.
3. Produce and distribute flyers (in addition to those provided by ACBL) to local clubs and area regionals and sectionals.
4. Communicate needed website updates and revisions to ACBL staff.
5. Assist ACBL headquarters staff by providing names of media contacts for distribution of press releases and any ideas for stories.
6. Attend all planning meetings.

♠♥♦♣ **CHAPTER ELEVEN** ♠♥♦♣

PUBLICITY AND PROMOTION

The primary job of this committee is to promote the NABC to bridge players and to potential bridge players, generating enough interest for them to spend their time in your hometown playing bridge. The NABC will happen with minimal or no publicity efforts, but effective promotion and publicity will benefit your NABC and duplicate bridge in general.

♠♥♦♣ FORMATION OF COMMITTEE ♠♥♦♣

The ideal chair should have some awareness of promotional strategy and be a dedicated bridge player who wants and asks for this job and works well with others. As soon as the chair has been chosen, the rest of the committee should be recruited. There is no limit or minimum number to have on this committee, but it will probably function best with three to six people. It is important to try to get workers with expertise in certain areas, such as the following:

Representatives of Local Media: Any bridge player who works for local newspaper, TV or radio station. Look for a local bridge columnist.

Unit or District Newsletter Editor: If there is no local bridge publication within the local organization, seek out the editor of your Regional Daily Bulletin.

Advertising Specialist: Any member who is a professional in this area.

Other: Any other member who is an enthusiastic, willing worker and wants to help on this committee.

The committee should be formed early since the work will begin as much as two years before the NABC. Hold a meeting as soon as there is a nucleus for planning and ideas.

♠♥♦♣ ADVANCE PROMOTION ♠♥♦♣

The tournament chair and the planning committee may have chosen a theme or at least a slogan and logo to be used throughout the NABC. If this has not been done, it will be the publicity committee's first task. The ACBL publishing department can design the logo for you if there is no local contact interested in or skilled at designing one. The logo can be used effectively in the *Bridge Bulletin*, on the website, on the registration gift and in the program, advertising, flyers and other materials.

If you are in a resort city, your task of getting bridge players to come to your NABC will be much easier since you can emphasize the vacation theme and attractions of the city. Tournament organizers in other areas must work harder in promoting their cities and tournaments. Give players reasons why they should not miss your NABC--special entertainment, unique restaurants, etc.

Buttons, Pencils or Other Promotional Giveaways:

At least one and up to two years in advance of the NABC, you may want to consider choosing a promotional item, order it imprinted with your theme and tournament dates and begin distribution. It is important to choose an inexpensive item so you can get a large supply. Many local organizations select stickers, buttons, pens or similar items. While such giveaways are optional, it is an easy and inexpensive way to generate interest among local volunteers and promote the upcoming NABC when traveling to tournaments.

Flyers:

ACBL will provide flyers to distribute to clubs and at tournaments during the calendar year preceding the NABC. These will include the complete schedule, housing and travel information, phone numbers, etc.

In addition to the flyers ACBL usually provides, the local organization may want to consider producing two or three flyers promoting some particular features of your tournament. If you choose to have ACBL design and print these for you, the charges will be deducted from the budget ACBL provides for you. Following are suggestions for things to include in your flyers:

1. One single sheet with basic information, dates, location, theme or slogan and perhaps mention of any other special plans could be prepared and distributed up to a year prior to the NABC. Early advertising is especially important for the summer and fall because many players make vacation plans early in the year. It is impossible to do detailed flyers at that point because information on the schedule and entertainment will not be final. These early flyers are very important if a decision has been made not to distribute promotional material.

2. A detailed brochure with special programs, tours and entertainment should be designed and planned early and completed as soon as information is available. This is especially true with programs for which advance registration is desirable. This should occur three to five months prior to the tournament. Get as much information as possible but do not wait for the last detail before printing. The most important thing is the schedule. This will be complete and distributed at the NABC one year prior to yours. It will appear in the *Bridge Bulletin* four months prior to the NABC.

3. A separate intermediate/newcomer brochure with details about their program, schedule, activities and speakers will be provided by ACBL for distribution two to three months in advance of the tournament (see Intermediate/Newcomer, Chapter Six).

4. Consider reprinting the schedule alone on an additional separate sheet. People who like to make their games in advance find these useful. You will also find people asking for them during the NABC even though they have a program with the information. Note these can also be printed from ACBL's website.

Distribution:

This may be the most important step in this process. While someone from the publicity committee should be in charge of this phase, all members of the local organization can help with distribution, particularly those who travel to out-of-town tournaments.

NABC:

Start distribution of promotional material and/or early flyers one to two years in advance and continue through the NABC just prior to yours. If you have chosen buttons, make sure all local members attending these NABCs wear them. Make one person responsible for taking extra buttons and reminding people to wear them. If you have chosen pencils or a giveaway item, get in touch with the ACBL meeting planner or the local registration chairman to coordinate distribution. They might be included in the registration gift packet or available at the registration or information desk.

Regionals and Sectionals:

Four months to one year prior to the NABC, follow the same general plan: wear buttons, pass out pencils, put flyers on information desks. As soon as the detailed brochures (general and newcomer) are available, concentrate on getting them to as many regionals as possible and to all nearby sectionals.

Local Clubs:

Make sure all local clubs have a large supply of flyers. Do the same if you have reprinted the schedule separately.

Banners and Ads:

Most NABCs prepare a banner with the tournament logo to be displayed at other NABCs and at regional and sectional tournaments. Whatever the cost, make sure the banner is made out of some kind of durable, lightweight material. The ease of folding it up to carry in a suitcase and transporting it from tournament to tournament is worth any extra cost. Volunteers should be recruited to carry the banner, arrange for displaying and remember to collect it on the final day. Headquarters requires that banners to be displayed be at the NABC are ready for hanging by Wednesday before the tournament begins.

♠♥♦♣ LOCAL UNIT OR DISTRICT PUBLICATION ♠♥♦♣

Columns and/or articles of interest and information for any and all unit or district publications should be planned and prepared by the committee. These should be coordinated with the publication editor, who may be a member of the committee. Topics, approach and specific assignments should be determined well in advance, probably by the entire committee.

Column:

Start up to two years in advance with a column which will appear in every publication prior to the NABC. It could be written by anyone with time and talent. It would be best if it is not the publication editor so as to have a different approach (this person may write many of the information articles). The column could be a progress report, a human interest story or anything special. The real purpose, obviously, is to maintain interest among your members and make them want to be a part of what is happening.

General Information:

Articles about plans and programs of interest to all players may be included in any issue. Concentrate on the issue just prior to the NABC. These might include special transportation or parking information, nightly entertainment, morning tours, I/N program and schedule of events.

Recruiting Newcomer and Other Nonregular Players and Volunteers:

Work with the I/N committee chair in developing articles aimed at new players. An NABC will bring out people you haven't seen in years. Reading about all the exciting and wonderful things about to happen will help convince them they don't want to miss the fun. Articles should also be aimed at recruiting volunteers to help with the mammoth job of putting on an NABC. These should start as soon as practical, be included in all publications and state who to contact (phone and address) and list what specific jobs need to be done.

♠♥♦♣ INFORMATION AND MATERIAL FOR ACBL WEBSITE ♠♥♦♣

The ACBL webmaster designs and maintains pages promoting all NABCs. Following are the items that will be included on the website by ACBL staff:

1. Tournament schedule
2. Hotel/housing information, including online reservation form
3. I/N schedule and speaker schedule
4. Entry fees
5. Other events at the NABC
6. Childcare information
7. Transportation information*
8. Weather
9. Local attractions*
10. Caddy recruitment information*
11. Advance partnership service*
12. Committee chairs and contact (e-mail) information*

The items marked with an asterisk (*) may require some input from the committee chair. ACBL staff will create pages with information on and links to local attractions and ground transportation. Once the pages are designed, you will be asked to review the information to insure what is provided is current. The information is usually picked up from other attraction websites or from sources such as your local convention and visitors bureau, so a careful review is necessary to insure all information is up-to-date.

Visit the ACBL website and review pages promoting the current NABC. You will be able to quickly see the information you will need to provide to make the website complete.

♠♥♦♣ INFORMATION AND MATERIAL FOR ACBL BULLETIN ♠♥♦♣

Each month, headquarters staff will publish articles in the *Bridge Bulletin* promoting the upcoming North American Bridge Championships. Expanded features appear in the April (for summer NABC), August (for fall NABC) and December (for spring NABC) Bulletins.

Assign a committee member to gather information, prepare articles for the *Bridge Bulletin* and coordinate efforts with committee chairs and ACBL. It is not necessary to submit polished articles

ready for publication. If there are no accomplished writers able to volunteer their efforts, *Bulletin* staff will write the articles with information you supply.

For these features in the magazine, ACBL will provide the following:

1. Schedule of events
2. Newcomer schedule of events and speakers
3. Conditions of contest
4. Hotel, reservations and travel information
5. Childcare information
6. Other seminars or meetings sponsored by ACBL

ACBL staff will also write and layout information about the host city and its attractions. If a member of the committee would like to contribute to these articles, topics could include the following:

1. City/Tourist Information

   This could include descriptions of city landmarks, tourist attractions, nearby restaurants and shopping, museums and similar attractions. A short article could include information about landmarks and attractions unique to your city. This article should be written not only to inform but to pique a player's interest in a long visit to your hometown.

2. Entertainment and Hospitality Information

   Include descriptions of the unique activities the committee is hosting for their fellow bridge players. If you're having bingo, list some of the prizes. If you're having a sock hop, encourage folks to bring their saddle oxfords. If you're sponsoring a t-shirt day, remind players to throw t-shirts from their hometown in their luggage. If there are giveaways every day, tease the reader with the idea that they should bring an extra bag to carry everything home.

   You do not have to provide a great amount of detail. The main purpose of this information is to grab the reader's attention just enough to get them to want to check out your area hospitality.

3. Directional Information

   This could include a small map of the area around the playing site. You may also want to include cab fare estimates from the airport, as well as parking information and prices.

4. Playing Site Descriptions

   Tell your fellow bridge players how easy and enjoyable it will be to be a part of your NABC. If all the play is in one hotel, that will be a real attraction for most players. If play is split between two sites, list what events will be in each place so players can make a decision regarding hotel preference. Check with the ACBL meeting planner if you're unsure of any locations.

5. Intermediate-Newcomer Activities

Besides the novice/speaker schedule, you should describe any activities geared just for newer players.

You may have other creative ideas you would like to include in the supplement. ACBL staff is willing to assist in any way possible. Staff will be responsible for layout and design. You need only to provide copy or information to be edited and any pictures to complement your articles.

Information should be sent to the ACBL offices during the last week of the month two months prior to *The Bulletin* supplement, i.e., the supplement information for the August Bulletin is due the last week of June. *The Bulletin* staff also requests that information be sent as soon as it is ready. There is no need to send all the information at one time.

♠♥♦♣ LOCAL MEDIA INFORMATION ♠♥♦♣

The ACBL staff will work with a local public relations firm to contact local newspapers, radio stations and television networks, particularly any bridge players or reporters with an interest in bridge.

It is ACBL Headquarters' responsibility to insure that press kits are prepared and distributed. Headquarters staff will prepare two flyers for distribution and will arrange celebrity guest appearances for radio and TV upon request.

During the NABC, the ACBL headquarters staff will meet the media, arrange interviews with visiting celebrities, pitch feature stories that happen at the tournament, etc. Here's what you should give them so they can be of greatest assistance.

About two to three months before the tournament, send the following to ACBL headquarters. The ACBL meeting planner will advise to whom it should be directed.

1. A contact list of all local media, their addresses, phone numbers, fax numbers and names of key contact people. If you've already worked with any media people, note them. One of the biggest turnoffs the media can experience is "double-teaming," situations in which several people contact them and give them redundant or even conflicting information.

2. Press releases or other printed media alerts you've distributed.

3. Stories that have already been published, identifying in which media they appeared.

4. A list of possible "colorful" local angles, such as world-acclaimed players or celebrities who live in your city, information about how many clubs there are in your area, unusual events that you plan at the tournament or other information that will help the media person interest the press in your NABC.

Headquarters staff will be responsible for sending a general information release to all area newspapers about two weeks before the NABC.

Media Kit:

ACBL or its designated agency will prepare a media kit to be given to area newspapers and broadcast stations. ACBL will hire a public relations consultant who may ask you for specific local information or angles to use in the media kit. Some of the items that might be included are:

1. A schedule of events.

2. A contact person's phone number.

3. Suggested angles on local players--local champions (national, international) and special people (father-son champions, families, youngest, oldest, unusual players) or anyone who might make interesting news stories for the general public.

4. Other angles relating to tournament bridge--what's a director, a caddy, novices, computers, professionals, etc.

Local Television and Radio Talk or Interview Shows:

ACBL or its designee will contact local media outlets to schedule visiting bridge personalities on local broadcast shows. The best time will be just before the tournament begins. Many large cities have 24-hour local news television stations and are quite receptive to any type of local news to fill their time. Your shared knowledge of the best programs to contact or any personal contacts will be helpful.

♠♥♦♣ PHOTOGRAPHS ♠♥♦♣

It is not necessary for a successful publicity program to have a local photographer. Local news media will take their own photographs. The staff working on the Daily Bulletin will have a digital camera for use in producing the paper.

Bulletin Boards:

Pictures, either black and white or color, can be placed on bulletin boards for the tournament participants to admire. These can be candid shots, winners of events and photos taken at special activities (late-night events, dinners, tours). This bulletin board could be placed in a central location, usually near the registration area. In addition, a separate bulletin board for the newcomers with photos of I/N game winners, speakers and other pictures of interest should be maintained in their area (see Intermediate/Newcomer Program, Chapter Six).

Timeliness:

If a slide show or bulletin board is to be presented at the NABC, the initial photos shown will of necessity have to be taken before the tournament starts. They could be taken at NABCs, regional and sectional tournaments from one to six months prior. Be sure to incorporate any available photos from previous NABCs in the area. Photos will be taken continually during the tournament. Use them in the presentations as soon as they are developed.

♠♥♦♣ CLUB PUBLICITY ♠♥♦♣

Local clubs are an important source of players and workers and are a major part of the publicity package. Many club players are not regular tournament attendees. They must be convinced that the NABC is a very special occasion and should not be missed for even one day.

Local Clubs:

These clubs should be brought into the picture early and continually. Establish a channel of communication. It is best if one of the members of the publicity committee (probably the club representative) is responsible for this phase-- make telephone calls and/or personal visits. As soon as flyers and other promotional material are ready for distribution, deliver a supply to the clubs. Special notices and posters for club bulletin boards can be developed and given to club managers for posting.

Work with the volunteer coordinator, who will want to recruit workers from the clubs. Keep them informed as general plans are developed. For example, furnish them with copies of the schedule as soon as it is finished. Many people like to start making dates even months ahead of time. Three to six months prior, consider sponsoring a gathering of club managers at a breakfast, dinner, cocktail party or the like. It works best if it is in conjunction with a bridge event, such as a sectional tournament. This is a positive way of disseminating information and answering questions as well as exchanging ideas.

Clubs Within a Day's Drive of the NABC:

One or two months before the tournament, send material to clubs outside the local jurisdiction. In determining your mailing list, be sure to include clubs which have more than one game per week and those within easy driving distance, fewer than eight hours. Material sent could be limited to a set to be posted.

Local VIPs could visit clubs (especially newcomer games) to hype the NABC---perhaps play with a newer player.

Have a "win an entry to the NABC" game for newcomer club games to encourage their participation (maybe a month or so before NABC).

Encourage local VIPs (politicians, cultural leaders, business leaders) who play party bridge or some duplicate to attend by naming side games after them. Set aside an entry at table #1 so players can meet them (i.e. have local mayor and spouse sit at NS #1 in the side game and call it the Mayor.... Pairs.)

/nf

♣♦♥♠ CADDY ♣♦♥♠

WHEN APPOINTED: 12 - 18 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Experience as caddy chair or head caddy at local tournaments.
2. Interest in and ability to work with young people.
3. Willingness to solicit workers from the local community and from the bridge community.
4. Organizational abilities.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Recruit caddies for the NABC.
2. Provide list of caddies available by day to the caddy master.
3. Provide written instructions/rules for caddies' information.
4. Attend preliminary planning meetings as needed.

♠♥♦♣ **CHAPTER TWELVE** ♠♥♦♣

CADDY

This committee requires few members. Usually, only the caddy chair and an assistant are needed.

♠♥♦♣ CADDY CHAIR ♠♥♦♣

The caddy chair will be a local volunteer who may play during the tournament (unlike the caddy master), but will be responsible for advance preparations or instructions and the caddy party, should you choose to have one. The caddy chair should be experienced in training and working with caddies in sectional and regional tournaments.

♠♥♦♣ CADDY MASTER ♠♥♦♣

ACBL employs a caddy master for each NABC who will be responsible for the caddy operation during the actual tournament. The caddy master assesses on a daily basis the need for caddies in events with multiple start times, possibly in multiple venues. Because the need for caddies cannot be fully determined until entries are sold for each event, the actual number of caddies needed will not be determined until close to game time.

♠♥♦♣ COMPENSATION ♠♥♦♣

The caddy rate of pay at NABCs is determined by ACBL. Contact the ACBL meeting planner for specifics.

The caddy master usually requires caddies to pick up two sections. The caddy master also assigns caddies as needed for other tasks, such as distribution of table gifts. The local committee must not expect its caddies to do other chores during the session, such as cleanup or errands for the players, unless instructed to do so by the caddy master.

The local committee and ACBL may hire caddy-age young people for other tournament work such as preparing goodie bags, stuffing kits, serving beverages or a host of other jobs. Such workers should be paid commensurate with the ACBL floor caddies.

Payroll:

The duties of the NABC caddy master include scheduling and assigning tasks to caddies and handling of all payroll functions. Usually, caddies are paid after the last session for which they are scheduled to work.

♠♥♦♣ FINDING PROSPECTIVE CADDIES ♠♥♦♣

Create a file with names and availability of local caddies. Many caddy chairs include an Internet response system on the tournament website where potential caddies can e-mail their interest and availability directly. We suggest that an on-line form be designed to include name, contact information, age, experience and days of availability to work.

The number of caddies needed varies with the number and types of events as well as the physical set-up (playing rooms). For instance, team games need twice as many caddies for the same number of tables as pair games. The general rule is three caddies per 90 tables for pair games and six caddies per 100 tables for team games.

Prior to receiving the numerical requirements, the chairman must gather the names, addresses, e-mail addresses and phone numbers of all prospective caddies and record the dates each is available. For out-of-town people, immediately acknowledge their availability in writing, preferably via e-mail, including hiring priorities (see below) and an indication of when more complete information will be mailed or e-mailed, probably two weeks before the NABC.

At a summer NABC, there should be no trouble getting enough caddies. Many young people are traveling with their parents and want to work. Fall and spring NABCs may have to tap adult groups in the area in order to meet the need for caddies. Many local organizations will consider taking on this project as a fund-raising activity. Individuals can volunteer their services and the caddy fees go to the organization. Some organizations to consider include churches, fraternities and sororities of local colleges, women's clubs, PTAs, etc.

Priority should be given to caddies who have worked previously at NABCs or local sectionals and regionals. These caddies should be given the opportunity to work even if a service group is providing most of the caddies.

Submit names, addresses and availability of all potential caddies to the caddy master no later than two weeks prior to the NABC. These caddies be informed that availability to work does not guarantee they will be employed and should not be promised a specific schedule.

♠♥♦♣ PRE-TOURNAMENT CONTACTS ♠♥♦♣

Roughly three months prior to the NABC, the caddy master and caddy chair should connect by phone or e-mail to confirm duties of the chair, to determine the estimated number of caddies needed and review an early list of potential caddies. Using the current table estimates, the caddy master should be able to fairly accurately determine the number of caddies required per session. The number of caddies actually required may need adjustment once the tournament is underway.

Pre-tournament communications with potential caddies:

It is common courtesy that all persons expressing interest be notified of their status. It is also important to maintain contact with possible additional caddies because they may be needed. The two most likely contingencies that may have to be covered are (1) larger player attendance than expected and (2) the failure of some scheduled caddies to show up. The rest of this chapter gives details on what should be included in the caddy letter/e-mail.

Special Notes for Service Groups:

You can give the contact person at the service group your requirements per session as soon as you know them. You should insist on a return list of names expected each session so that you know that they are going to provide the necessary number of people and you have a list by which to check people in. You will also need to schedule a short training session before the start of the NABC with as many of the group as you can get together.

♠♥♦♣ DRESS CODE AND UNIFORM ♠♥♦♣

ACBL will provide name badges, if desired. The local organization may furnish hats, t-shirts, aprons or other identifying apparel.

Caddies should be easily identifiable by the players. Some sort of identifying uniform is recommended and a name tag is necessary. The caddies will dislike being forced to wear any particular garment, so make sure whatever you use is comfortable. T-shirts are probably the best identifiers and most palatable to the majority of caddies. Aprons are practical and can be turned in each day to wear again, but create a lot of advance work unless you buy them from a supplier. The uniforms should be checked in and out daily or the majority will be left at home.

Establish a dress code that allows comfortable casual clothes and present a clean and respectable appearance. Shoes must be worn when on duty (remind the caddies that they will be on their feet a lot, so comfortable shoes are a must). Short shorts, revealing clothing or shirts with vulgar messages are not allowed.

Two weeks prior to the tournament, confirm times and availability of each caddy in order to determine whether or not their plans have changed. After confirmation, the list of names, days of availability and telephone contact numbers should be submitted to the caddy master.

Advise each caddy that they must be 15 years of age to work and that they must provide their social security number at the beginning of the first session they work. This is an IRS requirement and is non-negotiable.

♠♥♦♣ JOB DESCRIPTION AND TRAINING ♠♥♦♣

This manual assumes that the reader has some experience with sectional and regional tournaments and is familiar with the duties of caddies, both for pair and team events. The ACBL can provide a pamphlet with caddy instructions. These pamphlets are a must for tournaments hiring caddies from service organizations and may be useful for any new caddy.

Caddy Rules and Instructions:

You and the caddies working for you will have a lot more pleasant experience if the rules of behavior and job requirements are clearly understood at the start. To this end, both the tone and the content of the caddy letter are important. The letter must be friendly but firm, and cover subjects such as the time to report for duty, the need to wear a name tag, where and when they may expect to be paid, etc. A brief list of important "Don'ts" must be included. This list should include those actions which will result in dismissal. If these are violated, you must follow through. See Appendix 12A for a sample caddy letter.

Reporting Times:

The standard instructions to caddies should require reporting to the caddy room 30 minutes ahead of the starting time. On the first day, all caddies should arrive at least an hour in advance, in order to get the lay of the land and overall instructions. Any exceptions should be handled individually. Morning caddies need be there only 20 minutes before the session. Caddies assigned to the second session of team events may not need to report until 15 minutes before game time. Try to select reporting times that get the caddies into their sections in time to get the set-up done, but not so early as to have them waiting unduly. They have a long day ahead, too. Equally important is to inform the caddies that they cannot leave until **ALL** the work is done. This usually takes about 30 minutes after play has ceased.

♠♥♦♣ HEAD CADDIES ♠♥♦♣

ACBL has already designated a number of head caddies and "national" caddies. These are highly experienced caddies who will be working during the tournament and who have worked at previous NABCs. They are generally able and expected to handle more tables than local caddies. In general, local caddies augment the head and national caddies. The caddy master is usually aware of which head and national caddies will be available for a particular NABC, so the caddy master will provide a number of caddies needed per session that will augment those

Head and national caddies are responsible for handling any problems which may arise, and relieving a caddy if he has to be away from the area. They may be called on to handle some errands for the directing staff. They must be alert to provide instruction and guidance to new caddies. Before leaving the area, they should make sure that all caddies are aware of their responsibilities regarding boards and supplies. The head caddies are paid an amount extra for the additional responsibilities.

♠♥♦♣ CADDY PARTY ♠♥♦♣

While not an ACBL requirement, it is appropriate to have a caddy appreciation party. This may take several forms. It is only for the caddies and should not be held in conjunction with any other hospitality party. The best time is between sessions on the second Friday or Saturday, either at some site within the tournament hotel complex or a location within a safe, easy walk. This time is best because the majority of the caddies are still on site, and no one feels left out.

Pizza, soda, and other snacks are a popular and easy menu choice. The date and time of the party should be announced early in the tournament so caddies can plan for it. If a service group is used, an appropriate thank you will vary accordingly.

Also not required, but appreciated by the caddies, is furnishing the caddy room daily with water, soft drinks and snacks. Some caddy chairs choose to bring food items over the course of the tournament, occasionally providing fresh sandwiches or home-baked treats. Peanut butter and bread can be a staple snack for caddies. Others will supply cookies, candy, chips or popcorn at the beginning of the tournament to last throughout.

Appendix 12A

SAMPLE LETTER TO ALL CADDIES

To All Caddies:

Welcome to our (year, season) NABC! Caddies are a very important part of any bridge tournament. We are glad to have you working with us. To be successful in your job as a tournament caddy, you must understand what we expect from you. Please read these instructions carefully. Be sure to ask questions about anything that is not clear.

1. Caddies must be on the job at least 45 minutes before game time.

2. Sign in on arrival. This is important for pay records.

3. Appearance must be clean and neat. Clothing should be in good taste. No shorts or mini-skirts. Please do not take your purses or other valuables to the playing room. Lock purses and other personal belongings in a secured storage area.

4. When on duty, you must wear the (hat, apron, shirt, etc.) issued with your name. It is your identification.

5. Pick up the board boxes located in the caddy room for your assigned sections. Place the board boxes on Table #1 in each assigned section.

6. You are required to supply each table in your sections with 16 pick-up slips.

7. At the end of each round, pick up the signed pick-up slips from each table in the section and place them in numerical order by table number. Band the tickets and identify the section and round number on the back of the last ticket. Give the stacks of slips to the director for each section.

8. After the last round, collect all boards. Turn the South card face up in each board. Place the boards in numerical order with the board number on top for each section and put them back in the board boxes. Return the board boxes to the caddy room and check them in with the head caddy.

9. Collect unused pick-up slips and pencils. Return these items to the caddy room.

10. Caddies are usually paid after the last session worked. Collect your pay at the end of your last session.

11. Under no circumstances are caddies to take orders or run errands unless directed specifically by (a) Caddy Chair, _____; (b) Caddy Master, _____; (c) Head Caddies; or (d) Tournament Directors, identified by their name badges.

12. Caddies must stay close to their sections at all times. If you carry a cell phone, it must be on silent mode. Phone calls cannot be made or answered while in the playing area during the game.

13. Snacks are to be confined to the caddy area. Do not go onto the playing area with food.

14. If there are any problems with bridge players, do not try to handle the situation yourself. Go to the caddy master, a tournament director or any ACBL staff member for assistance. Never get into an argument with a player.

15. Playing on elevators and running around in the hotel will not be tolerated at any time.

16. Caddies are not allowed to enter the hospitality suites arranged for the tournament players.

17. Comsumption of beer, wine, alcohol, or drugs will not be tolerated. Violators will be dismissed immediately.

I am confident that the caddy staff will abide by these rules and regulations. Your past performance has already demonstrated your ability to do a fine job. Let's all work together to help insure the greatest NABC ever!

Sincerely,

Caddy Chair

Appendix 12B

SAMPLE CADDY WORK SCHEDULE FORM

Name

JULY	8:30 a.m.	12:15 p.m.	7:00 p.m.	11:00 p.m.
13, FRI				
14, SAT				
15, SUN				
16, MON				
17, TUE				
18, WED				
19, THUR				
20, FRI				
21, SAT				
22, SUN				

♣♦♥♠ TRANSPORTATION ♣♦♥♠

WHEN APPOINTED: 18 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Knowledge of area transportation services.
2. Familiarity with area parking options.
3. Ability to negotiate agreements with transportation providers.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Work with other committee chairs to determine transportation needs.
2. Put together agreements with bus or other transportation companies that encompass transportation needs for other committees and/or individual players.
3. Be familiar with and provide information about area cab companies, public bus, train or subway routes and available parking.
4. Supervise arrivals/departures of shuttle or tour buses.
5. Attend all planning meetings.

♠♥♦♣ **CHAPTER THIRTEEN** ♠♥♦♣

TRANSPORTATION

Regardless of the scope of the NABC, several committees may have a need for transportation services. The process of arranging these services is handled most efficiently by centralizing the arrangements through the transportation committee. Transportation is usually required for pre-tournament entertainment and for any morning tour programs. Occasionally, buses will be needed for other off-site activities.

In larger, metropolitan areas the transportation committee should consider the availability and cost of commuter parking and determine possible ways of assisting local players to reduce parking costs and encourage participation in the NABC.

♠♥♦♣ BUS CONTRACTS ♠♥♦♣

Timing:

Six months to one year before the NABC, preliminary reservations must be made with the bus company providing the services. Depending on tourist seasons, many bus companies make commitments a year in advance and it is important to make them aware of general needs early. Be familiar with this entire chapter before making a first contact with all possible bus companies in the area.

Criteria for Choosing a Bus Company:

1. **Price**. Price is a major consideration. The company will charge for a bus with driver and will quote an hourly rate. All such companies will have a minimum number of hours in any rental, to include the time it takes to get the bus to and from the garage and the point of pickup. This is usually four hours but may be negotiable. Determine the rate for each additional hour above the minimum.

   Be prepared to pay a significant deposit as much as six months in advance. Find out exactly when the balance is due. The driver may have to receive the balance before he boards the passengers, or a final billing may be sent after the NABC ends. Determine the minimum notice for cancellation and the charge that will be assessed if the cancellation occurs after that date. Determine the availability of additional buses at the last minute.

2. **Reliability**. Make sure that the company is reliable. Discuss the extent of the fleet available for substitution in case of unexpected breakdowns or problems. Check with local business associations or the convention and visitors bureau to see if they have had any bad reports on the company. Ask for references of other conventions that have rented their buses. Check for dependability in exact adherence to scheduled times of service. Look for an attitude of flexibility towards additions because some committees may add activities only a few weeks before the NABC. The transportation chair should present the specific needs of the NABC as concretely as possible when making the initial contacts.

3. **Location**. It is not necessary to choose the company with the garage that is closest to the NABC, but it is an important consideration. If the company is too far away, it will be more difficult for them to substitute drivers and equipment for a possible breakdown.

4. **Type of equipment**. Buses come in several sizes and several degrees of creature comforts. Seating may be coach style or bench style. The available sizes may range from 12-passenger mini-vans to buses seating 53. A restroom on the bus tends to increase the cost and is usually not necessary because the trip is short. Air conditioning or heat, depending on the season, are vital to the comfort of the passengers and cannot be deficient.

Contracts:

Once thorough research of all bus companies has been finished, the transportation chair should recommend a company to be hired. All transportation arrangements must be in a written contract, executed by the tournament chair (see Tournament Chair, Chapter One).

Make sure that all of the details are included in the contract. These include charges, payment schedules, service schedules, cancellation or additions to service, routing, etc. Leave nothing out. Do not delay signing the contract because some dates or schedules remain indefinite. Determine from the bus company the exact date that this information is due, and include this agreement in the contract. Once the contract is signed, this committee (in cooperation with finance) must make sure to adhere to the contract by paying deposits on time, providing information on schedule, etc.

♠♥♦♣ TRANSPORTATION FOR OFF-SITE ACTIVITIES ♠♥♦♣

Coordinate local busing for tours, etc. with the ACBL meeting planner. Busing for hotel to hotel, and/or convention center will be provided by ACBL.

The transportation chair must establish early contact with the chair of any NABC committee that may require off-site transportation. He must also maintain frequent contact with the tournament chair to stay abreast of late-developing needs. Following are committees that might need such transportation.

Pre-Tournament Entertainment:

This committee will need transportation for spouses' and guests' outings during the board meetings. These events will be planned early, but the pre-tournament entertainment committee may be involved, often on short notice, with the task of arranging transportation for activities planned by the ACBL or its president. Some groups choose to shuttle guests in their personal cars or vans, instead of using contracted transportation. At a minimum, transportation will be needed for two to four mornings.

Tours and Special Events:

Check with the chair of the tours or special events committee. Most local tour providers include transportation as part of their package. In some cases, the special events chair may choose to simply use a bus to transfer to a museum or other attraction and use tour guides associated with the facility without hiring an outside firm. In those cases, at least one bus will be needed for each off-site tour. Depending on the number of tours provided without an inclusive tour service, transportation may be needed as many as eight mornings. Sometimes two buses are required for morning tours. The number to be reserved is influenced by all of the following factors:

1. Size of NABC
2. General climate
3. Number of morning tours scheduled
4. Popularity of the particular destination
5. Limits in size of group imposed by the destination

This program will benefit from a flexible arrangement with the bus company to allow for late changes in buses ordered. This committee must stay in close contact with the morning tour organizers regarding advance ticket sales, which will give a good clue to actual attendance. Occasionally, the morning tour committee will add an unscheduled tour to an unexpectedly popular destination.

If an excursion is planned during any main playing session, expect to use no more than one bus. Try to have the option of changing to a smaller vehicle at the last minute.

For special events, space and capacity constraints at the destination usually limit the number of people who can attend. The timing of such events usually requires simultaneous transportation of all attendees. Order buses sufficient for the entire crowd. If the distance is very short and the first arrivals have something to do while waiting for the second shift, a shuttle schedule may by adopted.

Restaurant Guide Committee:

Transportation will be needed here if this committee plans either a specific restaurant excursion or a restaurant shuttle that stops at various restaurants. A shuttle will work well only if its loop can be circuited quickly and a specific schedule is provided. The best solution is to have two buses in operation on the loop throughout the dinner break.

Frequent shuttle service must be provided for the players when the playing areas are split between two or more hotels that are not adjacent. The ACBL meeting planner will arrange this service, but if the local committee is arranging other transportation, it may be beneficial to combine the different transportation needs as one agreement with a provider.

These buses operate on a mostly continuous loop among the major hotels and convention centers. Service requirements are established by the maximum wait for the next bus. Therefore, the number of buses needed depends on how many buses must be in the loop at any one time to provide the necessary frequency.

♠♥♦♣ COMMUTER TRANSPORTATION AND PARKING ♠♥♦♣

The transportation chair should arrange for discount parking at satellite lots when needed for "drive-in" players. If parking discounts can be made available at the playing site, it will be arranged by the ACBL meeting planner.

The ideal situation is to provide local players with free, convenient parking at the playing site. One goal of the transportation committee is to analyze the cost and availability of parking and improve the situation to the best of its ability. If sufficient parking cannot be found (at any reasonable price), the committee may then wish to implement shuttle service to and from other locations in the metropolitan area.

Initial Analysis:

Find out exactly how many spaces the site has available. Determine if the hotel or convention facility actually controls the garage or if it is owned or operated by a third party. Price schedules for garages owned and operated by the site may be flexible; prices are usually firm at subcontracted lots.

If hotel parking is insufficient, determine what options commuters have. Check for the availability of street parking and nearby commercial lots or garages. Check for "neighborhood sticker" rules that limit use during weekday, daytime hours.

Try to estimate how many commuters will need to park. The best data source is an estimate of the number of commuters at regional tournaments in the same area. Any NABC should draw more local attendance than a regional, but differences in NABC sites preclude any accurate formula for calculating the increase.

If shuttle service is contemplated as a possible solution, take a written survey at a local tournament or through local clubs. Outline possible types of services and costs, and register player willingness to use them. Do not rely too heavily on the responses, however. Many players will support the idea of transportation services but find their own way to the site when the time comes.

The efforts of the committee should be focused on availability. Price reduction is welcome, but the commuter's first worry is finding a space. NABCs located in downtown business districts face the problems caused by the early afternoon starting time; when the players arrive, the lots are full. In those cases, the transportation committee should arrange with one or more nearby garages for all or a major portion of their space.

An ink stamp is the best way to validate parking. Six ink stamps should be available at the tournament. Two stamps should be left at the information desk at all times and the other ink stamps should be kept in case the original two are lost.

Several arrangements are possible; try to design the system that suits the area best. The transportation committee may take responsibility for selling tickets to the garage or they may issue some sort of sticker or identification for garage admittance, requiring the user to pay the garage directly.

In setting up the arrangements, consider what happens to the commuter on his first day at the NABC. If stickers or IDs are needed, he must have had an opportunity to purchase it before the start of the NABC.

As with all such contracts, make sure that all details are delineated carefully so that the local organization knows what its duties and financial obligations will be.

Contact local law enforcement for security if large numbers of people are walking to cars, public transportation or from hotel to hotel or playing site. The convention and visitors bureau can put you in touch with the proper person.

Public Transportation:

The committee should know all available local bus, subway and other mass transit services. They must make sure that the information committee has the information to dispense it properly. Don't expect that large numbers of commuters will use public transportation. Bus and train schedules generally do not fit the needs of bridge players; many players also shun such service due to safety concerns.

Shuttle Service:

As a last-resort solution to grossly insufficient parking availability, shuttle service may be provided by the transportation committee. First, search for a large free or low-priced lot that is well-lit, patrolled, and within 10 minutes or so of the site. Then schedule frequent shuttle service to and from this lot. In general, service should precede and follow each session for roughly 90 minutes. It need not continue during the session itself. Exact schedule requirements will depend on the specifics of the lot's location.

If no such lot is available, schedule more lengthy trips to a suburban lot. This plan contemplates bringing people in for the afternoon session and returning them after the evening session. The suburban terminals may be as much as an hour away from the site; an en route intermediate destination may also be scheduled.

It is recommended that a committee member be at each shuttle stop or on the bus to be able to assess the reliability of the shuttle schedule and to assist with questions from players boarding the bus.

Costs:

Parking contracts, garage rentals or shuttle services cost money. These costs may be absorbed in the budget provided by ACBL, passed on to the commuters or shared. Most commuters will expect to pay something for their transportation and parking. If the committee's efforts reduce their hassle they will not grumble about the cost. The local organization may choose to subsidize some of the costs. Subsidy decisions must be based on how high the unsubsidized cost will be and on the funds available. Completely free service precludes accurate estimation of its use and will be prohibitive in cost.

The advance sale of tickets or passes is a complex task that requires a lot of planning. Its administration must be assigned to a person who is very good with detail. Publicity must be complete. Commuters must be made aware of the program planned for them and must find it convenient to register their participation. Commuters understand the problems of pre-planning such services, so they will not object to paying deposits or full costs in advance. The committee should plan for refunds if cancellation notice is given well in advance, but should set the deadline to meet the requirements of the transportation plan. Do not try to be too lenient.

During the NABC, this committee must staff a ticket sales location near the registration area or use the services of an event coordinator (ticket seller). At off-peak hours, this sales function may be combined with the sale of morning tour tickets, etc.

♠♥♦♣ TAXIS ♠♥♦♣

To and From the Airport:

In most cities, taxis and limos from the major airports to the major hotels are plentiful. In such cases, no other planning on the part of the transportation committee is required. This information with costs and type should be included on the ACBL website.

Local Taxi Service From the Hotel:

In metropolitan areas with extensive 24-hour cab service, no action is required by this committee. Even though the taxi fleets may not anticipate the unusual hours of heavy demand that bridge players will generate, the large supply will adjust to the demand. In many cities, however, the taxi service is not designed with a bridge tournament in mind. Therefore, at most NABCs this committee should contact all the taxi companies to inform them of the special taxi needs of bridge players. Specifically, they must know of the early (4:45 pm) and limited dinner hour and of the need for a greater than usual service near midnight.

ACBL will bring all the supplies and materials that they furnish for the NABC in the trailer from Memphis. Other materials must be taken to the hotel from homes, stores and offices. This could include registration gifts, give-aways, and newcomer prizes and gifts. Most tournaments will have enough volume to warrant renting a truck for a day and transporting everything at one time (preferably the weekend before the NABC starts). The transportation chair should coordinate this service with all committee chairs.

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PRIZES

WHEN APPOINTED: 6 - 12 months in advance

BY: Tournament Chair

PROFILE

1. Familiarity with scoring methods and score sheets.

2. Willingness to staff desk during the times noted.

RESPONSIBILITIES

1. Use winners' list to distribute prizes to section top and overall winners.

2. Schedule and supervise volunteers for the prize desk.

♠♥♦♣ **CHAPTER FOURTEEN** ♠♥♦♣

PRIZES

All recognition or prizes are given out at the NABC site (no redemption after the tournament). ACBL will arrange for purchase and delivery of all needed materials and the local organization will provide the volunteers to distribute the prizes. Coordinate with the ACBL meeting planner if the local organization desires to subsidize section tops by purchasing a special or more expensive gift or if they want to include something for overall winners.

♠♥♦♣ AWARDS ♠♥♦♣

All section top and overall team winners (plus any overall pair winners who did not have a section top) are eligible to receive a prize. Occasionally, players will approach the prize desk believing they are entitled to a prize, even though they are not listed as having won a top. In those cases, you are encouraged to give the player a prize.

Gifts:

ACBL will provide gifts/prizes for winners. The gifts are generally worth about $2-3 each. While the local organization does not have the responsibility to select or purchase section top prizes, suggestions are welcome.

♠♥♦♣ ORGANIZATION ♠♥♦♣

The prize committee should be set up with a chair and manned with volunteers in the same manner as the registration, information or partnership desks. Some organizations have had success combining volunteers and labor on different committees. In many cases, volunteers for registration, information and the prize desk have been combined. This will save your volunteer resources, but it makes it even more critical than your workers are well trained and prepared.

Location:

The location of the prize desk will be in the same general area as all service desks (registration, book sellers, etc.). If the NABC is at a single site hotel or convention center, only one prize desk will be set up. If the NABC is played in separate locations, a prize desk should be set up at each location.

Hours of Operation:

Assuming main session starting times of 1:00 and 7:30 p.m. The prize desk should open for business during the following times. Arrangements should be made to have the prize desk open before any 10:00 games as well.

Suggested hours:

1st Sat. thru 2nd Sat.	2nd Sunday
11:30 am - 12:45 pm	9:30 am - 7:00 p.m.
6:30 pm - 7:45 pm	
11:15 pm - 12:15 am	

The busiest days for the prize desk are the final Saturday and Sunday. It is recommended that the second Saturday hours be expanded to a 10:30 a.m. start with continuous service during the dinner break. The final Sunday, with several starting times throughout the day, requires additional service. Extended hours on the last Sunday provide a service to players. Having the desk open after the evening session enables those players who just win, but are leaving the tournament that night or the next morning, an opportunity to claim their prizes. There is no carryover from tournament to tournament. Any prizes not claimed by the final Sunday cannot be claimed at a later date.

Volunteers:

The number of volunteers needed will vary slightly depending on the size of the tournament and number of major playing sites. Currently one or two people per session at peak hours works best. The peak time is the hour just prior to the start of each session. Late night and Sunday continuous service could be handled by one person without problem. Tournaments with expected attendance of more than 15,000 tables should probably double these numbers.

Winners' List:

Previous days' winners' lists can be picked up from the tournament operations office each morning. Set a time or place to pick up this list each day. Most groups will locate the names on the winners' list and simply check off names or ask the claimant to initial the list as prizes are picked up. Be sure to keep the lists throughout the tournament since many winners may wait several days before picking up their prize. It is advisable to also have a copy of the Daily Bulletins at the prize desk. If a name does not appear on the section top lists there may have been a score adjustment, and you'll have a quick and easy reference to where the player actually placed in their section. If the winners' list is not available for whatever reason, use a sign-in sheet noting the winner's name(s), event and section as backup.

♠♥♦♣ DUTIES OF PRIZE CHAIR ♠♥♦♣

Schedule:

The primary function of the chair is to recruit, schedule and train volunteers to man the desk. The volunteer coordinator should assist in recruiting personnel. Make out a master schedule for the tournament and remind everyone of their scheduled date and time (preferably in writing) about a week before the NABC begins.

The chair should plan on being at the desk at the beginning of each shift to instruct the workers, fill in when needed, and supply materials. The chair may plan on being at the desk throughout the shift.

Security:

Prizes must be kept secure at all times. They are generally kept in a locked storage area used by the local organization or in the tournament services office.

Winners' List:

ACBL staff manning the Operations office will run a list of section top and overall winners from the previous day and have it available for pickup by 11:00 a.m. The prize chair is usually the one to pick up this list each day.

/nf

♣♦♥♠ PRE-TOURNAMENT ENTERTAINMENT ♣♦♥♠

WHEN APPOINTED: 6 - 12 months in advance

BY: Tournament Chair upon advice of District Director

♣♦♥♠ PROFILE ♣♦♥♠

1. Availability during the day during the three days prior to the NABC.

2. Interest and ability to host a group of 15-20 for tours, luncheons or other activities.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. Plan two to four days of activities for guests and spouses of ACBL board members.

2. Send invitations and information about these activities to guests.

♠♥♦♣ **CHAPTER FIFTEEN** ♠♥♦♣

PRE-TOURNAMENT ENTERTAINMENT

The ACBL board of directors meets for four full days prior to the start of each NABC. The pre-tournament entertainment committee plans and executes the social activities/tours which accompany these meetings.

All activities of this committee culminate during the days immediately preceding the NABC

♠♥♦♣ DAYTIME ENTERTAINMENT OF SPOUSES/GUESTS ♠♥♦♣

Provide two to four days of activities for board spouses and guests of the directors. These activities should be planned for 15-20 persons. Activities should be planned to start no earlier than 10:00 a.m., and should end no later than 3:30 or 4:00 p.m. These activities may include tours to historic landmarks, museums or unique local attractions, fashion shows, shopping days, trips to racetracks, ball games or amusement parks. Daily activity should always include lunch.

The ACBL meeting planner will advise how much money is available from Headquarters to support these activities. Submit plans and budget to the ACBL meeting planner for approval before making final commitments.

Bills incurred should be submitted to headquarters for payment after they have been approved by the tournament chair (or designee) and the finance chair.

Invitations and Information:

When your agenda is set, invitations or a simple agenda and letter should be sent to the guests/spouses of each board member. Typically, this information should be sent out about six weeks before the board meeting. The ACBL meeting planner can provide you with a list of names and addresses or e-mail addresses. Typically, the information you provide is forwarded to the ACBL meeting planner who will format it for response and send it to he group. Guests will be asked to respond and an attendance list will be sent back to you.

Before Departure:

Many NABC hotels have concierge levels where the board will be staying. In such cases, light breakfasts are provided in the lounge on that level. It makes a good place to meet for the daily outing. If no such service is provided by the hotel, arrange to invite the spouses to someone's suite in the hotel for an informal reception of coffee, juice, and Danish. It may be possible to use the accommodations of the tournament chair, the ACBL president or the host district director. Prior coordination with the occupant of the room to be used is a must.

Lunch:

Choose restaurants in advance and plan for everyone to order individually from the menu. Payment arrangements may need to be made in advance. Make sure that each restaurant understands that an exact count of people will not be available until the day of the event. An alternative option for lunch is to host the spouses in the home of one of the volunteers of the local unit. This can be a very

pleasant experience if the local people are willing to do the work and if the home is convenient both to the hotel and destination of the outing.

Transportation:

If you have the budget for it, bus transportation is the easiest option. All guests can travel together in one vehicle. Most providers have 22 passenger buses/vans that would be ideal for this group. For short trips (5 to 10 minutes), five or six volunteers may chauffeur the spouses in their private cars. This plan is logistically difficult and is not recommended. Once the spouses are returned to the hotel in the afternoon, the responsibilities for the afternoon have been discharged.

If you do use a bus, the pre-tournament entertainment chair or a member of the committee must go on the bus with the group. This person must be prepared to direct the bus driver to the outing. She should be reasonably well versed in the details of the destination and well acquainted with the tourist attractions of the host city to answer basic questions. The chair or a committee members should be at the destination prior to guests' arrival to ensure smooth operations and welcome them.

♠♥♦♣ OTHER EVENING ENTERTAINMENT ♠♥♦♣

The local organization may want to plan something for one of the free evenings prior to the NABC, though it is not expected. The most frequent event is a cocktail party with "heavy" hors d'oeuvres. This may be held in a restaurant, the hotel, the chairman's hotel suite or a private home. Occasionally, the headquarters hotel will host a cocktail party with hors d'oeuvres.

♠♥♦♣ OTHER VIP ENTERTAINMENT IDEAS ♠♥♦♣

VIP Arrival Transportation:

It may be possible to arrange for volunteers to meet arriving VIPs at the airport. This is especially appreciated if the airport/hotel connections are awkward. If you plan to do this, notify the ACBL well in advance. The ACBL meeting planner can provide an arrival manifest.

Welcome:

A nice touch is to put a welcoming note in each board member's hotel mailbox identifying the pre-tournament entertainment chair, and his or her phone number. The note may also contain an invitation to the first activity, or it may include a synopsis of the VIP activities for the week even when the information has been previously mailed to the board members.

Many district organizations and/or local district directors choose to place a welcoming gift in each board member's room. These could be a basket of fruit, bottle of wine or a souvenir of the area. You may want to include a copy of the program and restaurant guide. If you choose to provide some gift or amenity for board members and their guests, note that the funds provided by ACBL (for pre-tournament activities or for the NABC itself) do not include board gifts as a reimbursable expense.

/nf

♣♦♥♠ CHARITY/EDUCATIONAL FOUNDATION ♣♦♥♠

WHEN APPOINTED: 6-12 months in advance

BY: Tournament Chair

♣♦♥♠ PROFILE ♣♦♥♠

1. Involvement or interest in local charitable causes.
2. Ability to motivate others.
3. Willingness to solicit involvement from the community.
4. Organizational abilities.

♣♦♥♠ RESPONSIBILITIES ♣♦♥♠

1. With tournament chair and planning committee, determine recipient of $5,000 grant from Charity Foundation.
2. Provide dessert items or snacks for players in the educational foundation game.
3. Work with ACBL and the publicity chair to promote the event and seek media coverage.

♠♥♦♣ CHAPTER SIXTEEN ♠♥♦♣

CHARITY AND FOUNDATION GAME

The first Thursday evening is the "kick-off" to the tournament and all games held (pairs and knock-outs) raise funds for the ACBL Educational Foundation.

The ACBL Charity Foundation makes a donation ($5,000) to a local charity. As local hosts of the NABC, the local organization may select the charity to receive these funds.

♠♥♦♣ SELECTION OF CHARITY ♠♥♦♣

The selection is done by the local committee in conjunction with the ACBL Charity Foundation. The recipient must be an IRS-approved charity. When considering the various charities that have a need, you may want to look at the season (i.e., an organization that feeds the homeless might be particularly in need of support during the fall NABC around Thanksgiving), consider the interests of your local bridge players (an active player may be involved with the Race for the Cure) and the expressed needs of the charity ($5000 to a local branch of a national well-supported organization may mean less than $5000 to an independent altruistic endeavor) . Sometimes the Charity of the Year has a local chapter and they could be considered as your local charity.

♠♥♦♣ PUBLICITY AND CHECK PRESENTATION ♠♥♦♣

The charity you select should be able to provide a press kit and contact information. This should be forwarded to the ACBL meeting planner for use in ACBL press releases and other information promoting the NABC to local media.

Set up a time with a local charity representative for the check presentation. Be sure to advise the ACBL meeting planner of the date/time to arrange for a photograph. The ACBL will provide a large check for the presentation. We do not recommend that the check presentation be made prior to starting the game.

Set up a specific place (best is the hotel lobby or restaurant) and time to meet the organization's representative and escort them where the presentation will be made. If they are available, members of the Charity Foundation board will be on hand to present the check.

♠♥♦♣ EDUCATIONAL FOUNDATION GAME ♠♥♦♣

The Educational Foundation game is held on Thursday night prior to the "official" beginning of the NABC on Friday. The local committee is asked to provide dessert or snack items (cookies, brownies, etc.) during the first or second break for players participating in the game. The Educational Foundation will provide complimentary coffee service just before and during the game. This is subject to change, so be sure to check with the ACBL meeting planner before making definite plans.

/nf

GLOSSARY

Air Wall - Movable walls that will break a large ballroom into smaller meeting rooms.

Attrition - The number of rooms occupied versus the number of rooms reserved. Attrition at NABCs can run anywhere from 8-30%.

BEO - Banquet event order. See *Event Order.*

Back of the House - All hotel service areas that are not function rooms or public space, such as kitchens, security offices, receiving and engineering.

Breakdown - What a tournament chairman has during the first two days of an NABC. Just kidding! This is the time required to dismantle a function area. See *Reset.*

Cash Bar - Guests purchase their own drinks either in cash or with a ticket system.

Catering Manager - The hotel staff person responsible for any food functions that are a part of your meeting or tournament.

Centers - A term used to refer to the distance from the center of one card table to the center of the next card table. Typically, regional tournaments will set tables on eight-foot "centers"; NABCs are usually set on nine-foot "centers" and up to 12-foot "centers" when *screens* are used.

Convention Services Manager - In most larger hotels, this is the hotel employee responsible for ensuring your meeting is properly serviced, and is your personal contact throughout the entire meeting planning process and during the meeting itself. In smaller hotels, your contact may be another hotel employee such as the *catering manager.*

Double-Double - A sleeping room with two double beds.

Double Occupancy - Two persons occupying a room that could contain one or two beds.

Event Order - A document prepared by hotel staff listing catering and set-up requirements for a meeting or social event serviced by hotel staff. When the purchaser signs this order, it becomes an agreement or contract.

Fam Trip - Usually sponsored by a convention bureau or hotel, these trips are offered to meeting planners or other key decision makers to view the city attractions and meeting facilities as a guest of the city or hotel. Typically 10-15 meeting planners will come in town late in the week and stay over the weekend. The agenda is full, with tours, displays and structured social time.

Flat Rate - A room rate for single or double occupancy. This rate will apply for any standard room type. See *run of the house.*

Folio - An itemized list of all charges that are applied to a sleeping room account.

Guarantee - The number of guests/meals one expects to have attend a social function. The purchaser lists expected attendance for a catered event and guarantees that he will pay for that set number. Hotels require guarantees 48-72 hours in advance and will usually allow a guarantee to go up, but usually will not go down. Hotels will typically set 3-5% over the guarantee.

Hospitality - Hotel room used for entertaining, usually a function room or parlor. In particular, a hospitality suite may be used for entertainment of those attending a meeting or tournament.

Host Bar - Also referred to as Open Bar. Beverage charges are paid by the host, usually billed to a *master account.*

King - A sleeping room with one king-size bed.

Master Account - Account to which approved expenses incurred through the hotel during the tournament can be charged. ACBL will usually set up multiple accounts, one of which will be used by the local organization to charge expenses.

Outlets - Besides those electrical things in the walls, this refers to all restaurants, snack shops, bars or food vendors within the hotel.

Pre-Con - A meeting with ACBL Meeting Services department staff and hotel or meeting facility department heads. This meeting will usually include the tournament chairman. Most groups hold this meeting a few days before the arrival of the group. While ACBL still has this relatively short meeting prior to the beginning of the NABC, to better prepare the facility staff for the peculiarities of a bridge tournament, Meeting Services staff meets with the facility department heads individually and in depth about six to eight weeks prior to the NABC.

Post-Con - This typically refers to a post-conference meeting between the meeting planner and hotel staff to review successes and needs for improvement. In ACBL's case, much of that type of activity happens with the hotel staff a few days before the end of the tournament. ACBL's "post con" occurs after return to Memphis with the headquarters staff involved with the NABC. This is also the time staff reviews comments from the suggestion box, letters from players, bulletin board postings, and the like.

Rack Rate - The official, posted price for a hotel room. Most rates are figured as a discount off rack rate.

Reader Board - Also called an announcement board or a function board; lists events taking place within the hotel that day. Often, these events will be listed on television screens in hotel rooms and on monitors in the lobbies and meeting foyers.

Refresh - Service provided by the hotel between meeting sessions which involves the hotel staff tidying up the area, refilling water pitchers/stations, etc. This service may not be automatically provided at all hotels, so it should be specified in the *staging guide.*

Reset - Changing a function room from one set-up to another. Also known as a turnover. You may hear hotel staff discuss a limited amount of "turnover time" or they may mention a "reset charge" if the set-up is complicated and time is limited, requiring additional staff to reset in the amount of time available.

Resume - A document prepared by hotel staff and used to inform all departments of meeting and tournament specifications.

Room Block - Specified number of sleeping rooms being held for a group for a specified length of time. See *Yield Management.*

Room Night - A hotel term used to denote an occupied room.

Room Pickup - The total number of rooms occupied by a group. In summary, a ACBL will block a certain number of rooms each night for reservations to be made by individuals ("room nights"). Those rooms actually occupied will determine the group "room pickup."

Rounds - Round tables usually used for banquets or catered social functions. Use 60" rounds to seat eight people, 72" rounds for nine or ten people.

Run of the House - Refers to a flat price charge for any room in the hotel regardless of any differences in quality or size.

Screens - These are are typically used in international team trial events and in later rounds of team championships at the NABCs. These screens prevent any contact between partners during play. A small door in the screen is raised to pass a bidding tray from one side of the table to the other.

Season - Usually "in season" or "off season." Refers to the popularity of the destination, i.e., winter is "in season" in Phoenix, summer is "off season." This varies depending on the location and type of hotel.

Service Charge - Amount of money (a percentage of total cost) that is automatically added to the bill. In the hotel industry, the service charge sometimes replaces the "voluntary" gratuity or tip. Depending on the type of hotel, this percentage ranges from 15-20%.

Shoulder Season - Intermediate time between peak and low seasons in the the hotel industry.

Specs - See *Staging Guide.*

Staging Guide - A document, also known as *specs*, prepared by the meeting (or tournament) planner, listing all set-up requirements, catering instructions and general information about the group. The first draft is usually sent to the hotel(s) or meeting facility about three months prior to arrival. Revisions are sent to the hotel once a month, with one sent two weeks before arrival and a "final final" with those last-minute changes presented upon arrival at the hotel.

Tiered Rates - Different group room rates based on room type or location.

Tournament Services - These are tournament directors that work directly with a member of ACBL's meeting services staff to handle the daily logistics of managing what can be an enormous bridge tournament. Also known as "the crew," these staff ensure that meeting and playing rooms are set up properly and ready on time for the meeting or for bridge play, they work directly with the hotel when temperatures need to be adjusted, when water service needs refreshing, when medical emergencies arise or attend to the myriad of details that go on behind the scenes that most tournament attendees probably think happens by magic.

Vugraph - This is actually a piece of equipment more commonly known as an overhead projector. At NABCs, vugraph generally refers to an audio-visual show featuring final rounds of play in team championship events. The hands are shown graphically on a computer screens projected by an overhead projector on a wall screen.

Yield Management - Inventory management system hotels use to maximize revenue on hotel rooms. Though a hotel may have 1000 rooms, they will typically only sell 80-90% of those rooms at a group or discounted rate. The remainder of rooms will be somewhat higher rated, usually for regular corporate or transient travel.

THE SOMBA ECHO

Vol. 37 No. 1 OFFICIAL NEWSLETTER November 2007

Letter from the SOMBA President

Workshops Sold Out; Club Appreciation Program Highly Successful

Hello Bridge Friends,

We are pleased to report that the future of Bridge in Michigan is in capable hands. Within a matter of mere days of posting flyers, the 2nd Pre-NABC workshop for novice duplicate bridge players was sold out to capacity. Indeed, on September 24th, 225 novice bridge players attended our workshop to learn bridge basics. Our only regret is that we couldn't accommodate all those who were interested…as I will surely be reminded by my non-ACBL physicians and social Temple Bridge Club friends who weren't lucky enough to sign up in time.

Our sincere thanks to Connie Dugger, Gail Hanson and Bev Gardner. And of course our genuine thanks to all the teachers and volunteers who made the event an unquestionable success, each of whom are identified elsewhere in this newsletter.

Speaking of volunteers, we urge all of you to come help make next year's Nationals equally successful. The Team has been working hard for months and now seeks your help in showing off all that Detroit and the bridge community have to offer. Even if you can't help, we urge all of you to plan to attend as many days and partake in as many events as your can. I believe that's the determining factor in our success.

In other news, I am pleased to report that your SOMBA Board, in its wisdom, decided to support 2 NAP games per club per location over a 3 month span this summer. As a result, club members had the opportunity to play free of charge and rack up masterpoints. It was, not surprisingly, a huge success. This was done as part of SOMBA's planned 3 years Club Appreciation Program (CAP) (which began just over a year ago). Our Board looks forward to working with you, the bridge players and club owners, to build upon this goodwill further. Your positive, negative or constructive feedback is certainly welcome.

We have continued to buy bidding boxes and have lent them free to clubs in need.

I ask and urge the club owners to come forward with fresh ideas and suggestions for our Board. Remember, we are here to serve you.

Similarly we request and respect your honest feedback on the long awaited new look of the SOMBA Echo. Please send your comments.

Lastly, we remind you that our November Sectional – the Apple Cider Tournament – is quickly approaching. Come celebrate the onset of another Michigan Fall with a little bridge and, of course, a little apple cider and popcorn. I hope to see you all there.

Subhash C. Gulati, M.D., F.R.C.P. (C)
SOMBA Unit 203 President

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SPECIAL THANKS TO BARBARA JUR

Barbara Jur, as Editor of our newsletter, the ECHO, has performed a yeomen service. It takes a special brand of individual to do this single-handedly for over 10 years and in the process lose endless hours of sleep.

We, the entire SOMBA Board, are, and always will remain, grateful to you for your dedication and hard work for the years that you have published the ECHO. The bridge community and SOMBA members are highly indebted to you for not only your efforts with respect to the ECHO, but your contributions to the Unit and District/ACBL as a devout SOMBA member. You have made all of us proud.

DID YOU KNOW?

We are currently working with our webmaster to develop a link for the SOMBA ECHO at the District 12 website. Visit www.district12bridge.org soon.

SUGGESTION BOX

Your SOMBA Board is very interested in any suggestions you may have. Please submit your thoughts/ideas on any subject via email (subgul@aol.com) or U.S. mail (to the address as shown on the last page). Specifically, we are also looking for your input on these subjects.

1. What do you think of our new logo or banner?
   Ok Good Very Good Excellent

2. Should Sectional tournaments be stratified or stratiflighted?
   And, why?

MARCH 2008 NATIONALS UPDATE

By Ron Horwitz, Bill Arlinghaus, Sandy Arlinghaus, co-chairs

Plans are moving along very nicely for the Compuware North American Bridge Championships to be held at the Renaissance Marriott Hotel from March 6-16, 2008.

What we need most is a strong turnout from local area players. For that, we are dependent on all of you to come on down and enjoy the fun and bring your friends who are just beginning to get into duplicate. Our ability to hold another NABC in Detroit within a reasonable time period will be **solely dependent upon our table count.** Complete event schedules are available at our tournaments, will appear in the December Bridge Bulletin, and are posted on our website, http://www.Detroit2008NABC.org.

For those choosing to drive downtown, we have secured an outstanding arrangement with the Beaubien Place Garage which is directly east of the RenCen with a covered walkway. We will have a substantial discount available to bridge players so that parking will be only $8 on weekdays and $1 (yes, you read it correctly, $1) on the weekends. For those not wishing to drive to the Marriott, we are working on a shuttle program from remote lots we have already lined up and will have the details on vehicle schedules at a later date.

We will have a representative from the Detroit Convention and Visitors Bureau at the San Francisco NABC this November. We have had a set of volunteer "ambassadors," coordinated by District Directors, from all over North America distributing Detroit buttons and flyers throughout the US and Canada for over two years. Zeke Jabbour will feature our NABC in his regular column in an upcoming ACBL Bridge Bulletin. Our NABC Steering Committee includes a Canadian. Given that the Canadian dollar is virtually at par with the US dollar, our neighbors to the south have even a greater incentive to come play.

We also have had two uproariously successful all-day workshops for Newcomers at the Birmingham Unitarian Church. The ACBL thought so much of what we did that they ran a full page article on the June workshop in the October Bridge Bulletin.

World-class entertainment drawing on local folks will be available following evening sessions. For example, you will be able to enjoy post-game food while listening to a Motown group. And, did you know that the national Celtic fiddling champion lives in District 12? We have him lined up to play at the NABC. There will be a number of graduate students from the University of Michigan School of Music to entertain you, as well. Our NABC will be a major entertainment event; come and enjoy it with your friends!

Our tour program (partially subsidized) will offer fine views of the metro area to guests: from carefully crafted walking tours, to trips to the Detroit Institute of Arts, The Henry Ford Museum, Ann Arbor, northern suburbs, the east side, and Windsor. Check our website for details. Folks coming from elsewhere (and locals as well) will have opportunities for building fine memories of the Detroit area.

Also, each player will be presented with a handsome registration gift. Section top prizes and a variety of other enticements will be available.

We still need a ton of volunteers to work during the tournament. So, if you have not yet volunteered, please think about doing so! We currently have about 200 volunteers but will need more.

The sale of day and event sponsorships is also going very well and should meet budget. We still have several days and many prime events that are available for sponsorship. So, if you'd like to honor the memory of a bridge playing relative or friend, this is a nice way to do it. Contact Ron at 248-788-9040 or Horwitz@oakland.edu.

Basically, we are ahead of, or on time, with all scheduling needs as set forth by the ACBL. We have raised more funds for this NABC than has anyone else with special thanks to all of the players who participated in the week-long NABC Fund Games the past three Augusts.

Look for a special Newsletter some time in January which will go to all area players pulling together all of the specifics for the NABC. This should give you greater insight into this awesome event coming to Detroit next March. So, start lining up your partners to be a part of this fabulous time in downtown Detroit!

IN MY OPINION

By Michael Crane

Q: What is Leaping Michaels and is it worth learning?

A: Leaping Michaels is a jump bid to the four level in a minor suit over a major suit weak 2-bid.
It shows at least 5-5 in the named minor and the other major.

Example:

WEST	EAST
S: K 5	S: A Q 10 4 2
H: A Q 10 4	H: 5
D: K J 4	D: A 9
C: Q 9 6 5	C: K J 10 8 7

Bidding:

W	N(Dlr)	E	S
	2H	4C (1)	P
4NT	P	5D (2)	P
6C	P	P	P

1. Alert
2. 3 Key Cards

By using Leaping Michaels, you free up the direct cue bid for other uses.

Example:

WEST	EAST
S: J 9 7 6 2	S: A
H: A 5 3	H: 4 2
D: 8 6 4	D: Q J 2
C: 10 2	C: A K Q J 8 6 3

Bidding:

W	N(Dlr)	E	S
	2H	3H	P
3NT			

Here East's cue bid of 3H asks partner with a *Heart* stopper to bid 3NT. A nice sequence!

BID WITH YOUR PARTNER(S)

Posh Gulati

MPTS
Dlr: South
Vul: None

N(You)

S: K 9 x
H: K Q 9
D: Void
C: A K Q 10 9 6 5

Bidding:

West	North	East	South
			3 S Preemptive (*1)
P	?		

Three questions are: (*2)

1) What is your bid?

2) What is your final contract?

3) Assuming opponents pass throughout, what was your bidding sequence?

(*1) Your partner goes to page 11 to see his/her hand (South's Hand)

(*2) Send your answers and comments to ECHO address or email subgul@aol.com

• Complete review and commentary in our next issue

RESPONDING IN A FOUR-CARD MAJOR SUIT OVER A TAKEOUT DOUBLE

By Mary Smith
(Regular Writer for ACBL Bulletin)

I think almost everyone learned to play that on an auction that begins 1-of-a-suit by partner, double, redouble, the redouble just shows at least 10 high card points with any distribution. Partner opens 1of a minor (for purposes of this article), next hand doubles, and we redouble with a hand like AQ10 Qxxx xx Axxx just to show the points.

We learned that responding in a new suit over a takeout double at the 1-level shows at least a 5-card suit. Partner opens 1D, next hand doubles, and we typically bid 1H with something like xx QJxxx xxx Axx.

These treatments often work well, but I believe improvement is easy.

First of all, play that the redouble over a takeout double of 1-of-a-minor **denies good support for partner and also, denies a 4-card major** that could be bid at the 1-level. With no fit for partner's first suit, it might be a total misfit, and doubling the opponents for penalty might work out best. On the reverse side of the convention card under, "Over Opponent's Takeout Double" there's a box that says, "Redouble implies no fit." I check mark that box.

Second, learn some new ways to show support for partner over the double, for example: Flip-Flop, and especially, preemptive raises. For majors, you may employ several other gadgets such as Bromad, Jordan etc., and they will be the subject of discussion in the coming issues. But whenever you decide to play any new convention, be sure to learn the basics from a trusted source and then discuss the common continuations with your regular partners. And don't forget to alert!

Third, start bidding any 4-card or longer major over the double, if it's at the 1-level and you have at least 6 points, with no upper limit, and play that any new suit at the 1-level is forcing one round. Not everyone agrees about the "unlimited range" of the 1-level bid, but my peers do bid 4-card majors over the double, at least some of the time. What about suit quality? Marilyn & Myles Maddox, a highly successful and long-time partnership, admitted that they would bid a major suit over a takeout double at the 1-level with xxxx.

Recently, a highly experienced team lost a Sunday Swiss team game because they did not find their 4-4 major suit fit, and here is the hand:

I sat North and opened 1D with: x AKxx AQxxxx xx
East doubled, and South, my partner, bid 1H with: AQ10 Qxxx xx Axxx.
West bid 3S, preemptive, and I bid 4H.

At the other table the bidding went:

N	E	S	W
1D	X	XX	3S
P	P	3NT	

South at the other table redoubled instead of bidding his 4-card major and when the bidding got back to him he had to guess what to do. He chose 3NT, as anyone would have, but it had virtually no play. Four hearts was cold. We won that board, the match, and the event, though by a narrow margin.

Thank You Volunteers;
Thank You Intermediate/Novice (I/N) Committee

Major contributors: Gail Hanson and Connie Dugger

On September 24th, the I/N planning committee of the Compuware Spring NABC of 2008 sponsored and the hard working volunteers assisted in the second Novice Bridge Training Workshop at the Birmingham Unitarian Church. Like its sister event in June, the sold out workshop provided lessons to participants, primarily introducing novice/kitchen bridge players to duplicate bridge.

The ACBL BULLETIN published a great article about the success of these events in its October issue. We are proud that local events have attracted national attention and publications in national magazines. But here is the scoop on how local SOMBA ladies/teachers stumbled upon this newsworthy idea. Of course everyone from the district eventually joined and participated.

In February of 2007, Connie Dugger and Nancy Erwin brought a proposal for an overnight retreat for social bridge players to Beverly Gardner and Gail Hanson, co-chairs of the I/N Committee.

Over lunch at Peabody's in Birmingham (poor them!), the newly formed committee of four threw around various ideas and eventually settled on a plan to educate as well as feed any curious social player they could find. After a drink or two (who knows?), the idea of a retreat evolved into the format of a one-day workshops filled with three classes, a sanctioned game and lunch.

And all of them spread the word everywhere they thought anyone would listen. For example, Kathy Newman put up posters in Beauty Salons, and Kathy Twomey, newly recruited fifth member, in her social club. Believe it or not, they actually got a player or two from everywhere. All in all they hoped for about 60 participants. Needless to say, the registrations started pouring in to Connie and topped 100!

Workshop committee: Connie Dugger, Gail Hanson, Nancy Erwin, Beverly Gardner, Kathy Twomey

The June workshop, "Bridge in the 21st Century" was a tremendous success with 230 attendees.

The September workshop, "A Day of Bridge" was equally successful with 224 attendees. The participants for both workshops came from Ann Arbor, Lansing, Flint, Brighton, Grosse Pointe, Grosse Ile and points in between.

Harriett Buckman, Judy Cotterman

Harriette Buckman, past ACBL President and National Representative, delivered a keynote address while Judy Cotterman, from National ACBL, honored us with a visit to lend support to the project and to promote the benefits of ACBL Membership. As an added incentive to ACBL membership, the directors of the 5 area novice games offered one free play to those who joined the ACBL on the day of the September workshop. Thirty eight (38) new names were added to the ACBL rolls at the two workshops.

But it was also the Volunteers who were equally responsible for the overwhelming success and also deserve our utmost gratitude.

For example, when Ron Smith and Ken Savage were at the computers, Mike Giardiano was rolling his camera film; while Ron Horwitz was delivering his inspiring keynote speech, Gene Commire was preparing to provide a steady stream of coffee; and when Marilyn Maddox and her right hand Rhonda Monro of the food committee were setting up for lunch, Linda Golumbia and Dave Buskirk were directing the game. And, what can anyone say about Marianne Varion? A volunteer with a smile.

These volunteers also served in such capacities as material duplicators, set-up, clean-up, parking attendants, board prep, fifth chairs, packet stuffers, lunch prep, registration, shoppers, lunch servers, beverage servers, and in some cases, fill-in players.

There were also the other experts and teachers who volunteered their wisdom and time for our classes: Chris and Gene Owens, Judy Hocher, Suzy Burger, Don Rumelhart, Brenda Bryant, Joe Cheisa, Richard Becher, Bonnie Ward, Mary Bennett, Mark Hauser, and Jakob Kristinsson.

It was discovered that there are hundreds of unregistered, but interested bridge players in our district. We need to continue getting the word out about the fun and challenge of duplicate bridge. In the planning stage is a series of monthly mini-workshops which will include a lesson, lunch, and a game. Events like the two workshops, the Pro-Am, Novice games, and perhaps a "bring a friend to a bridge day" will promote the game and the ACBL. The Compuware 2008 Spring North American Bridge Championships to be held in Detroit in March 2008 is the first NABC in Detroit in twenty-eight years. These new-to-duplicate players will never have a national bridge experience without some encouragement from us. If local players head to the Ren-Cen next March and make a significant contribution to the table count, perhaps we will not have to wait another quarter of a century for the NABC to return to Detroit.

To all the volunteers (listed below) of the District 12 Community:

THANK YOU!!

Tom Keenan, Gene Commire, Linda Mittelstaedt

Bill Arlinghaus
Sandy Arlinghaus
Meg Baker
Richard Becher
Allan Becker
Patricia Becker
Mary Bennett
Dolores Bright
Brenda Bryant
Harriette Buckman
Suzy Burger
Dave Buskirk
Barbara Button
David Button
Bob Chekaluk
Joe Chiesa
Mary Jo Chiesa
Sylvia Christian
Gene Commire
Bill Connellan
Judy Cotterman
Kate Davidson
Connie Dugger
Nancy Erwin
Rod Erwin
Jim Fitzpatrick
Beverly Gardner
Faith Gardner
Bert Gelmine
Michael Giordano
Art Golumbia
Linda Golumbia
Richard Goodwillie
Linda Gosling
Posh Gulati
Starr Hagenmeyer
Gail Hanson
Tara Hanson
Mark Hauser
Judy Hocher
Ron Horwitz
Michele Jacobsen
Harry Jagtiani
Steve Kalstein
Tom Keenan
Jakob Kristinsson
Ruth Kukulski
Kathryn Lenz
Marilyn Maddox
Karen Mann
Susan Marwil
Michael McGaw
Doré McGowan
Kathy Mehnert
Ruth Metevier
Emily Miller
Pat Miller
Linda Mittelstaedt
Rhonda Monro
Mary Lou Moore
Bert Newman
Kathy Newman
Christine Owens
Gene Owens
Nancy Pavy
Frank Raine
Tina Raine
Cydnie Reich
Betty Ridan
Lynn Root
Mary Ross
Donald Rumelhart
Kenneth Savage
Mary Scharff
Kathy Simpson
Ronald Smith
Kathy Twomey
Vickie Vallone
Marianne Varion
Bonnie Ward

Art Golumbia

Marilyn Maddox

DEFENDING - IMPORTANCE OF ROUTINELY COUNTING DECLARER'S TRICKS

By Rick Kaye

Very early in our bridge learning process, most of us come to understand when declaring a NT contract, to count our tricks when dummy comes down. When declaring in a suit contract, there is equal value in doing so, but in such contracts, many concentrate only on losers rather than on both losers and winners- however, in my judgment, most advanced and expert players do in fact count their winners (in addition to counting losers) when declaring in a suit contract. ***HOWEVER,*** in defending, I can with confidence say that in my experience, many! experts do **not!** routinely count declarer's winnersAs a result, in my experience, many experts "cash- out" when they shouldn't or conversely do not cash-out when they should. Here is an example of a hand I declared against an expert defender where the expert "cashed-out" and should not have.

YOU ARE SOUTH DEFENDING 4S DOUBLED

YOU LEAD A♣, DECLARER PLAYING THE Q♣ THEN K♣, WHICH DECLARER RUFFS- DECLARER THEN DRAWS TRUMPS IN THREE (3) ROUNDS (PARTNER HAS SINGLETON TRUMP)-
THEN LAYS DOWN THE K♥- LET'S SAY YOU WIN THE A♥- and partner follows suit

NOW WHAT?

♠ AQJ10
♥ QJ1098
♦ JX
♣ XX

♠ XXX
♥ AX
♦ AXX
♣ AKXXX

BIDDING

S	W	N	E
1C	DBL	1D	4S
DBL			

Admit it!- your first instinct is to "fear" the running hearts and hope your partner holds the king of diamonds and therefore play A and another diamond.

Against me, the expert in fact played A and another diamond- I held Kxx of diamond and made the hand. The expert's partner (another expert) held Q109xx of diamonds. Presumably, South proceeded with the cash-out strategy because he feared the pitches available because of the running hearts and perhaps was also somewhat influenced by his partner's diamond bid. A quick! counting of declarer's tricks, however, would have led to the correct defense if the following credo were considered- 'IF AFTER COUNTING DECLARER'S TRICKS, YOU CONCLUDE THAT IN ORDER TO FULFIL HIS CONTRACT, DECLARER NEEDS ONE OR MORE TRICKS IN A CERTAIN SUIT, then LET DECLARER PLAY THAT SUIT! THEREFORE- RETURN A HEART

Now-what are declarer's tricks?- easy to count- 5 trumps (no ruffs in dummy) and 4 hearts- so 9 tricks- to make his contract, he needs a diamond trick- so per the above credo, let him play the diamonds- down 1!

Therefore, in conclusion:

1)- counting declarer's tricks will beat the contract if possible to do so- even if declarer holds the K10 of diamonds, he will have to guess correctly to make the contract.

2)- by the way if you duck the first heart, you will be end- played on the second heart- so counting declarer's tricks will lead you to the right decision of winning the first heart (and continuing hearts).

3)- I'm sure many of you recognize there is another way (other than counting declarer's tricks) of coming to the correct defense; namely, analyzing the possible distribution of declarer in the heart and diamond suits (you already know declarer has 5 spades, 1 club and at least 1 heart) and realizing that if you return a heart, declarer cannot get enough pitches to avoid a "diamond problem" (for example, one possibility is declarer has say 3 hearts and will therefore get 2 pitches- scary!- but if that is the case, declarer will have 4 diamonds)- I believe, such analysis is more rigorous and "busy" and therefore subject to more errors than the simple method of counting declarer's tricks- accordingly, I strongly recommend the strategy of

(continued on page 11)

STATUS CHANGES

New Junior Masters
Kathy Alati
Elizabeth Allen
Arnold Brandt
Marilyn Brose
Charles Bush
Judith Greenbaum
Barbara Haber
Mary Ellen James
Christine Klieman
Roger Leemis
Terran Leemis
Song Lin
Robert McCurry
Diane Murphy
Janice Peter
Alex Rabin
Kay Strausser
Karen Streety
Emily Tobias
Dr. Robert Toll
Dr. Sook Wilkinson

New Club Masters
David Bogrette
Leonard Brose
Sanford Birnholtz
Marcia Cohen
Josie Doherty
Joyce Dalal
Harrison Fletcher
Francine Friedman
Kurt Fangmeier
Jewel Green
Arnold Gottlieb
Joyce Gottlieb
Carole Jackson
Thomas King III
Steven Kaplan
Herbert Kaufman
Charlotte McMullen
Edward McMullen
Eva Rival
Randy Rodnick
Kathy Simpson
Barbara Stone
Richard Thomson
Dr. Sook Wilkinson

New Sectional Masters
Richard L. Brewer
Carol Burkett
Roger Chan
Peter Cullman
Richard Drouillard
Jean Hornbacher
Tom Jager
Dr. B. Joorabchi
Babs Kaufman
Hal Langolf
Dr. Maurice Lefford
Marilyn Lindow
Rita Lord
Dr. James Phillips
Betty Ridan
Dr. Milton Siegel
Matha Radek Smith
Kathy Twomey
Pat Wolfe

New Regional Masters
Betty Anderson
Richard Brewer
Barbara Button
Patricia Christie
David Deal
Gretchen Dietz
George Dittrich
Sarah Furey
Thomas Hunt
Jack Lawrence
Rita Levin
Nancy Miller
Richard Pass
George Serniuk
M. Simmer
Geraldine Spilman
Ross Weinstein
Jewel Green
Arnold Gottlieb
Joyce Gottlieb
Carole Jackson
Thomas King III
Steven Kaplan
Herbert Kaufman
Charlotte McMullen
Edward McMullen
Eva Rival
Randy Rodnick
Kathy Simpson
Barbara Stone
Richard Thomson
Dr. Sook Wilkinson

New NABC Masters
Dana Elliott
Chris Wiggins

New Life Masters
Jim Fitzpatrick
Brand Marwil
Ken Rochlen
Gerald Skellenger
Dr. Robert Stern

New Bronze Life Masters
Stephen Allen
Robert Early
Frederic Fayle
Mary Murday
John Reed
Jerry Silverstein

New Silver Life Masters
Faith Gardner
Jane Hall
Bob Rasmussen
Phyllis Zimmerman

New Diamond Life Masters
Brenda Bryant
Silvia Christian

WELCOME NEW MEMBERS

Elizabeth Allen
Jerry Bernadotte
Arnold Brandt
Ruthan Brodsky
Nancy Buck
Joanne Burgess
Charles Busch
Wynn Bussman
Sandy Catanese
Richard Cantley
Ellen Cole
Nicholas Collins
Shelby Cooper
Leslie Crowley
Dr. Arthur Cyrns
Rosalie Dean
David Donegan
Diane Donegan
Ann Duncan
Betty Fisher
Jim Garrison
Susan Ginzler
Berta Gardon
Frederick Green
Brenda Herman
Janine Jacobs
Virginia Johnstons
Judith Kamins
Cathleen Kapatos
Jacqueline Krupp
Renita Linkner
Fredericka Magee
Susan Meneilley
Judy Mintz
Sandra Nathanson
Victoria Parsky
John Pouget
Tina Raine
Robert Ramee, Jr.
Ellen Scheimer
Bridget Schipper
Satish Shah
Michael Shamine
Dr. Bernard Shapiro
Judith Shell
Joyce Siegel
Betsy Soma
Nancy Stein
Wendy Subvin
Diane Swenson
Judy Tann
Jay Victor
Marianne Victor
Dennis Waniolek
Ann Weisman
Vera Weiss
Barb Williams
Lynn Wittkowski
Lois Wodika

IN MEMORIAM

LOTTE LEE

By Margaret Sellgren & Posh Gulati

Lotte Lee followed her husband Wayne in death on July 7th. The devoted couple met at a bridge tournament in Ohio, and was happily married for 35 years. Wayne ran several duplicate games with Lotte's help in District 12 over the years, and they both continued to play up until their deaths.

Lotte was born in Berlin, Germany and came to this country when she was 15. She made her home in Indiana, where she earned a degree in Literature and Communication. She served in an elected position as City Clerk in Richmond, IN and later was manager of the international division of FTD, in Southfield, MI. Lotte was a long-time Gold Life Master.

They both will be greatly missed by the many friends and partners who enjoyed their fine play and good humor at the table.

We will also miss her "grandma" style hospitality at every game.

ROGER STEVICK

By Posh Gulati

Roger, our head caddy at tournaments for years, passed away on October 7th after four months of illness. A native of Warren, he achieved the status of Bronze Life Master and had approximately 750 masterpoints. You may recall seeing Roger behind the coffee tables at our tournaments. In the last two years, he was first or second in so many events playing with much weaker players than him. He did everything with dedication and pride.

You will be missed. Thank you, Roger.

NAP WINNERS

Congratulations to all.

FLIGHT A WINNERS

Bert Newman & Kathy Newman

Mary Smith & Henry Shevitz

Jerome Grossman & Richard Mydloski

FLIGHT B WINNERS

Robert McKee & Michael Moore

Suzanne Baker & Nancy Hammond

John Philbrook & John Allen

NLM WINNERS

Chris Wiggins & William Landrum

David Shafer & William Preston

William Gregg & James Potter

SOMBA Valentine Sectional

Costick Center • 28600 11 Mile Road • Farmington Hills, MI 48336

February 14 -17, 2008

Schedule of Events

Thursday, February 14

1:00 PM
Stratified Open Pairs, Single Session
0 - 199er Pairs, Single Session
7:00 PM
Stratified Swiss Teams
5 x 5, Single Session
Stratified Open Pairs, Single Session
0 - 199er Pairs, Single Session

Friday, February 15

1:00 PM
Stratified Open Pairs, Single Session
0-199er Pairs, Single Session

7:00 PM
Stratified Swiss Teams 5 x 5, Single Session
Stratified Open Pairs, Single Session
0 - 199er Pairs, Single Session

Saturday, February 16

10:30 AM
Stratified Open Pairs, Single Session
0-199er Pairs, Single Session

3:15 PM
Stratified Swiss Teams 5 x 5,
Single Session
Stratified Pairs, Single Session
0 - 199er Pairs, Single Session

Sunday, February 17

9:50 Novice Lecture (Topic TBA)

11:00 AM & TBA
Stratiflighted Swiss Teams -
Playthrough 7 x 8
(7 rounds of 8 board matches)
Light Lunch provided after 4 rounds
0 - 199ers Swiss Teams
(Two Single Sessions)

Stratifications

A=2000+, B=750-2000, C=0-750
(Except Sunday)
A= 5000+, AX=0-5000, B = 750 -2000,
C = Less than 750 (Sunday Only)
0 -199er events will be stratified 0-20,
20-50, 50-100, 100-200 or as attendance warrants.

0 - 20 masterpoint players buy one entry and get a free play for another event. 0-5 plays free (Thursday only)

Tournament Chairpersons:

Posh Gulati
(248) 335-3246 (H) (248) 390- 7438 (C)
subgul@aol.com

Robert Chekaluk
248-656-2623

Mary Bennett
(586) 752-9271

Vickie Vallone
(586) 532-1379

CURRENT STANDINGS OF TROPHY RACES IN 2007*

(Based on masterpoints earned at SOMBA Tournaments and Sectional Tournament at Clubs (STAC) in 2007)

A (3000+)	
Mike Alioto	102.38
Bob Cappelli	99.56
Posh Gulati	42.74
Jerry Grossman	31.57
Brenda Bryant	18.45

C (200-500)	
Lynn Root	15.82
Ed Menczer	14.84
Vickie Vallone	14.73
Robert Early	14.54

20-50	
James Phillips	11.74
Pam Murdock	6.01
Kathy Twomey	5.47
Emily Miller	3.94

AX (1500-3000)	
Debra Eaves	29.87
Delores Bright	20.53
Michael Zerbini	18.45
Liz Kalb	11.58

100-199	
Mary Ross	17.66
Carol Slimmer	14.75
Nancy Pavey	11.86
Richard Brewer	11.74

5-20	
Joyce Gottlieb	6.56
Richard Thompson	3.02
Harrison Fletcher	2.84
Dave Borgrette	2.66

B (500-1500)	
Steven Jacob	36.56
Mark Bumler	24.04
Robert McKee	24.04
Richard Frankel	23.59
Rich Mayer	23.59

50-100	
Ross Weinstein	18.70
Thomas Hunt	16.48
Carolyn Joseph	14.86
Richard Pass	11.74

0-5	
Raj Patil	4.41
Roger Leemis	2.76
Song Lin	2.66

*To be eligible, you must be a Unit 203 Member as of January 1, 2007.

SNOWBIRDS: To be included in trophy races of 2008, we suggest that you request ACBL for Permanent Unit Affiliation to Unit 203 when you fly south and change your address.

The final standings and winners will be determined by masterpoints earned year-to-date plus masterpoints earned at the Apple Cider Sectional in November (Nov15-18) and STAC games in December (Dec 10-16).

DEFENDING

(Continued from page 8)

counting declarer's tricks.

The example shown relates to cashing-out too soon and was not nearly the only time I have observed an expert defending in a similar manner on hands analogous to that given. A later article will illustrate the converse- how on a different type hand, counting declarer's tricks can lead to the correct conclusion of cashing-out rather than defending passively.

Bid With Your Partner(s)

(Continued from page 4)

South's Hand
S: Q J 10 8 7 5 3
H: VOID
D: K J 10 9
C: 6 3

The SOMBA ECHO
Posh Gulati - Managing Editor
521 South Spinningwheel Lane
Bloomfield Hills, MI 48304-1319
Email: subgul@aol.com

ADDRESS & TELEPHONE CORRECTIONS
ACBL 1-800-467-1623
Email: AddressChanges@acbl.org

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UPCOMING TOURNAMENTS

2007:	Toledo Sectional	Oct. 26-28
	Lansing-NLM	Nov. 10
	* Apple Cider Sectional (Costick Center)	Nov. 15-18
	Fall NABC-San Francisco	Nov. 22-Dec. 2
	Sectional Tournament at Clubs (STAC)	Dec. 10-16
2008:	Jackson National	Jan. 12-13
	Ann Arbor Sectional	Jan. 26-27
	Toledo Sectional	Feb. 8-10
	* Valentine Sectional (Costick Center)	Feb. 14-17
	Flint Sectional	Feb. 22-24
	Spring NABC-Detroit	Mar. 6-16
	GNT District Finals	Apr. 5-6

* SOMBA TOURNAMENTS

SOMBA
APPLE CIDER SECTIONAL
William Costick Activity Center
28600 Eleven Mile Road
Farmington Hills, MI
(248) 473-1816
November 15-18, 2007
Southern Michigan Bridge Association

Contact People

Tournament Chairs
Posh Gulati
Home: (248) 335-3246
Cell: (248) 390-7438
Email: subgul@aol.com

Robert Chekaluk - Co-Chair
(248) 656-2623

Partnership Chairperson
Harry Jagtiani
(248) 620-6801

Marianne Varion
(248) 623-7812

0-199ers Chairs
Vickie Vallone (586) 532-1379
Janet Ann Euth (248) 435-0345

SCHEDULE OF EVENTS

Thursday, November 15th
1:00 p.m.
Stratified Open Pairs (SS)
0-199er Pairs (SS)

7:00 p.m.
Stratified Swiss Teams
(5 Five Board Matches)
Stratified Open Pairs (SS)
0-199er Pairs (SS)

Friday, November 16th
1:00 p.m.
Stratified Open Pairs (SS)
0-199er Pairs (SS)

7:00 p.m.
Stratified Swiss Teams
(5 Five Board Matches)
Stratified Open Pairs (SS)
0-199er Pairs (SS)

Saturday, November 17th
10:30 a.m.
Stratified Open Pairs (SS)
0-199er Pairs (SS)

3:30 p.m.
Stratified Open Pairs (SS)
0-199er Pairs (SS)

Sunday, November 18th
10:00 a.m.
Lecture Topic
Ten Golden Rules for
Swiss Team Events

10:30 a.m.
Stratified Swiss Teams
- Playthrough 7 x 8
- (7 rounds of 8 board matches)
- Light lunch provided after 4th round

0-199ers Swiss Teams
- 2 Single Sessions if warranted

Stratifications
A = 2000+ B = 750-2000 C = 0-750

0-199er events will be stratified 0-20, 20-50, 50-100 or as attendance warrants.
On Thursday Only: 0-5 Play Free, 5-20 Buy One Entry and Get a Free Play for Another Event

NO SMOKING IN BUILDING
District Website: www.dl2bridge.org
(SS) Single Session