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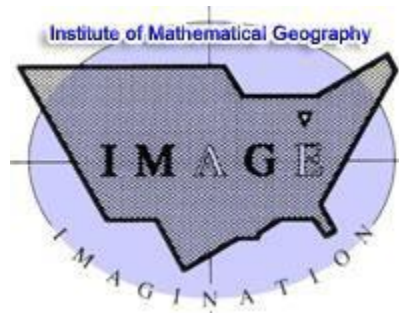
MONOGRAPH SERIES

VOLUME 26

**EVENT PLANNING USING
SPATIAL AND TEMPORAL MASTER
PLANS:
A DETROIT CASE STUDY**

Sandra L. Arlinghaus (Ph.D., Geography): Monograph Creator
William C. Arlinghaus (Ph.D., Mathematics)
Ronald M. Horwitz (C.P.A., Ph.D. Financial Administration)

Major and minor input from others as noted throughout the text.



Ann Arbor, MI 2023

* Primary contact for this document: sarhaus@umich.edu

Preface

This monograph represents an effort to draw together thousands of files created for Tournament duplicate bridge events, at the international level, in the early 2000s. The co-chairs for that tournament are listed on the cover of the book. Of no lesser significance are the contributions of our Committee Co-Chairs, who are named here:

Finance: Patty Becker and Allan Becker

Volunteers: Kathy Newman and Rhonda Monro

Entertainment: Marilyn Maddox, Beverly Riordan, Howard B. Abrams

Intermediate/Novice: Beverly Gardner and Gail Hanson

Information Desk: Bob Cappelli and Clerely Chaney

Registration Desk: Joanne Molt and Bob Varty

Partnership Desk: Posh Gulati and Rosanne Winokur

Program and Restaurant Guide: Martin Hirschman

Publicity: Bill Connellan

Caddy: Sam Hirschman

Transportation: Richard Temkin

Prizes: Joanne Molt and Bob Varty

Tours: Don Rumelhart

Monograph 26 is the story of the spatial hierarchy created for the 2008 tournament, coupled with a more conventional temporal event planning hierarchy. The strategy

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worked well and was employed once again in 2011 for a smaller international tournament where it once again worked efficiently. The balance, and the back and forth, between spatial and temporal plans afforded convenient cross-checking of plans and a great reduction in unforeseen situations which unfortunately are often a hallmark of huge events. To create this balance, it was critical to have good computer resources and a group of volunteers already comfortable using such resources. Other criteria, such as previous event planning experience, bridge experience, goodwill and people skills, food and beverage knowledge, administrative experience, public speaking skills, teaching capability, and other skill sets were important. But first and foremost, computer literacy was needed above all.

This document is archived in the persistent digital archive, Deep Blue, of the University of Michigan, Ann Arbor, Library. With it, the many sets of raw files are also stored in the same location, at <https://deepblue.lib.umich.edu/handle/2027.42/177370>. The casual reader, or the tournament planner, may find the monograph content (alone) to be sufficient for needs. The more thoughtful reader may wish to dive deeper into the .zip files archived on that page to see what else lies behind the numerous activities planned in association with the 2008 tournament which lasted for 10 days in Detroit and drew a bit under 10,000 tables for those days.

Sandy Arlinghaus
November, 2023

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Introduction

This monograph is based on materials that were readily available online from 2008-2018. Those materials dealt with the detail, from a real-world perspective, of running an American Contract Bridge League (ACBL) North American Bridge Championship (NABC)—a ten-day event composed of many duplicate bridge events hosted at a large hotel or conference center and drawing about 10,000 tables (or more) over the course of the tournament. It is a major event planning exercise. Rather than repeat all the details here, we take a more scholarly approach to understanding the concepts, and their implementation, in creating such an event. Then, we archive that document, along with full supporting, detailed documentation, in Deep Blue--the persistent archive of The University of Michigan.

The Spring 2008 ACBL NABC tournament site was the Detroit Marriott at the Renaissance Center (“RenCen”), on the Detroit River, in the heart of downtown Detroit, Michigan. 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.

Three co-chairs (the authors of this document) led the local group and were in almost-daily communication with each other over e-mail and in frequent communication with

ACBL 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 ACBL District 12, the American Bridge Association (ABA), and Canada.



Sandy & Bill Arlinghaus, Detroit NABC Co-Chair

Photo by District 2 Director, Jonathan Steinberg



Ron Horwitz, Detroit NABC Co-Chair

Photo by District 2 Director, Jonathan Steinberg

General Philosophy

The three co-chairs worked well together to build a fine 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 imagined plan became one that included a variety of input and was one that we thought would

work efficiently. Individuals involved in the planning process became interested in taking ownership of it and therefore in helping to implement it.

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 tournament 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.

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- 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, often emotional, situations.

General Tournament Structure

Fund-raising and setting up 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.

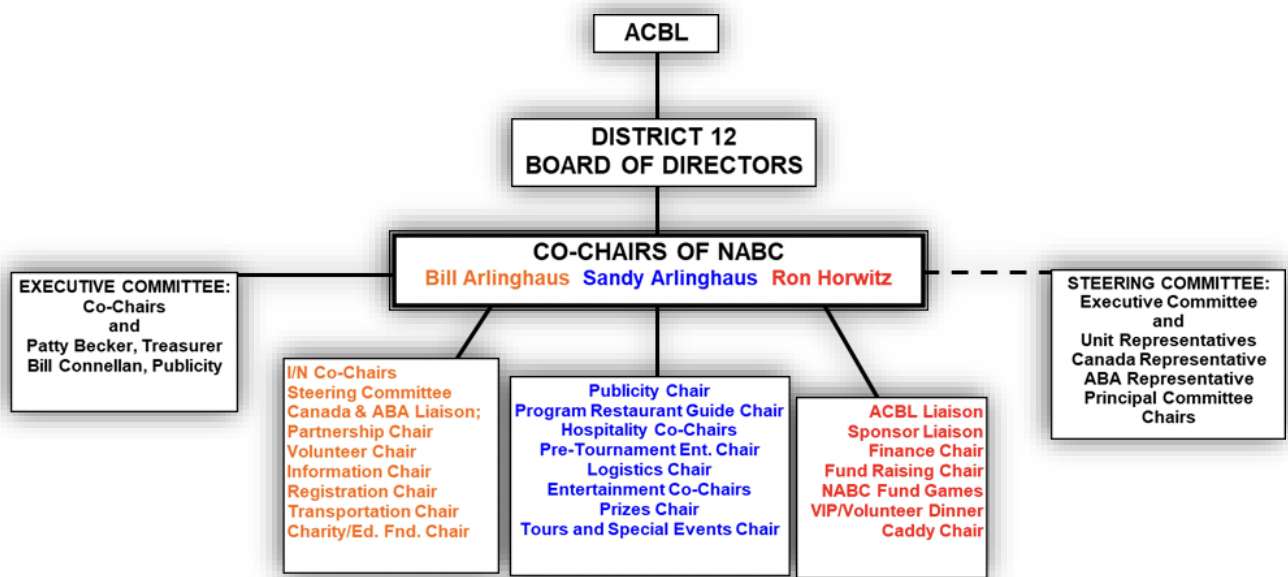
Once funds were secure in March 2006, we set the tournament schedule, with the advice of the ACBL. We all anticipated that generating high table counts would be difficult in Detroit in the Spring for various reasons. Thus, our advice was not to use a 10 and 3 schedule throughout because history said 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 reasons for the timing involve 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 Intermediate/Novice (Newcomer) (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.

Spatial Master Plan Hierarchy and Layers

The planning for the tournament had its base in current communications science, technology, and spatial thinking. The display below served as the foundation for an Excel spreadsheet that filled in all the detail and that was posted for all to see using a wide format printer. A copy of the full spreadsheet, [BigSheet.xls](#), that served as the full spatial and temporal master plan for the tournament is archived as an associated file in Deep Blue.



The spatial master plan/organizational chart for the tournament planning hierarchy.

ACBL

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. The ACBL supplied helpful materials to assist in this task. In particular their documentation on how to organize an NABC, by Nancy and Foy and Jeff Johnston, was very helpful, as was their tournament guide for Caddies (associated printed materials supplied here in the Associated Files). In addition, the ACBL supplied funds to run a basic tournament (\$100,000), as well as the tremendous strength of their full tournament staff, headed by Jeff Johnston and Wendy Sullivan, Head Tournament Director Chris Patrias, ACBL CEO Jay Baum, and so many others.

District 12 Board of Directors

In 2008, the ACBL was composed of 25 geographical districts across North America.

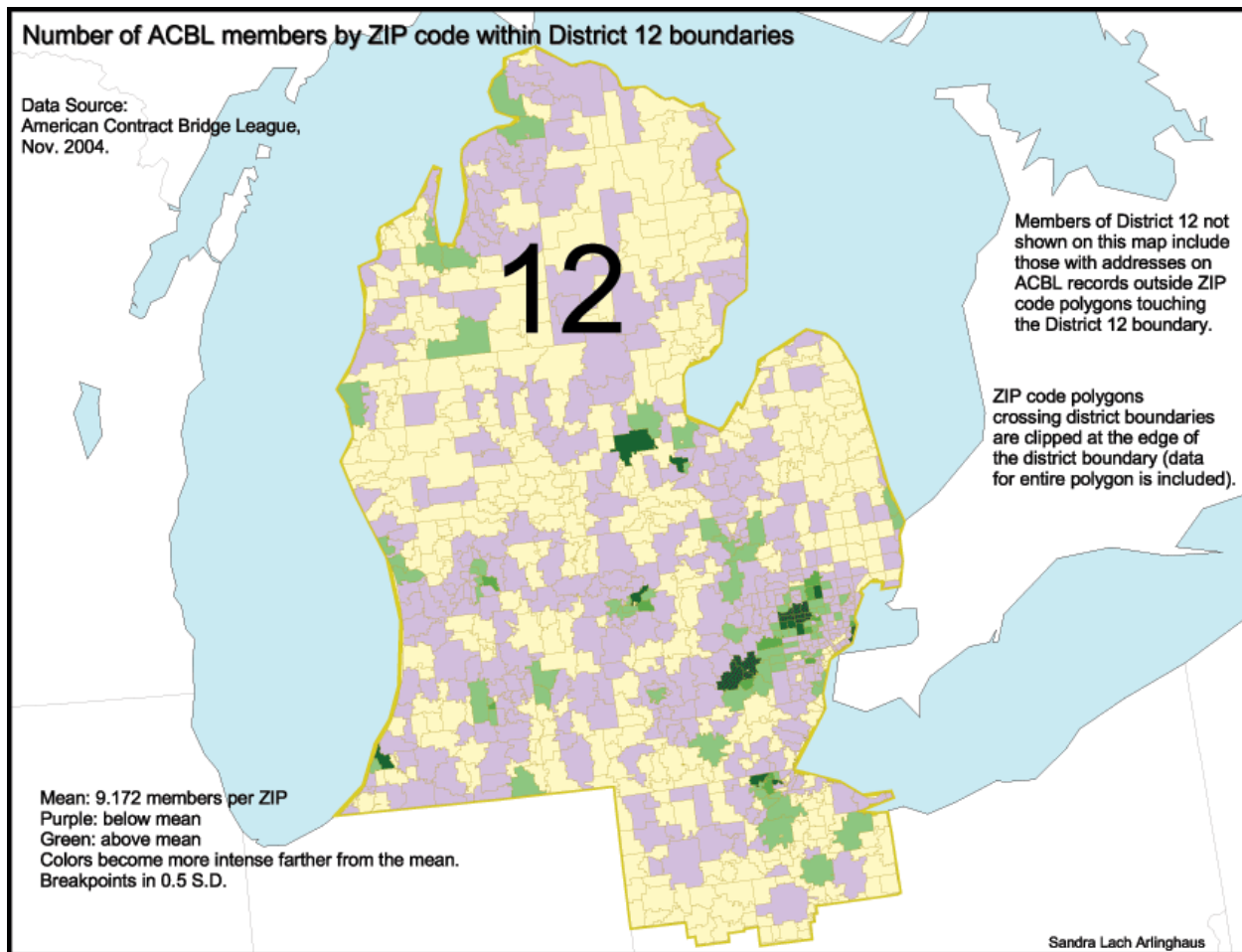
Each district was composed of a number of Units. All were arranged in a nested hierarchy so that jurisdictional administrative regions were clear-cut, with no overlap.

The Detroit metropolitan area was part of District 12.

The ACBL Board of Directors was composed of 25 members, one elected from each geographical district. They worked together as a group to oversee the administrative function of the entire ACBL and they alone held the power to hire or fire the ACBL CEO. At that time, District 12 ACBL Board Member, often referred to as ‘District Director’, was Bill Arlinghaus.

In addition, each of the 25 ACBL districts had a board of its own. In 2008, the President of the District 12 Board of Directors was Barbara Jur. Bill and Barbara worked together to coordinate ACBL and District 12 in a constructive manner to benefit the Detroit tournament. District 12 was composed of most of Michigan and a part of northern Ohio. A full range of maps was provided, and it assisted in making various administrative and marketing decisions.

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District 12 was composed of 5 Units: the Michigan Bridge Association (MBA), the Southern Michigan Bridge Association (SOMBA), Toledo, Western Michigan, and Eastern Michigan. Two of these units, the MBA and SOMBA, served the broad metropolitan Detroit-Ann Arbor area (with SOMBA lying to the north of Detroit). 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 had no treasury, so all financial matters were in the hands of the host committee.

Co-Chairs of NABC

NABC Co-Chairs: Bill Arlinghaus (BA), Sandy Arlinghaus (SA), and Ron Horwitz (RH).

The set of three co-chairs got along very well as a group. They are all academics; 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 workload 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 was the current representative on the ACBL Board of Directors from District 12 and active on many ACBL Board committees. He is co-creator of the formula used by the ACBL for the scoring of high-level team games. Bill is four-times 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 (where she is an expert on digital mapping). 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.

We all knew going in that having three co-chairs was a risky business, but we were determined to make it work. 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). The three co-chairs 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 savvy.

We decided early on that we were not going to nickel and dime pre-NABC fundraising: 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 played 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.

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 to gel, it did become necessary to modify the budget. Our final budget was approved by the Executive Committee 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 be 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.

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 buses 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 buses. 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 buses, as we were warned, did not. As a result, we spent nearly \$16,000 on the buses to transport a handful of players. If we were to do it over again, we would seek other alternatives to the use of shuttle

buses.

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.

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.

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

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).

- 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.

A C B L 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.

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- **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.

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

Executive Committee

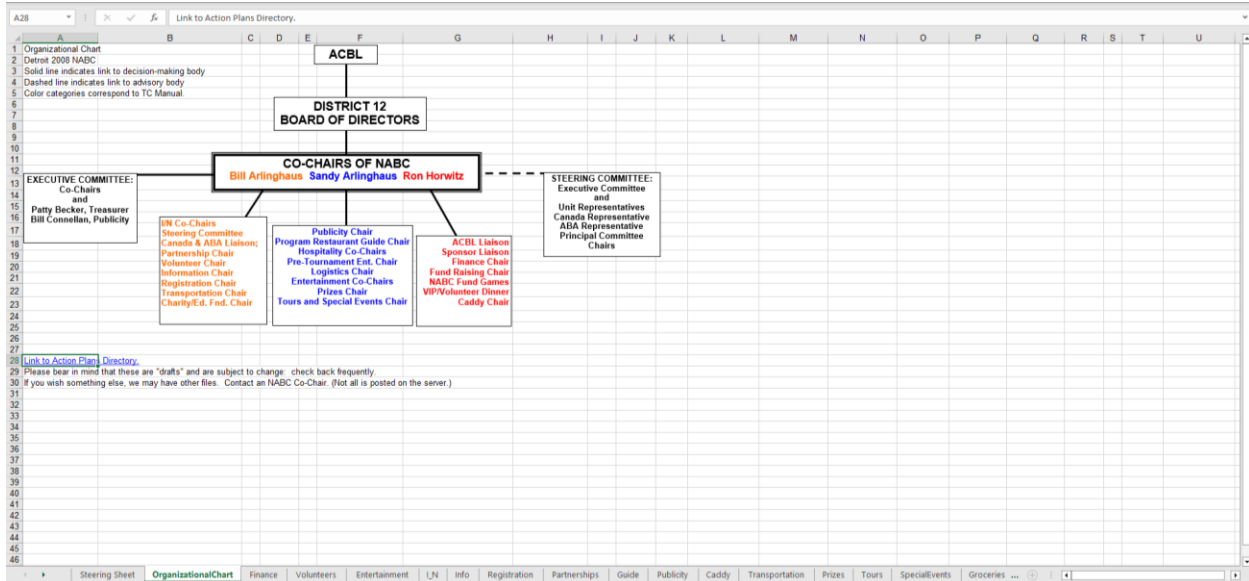
This committee met frequently, as outlined above.

Steering Committee

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Saturday, March 1, 2008	Sunday, March 2, 2008	Mond:
Arlinghaus check into hotel and work at setting up Special Events area. ACBL arrives: deliver registration bags to Special Events area. Documents from Convention Bureau arrive. GENERAL STATEMENTS Shuttle program—general statement Buses leave remote lots 9:00a.m. for RenCen Buses leave RenCen for remote lots at midnight. Remote lots Fairlane Mall, Evergreen and Hubbard Lawrence Tech, Northwestern Hwy and Civic Center Dr. Deposits must be made in advance. Cost: \$x. Two 15 passenger vans, available throughout. Used for tours; driven by bridge players. General to do: 1. Acquire short-term cell phones for key personnel. Newman and Monro. 2. Work out a schedule so at least one NABC co-chair is on call at all times. Determine timing for guides and nature of gear to identify them.	Work begins in stuffing registration bags. Set up of Special Events Area (Arlinghaus Suite) is completed for use through Friday, March 7.	Board of Director Tour for BOB gui Tour of Henry Fo Leave hotel at 8: Luncheon provid Tour of RenCen Continue bag-gh Rumethart, Dero Swarhout and M

Steering Sheet/Layer.



Organizational Chart Sheet/Layer.

Committees

In what follows, NABC Co-Chairs (NCC) are given by initials. Listed volunteers 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. The master chart was created, 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. The order of these committees corresponds to the order within the ACBL book on how to plan a tournament. In the ‘Action Plans’, verb tense is mostly in the present.

Finance

Sheet Layer

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1 TO DO																			
2 Green highlighter: In progress																			
3 Yellow highlighter: Status unknown																			
4																			
5 Maintain all financial records																			
6 Report regularly on finances to Exec.																			
7 Pay bills and process contracts as they come in																			
8 SEE ACTION PLAN FOR DETAIL																			
9 Fundraising action plan																			
10																			
11 2008 Detroit Nationals—from RH_0407																			
12 There are shifts in distribution that are in process																			
13																			
14 Budget																			
15																			
16 Revenue																			
17 ACBL (firm)		100000.00																	
18 Regional surcharge		26000.00																	
19 NABC Fund games		9000.00																	
20 Fund raising (net of expenses)		65000.00																	
21 Investment income		2000.00																	
22 Unit subsidies		50000.00																	
23																			
24 Total revenue		252000.00																	
25																			
26 Expenses																			
27 Player entertainment		40000.00																	
28 Food at games		93000.00																	
29 Internet, new-comer promo		10000.00																	
30 Senior promo		2000.00																	
31 Parking reimb.		5000.00																	
32 Player transportation		16000.00																	
33 NABC Club subsidy		10000.00																	
34 Publicity		10000.00																	
35 Decorations		2000.00																	
36 Volunteers (free plays etc)		20000.00																	
37 Pre-tour VIP		3000.00																	
38 Contingency		25000.00																	
39 Welcome bag (regist.)		25000.00																	
40																			
41 Total expenses		252000.00																	
42																			
43 Rev. 4/07																			
44																			
45 August, 2007																			
46																			
47 Funds already committed:																			

Finance Sheet/Layer.

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

Action Plan

FINANCE ACTION PLAN

The Co-Chairs of Finance work closely on all aspects of financial and budgetary matters with NABC Co-Chair Horwitz; Bill Connellan. All were professionals with vast experience in fiscal matters in a wide variety of contexts. Patty was appointed to the post of Treasurer three years out by the Co-Chairs. Shortly thereafter, she was also asked to serve as a member of the five-person Executive Committee (including the three co-chairs and the Publicity Chair). The Executive Committee met frequently to discuss all manner of tournament progress and Patty and Allan kindly shared their office conference room as a meeting place; that way, all computer records concerning financials were readily available during meetings. 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.

As of three-years-out, RH prepared a general budget for the entire tournament. The philosophy was to have a general picture of allocation in order to create a balanced

pattern of expenditure. It was not prudent to post this material on a public website. The material was shared, early on, with the District in a meeting where they had the opportunity to ask questions. Patty and Allan, with general oversight by RH, prepared regular, detailed financial pictures of our bank account, interest, investment issues, and expenditures--prior to Executive Committee meetings. As of one-year-out, RH requested draft "action plans" from all Committee Chairs (Co-Chairs) with budgets as detailed as possible so that a more detailed general picture of the entire tournament could be created in a balanced fashion.

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 made things much easier.

FUND RAISING ACTION PLAN

ACTIVITIES:

The Executive Comm. of the NABC decided on fund-raising devices.

1. 3/2/1 years before: Conduct NABC Fund games in District 12 clubs
2. 3 years before: Got agreement from District 12 board for regional entry fee surcharge to support NABC.
3. Two years prior – Secure:
 - a. tournament sponsor
 - b. support from District 12 units
4. 12-18 mos. Prior – secure program book sponsor

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5. 1 year before: launch sale of day and event sponsorships.

RESULTS:

1. NABC Fund Games held one week in August throughout District 12 in 2005/6/7.
2. The District 12 board approved a \$1 entry surcharge in all of their regionals.
3. a. In Nov. 2005, Compuware Corporation agreed to be the tournament sponsor for \$50,000.
b. Units 137 and 203 each agreed to provide \$25,000 of support.
4. Sponsorship sales launched in April, 2007. Articles appeared in Newsletters of Units 137 and 203.

BUDGET REQUIRED:

Maximum of \$500 to support fund raising activities.

Assistance from NABC Co-Chairs

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

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- 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.

Financial Report from Patty and Allan Becker, Co-Chairs

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.

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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 underwritten
Pre-tournament VIP	4,000	10,605	Incl. cost of vans
Welcome bag and prizes	25,000	14,188	
Publicity	10,000	8,499	

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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 returned to donating units

pcb 6/25/08

Volunteers

Sheet Layer

The layer for this committee, in the master spreadsheet, was quite extensive. The goal was to provide quick and easy reference along with contact information. The capability to get in touch, immediately, was critical for volunteers. Those without smartphones were provided cheap ones with a temporary usage plan. Most volunteers were easy to reach, one way or another.

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#	NAME	E-MAIL	AREA	PHONE	AREA	PHONE	W	ADDRESS	CITY	CITY2	ZIP	STATE	COMMITTEE	COMMITTEE	COMMITTEE	COMMITTEE	COMMITTEE	COMMITTEE
16	Abrams, Howard B	howe@abrams@cyagen.net		248 543-7272		25203 Sherwood Dr		Huntington Wd			48070 MI		Entertainment/M					Steering
17	Abramson, Marcy	marcy@abramson@tesrasas.com		248 646-3967		marcy@aol.com		30560 Woodgate Dr			48076 MI		Publicity		Prizes		Program/Restaurant Guide	Steering
18	Altman, Sandy	saltman37@yahoo.com		248 851-1519							48104 MI							Steering
19	Arlinghaus, Bill	bill@arlinghaus@tu.edu		248 304-3685		1964 Boulder Drive		Ann Arbor			48104 MI							Steering
20	Arlinghaus, Sandy	sarlinghaus@umich.edu		734 975-0246		734 761-1367		1964 Boulder Drive			48104 MI							Steering
21	Bau, Alan	alanbau@amartech.net		269 372-9299		8487 W O Ave		Kalamazoo			49009 MI		Undeclared					Steering
22	Becker, Allan	agbecker@umich.edu		248 355-2428		248 354-6520		28962 Walnut Grove Ln			48034 MI				Prizes		Finance	Steering
23	Becker, Patty	pbecker@umich.edu		248 355-2428		248 354-6520		28962 Walnut Grove Ln			48034 MI							Steering
24	Beckman, Dorothy	db@met@aol.com		734 340-4055		47781 Vista Circle S		Canton			48188 MI							Steering
25	Bell, Joyce	bjbell@theblance.net		248 542-2248							48105 MI		Hospitality					Steering
26	Blake, Draxton	draxton@theblance.net		734 332-9277		1508 Longshore Drive		Ann Arbor			48105 MI		Entertainment/M					Steering
27	Brown, Sally Ann	sannast2@aol.com		248 652-1086		1363 Seville Rd		Rochester Hills			48309 MI		Publicity					Steering
28	Brown, Terry T	tb0555@aol.com		248 652-1086		1363 Seville Rd		Rochester Hills			48309 MI		Publicity					Steering
29	Burke, Ross	rossburke@hotmail.com		248 642-2153									Undeclared					Steering
30	Buskirk, Dave	dbuskirk@aol.com											Undeclared					Steering
31	Candela, Aaron	acandela@advancecapitalonline.com		734 722-1872		11 Boulder Lane		Bloomfield Hills			48304 MI							Steering
32	Cappelli, Bob	bcappelli@aol.com		248 594-4793									Undeclared					Steering
33	Carman, Dennis	thedog@aol.com											Undeclared					Steering
34	Chaney, Clarely												Undeclared					Steering
35	Chessa, Mary Jo	gajgs848@aol.com		313 882-9394		656 Lincoln Rd		Grosse Pointe			48230 MI							Steering
36	Christian, Sylvia	schristian@aol.com		248 527-6609		25648 Southwood Dr		Southfield			48075 MI							Steering
37	Clerkin, Dennis	dennisclerkin@yahoo.com		812 323-0999							IN							Steering
38	Clerkin, Jerry	jclerk@insight kb		812 332-2449							IN							Steering
39	Cornellan, Bill	bcornellan@comcast.net		248 601-0719		1267 Putnam Cir		Rochester			48307 MI		Publicity					Steering
40	Cook, Lynne	lynnec74@aol.com		734 281-2022		18527 Chatham St		Wyandotte			48192 MI		Hospitality					Steering
41	Crane, Michael	None		248 981-1038		41509 Bedford		Canton			48187 MI		Pre-tours		Undeclared			Steering
42	Dandeman, Sybil			248 358-0817									Undeclared					Steering
43	DeWitt, Deborah	deb@de@comcast.net		734 994-0236		1815 Northbrook Dr		Ann Arbor			48103 MI		Undeclared					Steering
44	Donelson, Ken	kdonelson@comcast.net		734 452-2740		45825 Spinning Wheel Dr		Canton			48187 MI		IN					Steering
45	Dow, Stuart	stuart@amartech.net		313 610-8897		61 Mwakola		Grosse Pointe			48236 MI		Publicity					Steering
46	Dreksis, John	jdreksis@yahoo.com		248 626-5864		32521 Olive Franklin Dr		Farms			48334 MI		Undeclared					Steering

Volunteers Sheet/Layer.

Volunteers: Kathy Newman and Rhonda Monro, Co-chairs. NCC: BA, SA

Committee Members: Ken Donelson, Stuart Dow, Greg Platt, Janet Wells

Action Plan

PROFILE OF CO-CHAIRS AND DESCRIPTION OF DUTIES

Fifteen months in advance, Kathy Newman and Rhonda Monro were appointed Co-chairs of this committee. Each had an extensive network of local bridge contacts and each was active at all levels of the bridge community: club games, sectional and regional tournaments, and NABCs. They were both outgoing and willing to recruit individuals and encourage participation in the event. Their primary activity in advance of the tournament was to add to the base of 100 or so volunteers provided initially by the NABC co-chairs and listed in an Excel spreadsheet on the website (with contact information).

ACTION PLAN

- Offer input to the NABC co-chairs on volunteer appreciation matters and coordinate not only with them but also with hospitality on volunteer wishes—plans were developed following ACBL visit.
- Make suggestions on how to identify volunteers, following ACBL visit—budget of \$1000 for some item for each volunteer.
- Keep a list of names and contact information for each volunteer: do in conjunction with webmaster on a continuing basis.
- Maintain a list of jobs to be filled and so forth, as a card file. Keep as a backup file—each co-chair maintains an identical file that matches key elements of the spreadsheet—set up the mechanics 3 months in advance; maintain a schedule of volunteers—2 months in advance of the NABC.
- Help to staff committees on an as-needed basis.

Incidental and unforeseen Expenses: \$500.

Total estimated budget: \$1500

Committee Report from 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 separated 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:

- 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.
- Spreading the word. Kathy and her husband Bert Newman were 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. Routinely checked that all desks were staffed. They filled in where needed, either personally or found other volunteers to do so, on the fly. This element of the job was critical and they did an excellent job in making sure that fresh volunteers were ubiquitous.
2. Made sure that each volunteer had an “Ask Me” button as an identifier.
3. Checked on additional volunteer needs beyond the desks: site navigation, and so forth.
4. Informed 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

was important to have this information passed along in a word-of-mouth mode so that there was no jeopardy, direct or indirect, of the ACBL contract with the hotel.

5. Created and implemented 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.

Assistance from NABC Co-Chairs

Pre-tournament activities

- 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 provided a complete record of all volunteers (as shown in [BigSheet.xls](#)).
- 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 was not reasonable to expect that all who volunteer early on will actually appear, it was 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.

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- 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. There was at least one cell phone number per committee in this data bank.
- SA designed the 4-inch in diameter pinback 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.
- 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:

- 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.
- 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.
- 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).

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These volunteers stood in the motor lobby or main lobby and handed out candy and welcomed people to Detroit.

- SA and Aileen Osofsky helped in the pre-tournament days with registration bags.
- 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.
- SA was in touch via cell phone at least once per day with Kathy and also often in the suite in 6910.

Entertainment

Sheet Layer

event	sess	daily total	cum total	Number of people	65% of people	Subtotal at \$5/person	Entertainment Event	Cost	Extra cost	Total
WEDNESDAY 05 MARCH										
1.00 PM NAOP FLIGHT A 1ST QUAL		35	35							General plan with post-game food as suggested by ACBL is to allocate an amount and then work with the hotel folks to see what they can make.
7.30 PM NAOP FLIGHT A 2ND QUAL		35	70	140	91.00	455.00				So Marilyn will have a lot of input in that way.
THURSDAY 06 MARCH										
1.00 PM NAOP FLIGHT A 1ST FINAL		14	14							Also, she and others will have a chance to be creative in the volunteer suite.
1.00 PM INTERNATIONAL 299ER PAIRS		14	28							The ACBL will give us advice on how to bring food into the volunteer suite.
1.00 PM INTERNATIONAL FUND PAIRS		60	88							
7.30 PM NAOP FLIGHT A 2ND FINAL		14	102	56	36.40					
7.30 PM FOUNDATION OPEN PAIRS		75	177	300	195.00					
7.30 PM FOUNDATION 299ER PAIRS		11	188	44	28.60					
7.30 PM FOUNDATION BRACKETED KO 1 OF 4		75	263	300	195.00	2275.00	Dream Team			
FRIDAY 07 MARCH										
9.00 AM FOUNDATION BRACKETED KO 2 OF 4		40	303							We need to find out from the hotel if we can have stuff from the outside and if so, what surcharge they would put on it. For example from Sanders, from Lafayette Coney Island, from Greentown, from Dearborn (hummus...) and so forth.
9.00 AM AM SIDE SERIES PAIRS 1 OF 3		13	316							
9.00 AM 299ER PAIRS		20	336							
10.00 AM STRATIFIED DAYLIGHT PAIR 1 OF 2		21	357			273.00				We also need to find out if it's ok to have the mime/singers circulate where the food is being served...
1.00 PM NABC+ OPEN PAIRS 1ST QUAL		142	499							
1.00 PM STRATIFIED PAIRS 1 OF 2		24	523							
1.00 PM FRI-SAT BRACKETED KO 1 OF 4		140	663							
1.00 PM FRI-SAT SIDE SERIES PAIRS 1 OF 4		16	679							
1.00 PM 299ER PAIRS		27	706							
1.00 PM O-S PAIRS (tee)		10	716							
3.00 PM STRATIFIED DAYLIGHT PAIR 2 OF 2		22	738							
7.30 PM NABC+ OPEN PAIRS 2ND QUAL		142	880	560	365.20					

Entertainment Sheet/Layer.

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

Action Plan

Folks who needed direct access to the hotel planner were Howard, Don and Judy, Freda and Braxton, Marilyn, and Beverly.

ROLES OF PERSONNEL

HOWARD ABRAMS

Howard manages and arranges all aspects of the Motown performance. In addition, he works with the hotel to determine requirements for all acts and

coordinates with other key committee members to make sure that each act goes smoothly. Thus, he works with Freda Herseth and Braxton Blake on matters relating to the U of M material. He coordinates with Zeke and Judy and Don in regard to the original show. He coordinates with Judy in regard to the Detroit Opera, the Chenille Sisters, Jeff Daniels, Mosaic Youth Theater, mimes, and magic. He coordinates with Sandy in regard to a clown.

MARILYN MADDOX

Marilyn is in charge of all food to be brought into the hotel. She and committee members prepare or bring food for all side-room events not serviced by the hotel food service. These include the caddy room and the volunteer suite. Marilyn, together with input from Beverly and Sandy, selects food from the hotel for players.

BEVERLY RIORDAN

Beverly works directly with Sandy to see that coordination of all entertainment events work properly: that music and food coordinate; that the caddies have adequate food/drink supplies in their area; that the volunteer suite is adequately supplied, that the Opening Ceremony is prepared. She helps staff the volunteer suite (by sitting there and welcoming people) when she is not playing bridge or otherwise occupied. Beverly also works with Sandy on decorations (flowers, balloons, and so forth).

GENERAL OUTLINE

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Monday, March 3. Luncheon party in Volunteer Suite for Guests of Directors 4:00-6:30p.m.

Tuesday, March 4. Wine and Hors D'Oeuvres party in Volunteer Suite for Guests of Directors 4:00-6:30p.m.

Wednesday, March 5: Bag-stuffing in Volunteer Suite; snacks and soda pop.

Thursday, March 6: Possible fund raiser, at Compuware. [The Mayor and the Governor (DR has source) present donations to charity. Serve food and drink from the hotel. Mime entertainment (JDR has source for this, Olia Anderson and someone else who studied with Marcel Marceau).] Thursday after the game. Food from the hotel. UM singers.

Friday, March 7: Food after the game from the hotel. Original show (Gilbert and Sullivan base or whatever) by and performed by bridge players. Zeke Jabbour, Judy Dow Rumelhart, Don Rumelhart, Connie Behrens, Jim and Larry.

Saturday, March 8: Food after the game from the hotel. Music from University of Michigan students: ["A Hand of Bridge" Samuel Barber;] Strolling singers.

Sunday, March 9. Food after the game from the hotel. Original show (Gilbert and Sullivan base or whatever) by and performed by bridge players. Zeke Jabbour, Judy Dow Rumelhart, Don Rumelhart, Connie Behrens, Jim and Larry. .

Monday, March 10. Food after the game from the hotel. UM singers

Tuesday, March 11. Food after the game from the hotel. The Contours.

Wednesday, March 12. Food after the game from the hotel. Jeremy Kittel

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Thursday, March 13, Food after the game from the hotel. The Miracles without Smokey Robinson

Friday, March 14, Food after the game from the hotel. UM singers and door prizes.

Saturday, March 15, Food after the game from the hotel. UM singers and door prizes.

Sunday, March 16, Food after the game from the hotel. Door prize of a car, car-lease, or some biggy.

See associated spreadsheet for detailed cost analysis. The general idea is that Marilyn consults with the hotel, tells them how much is allocated for the day and has the hotel figure out what works best...as per the suggestion of Jeff Johnston. The Volunteer Suite is hosted on a daily basis by Beverly Riordan during times when there is no play. By others at other times (such as by Bill or Sandy).

Committee Report from 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 assist both the I/N committee and the District Director in preparing receptions. They also assist 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 works with SA and BA to suggest some content for events. She wanted, in particular, 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 at 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 homemade 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 has 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, homemade 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 hot dogs and 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 was a professor of Law at The University of Detroit/Mercy. Howard was 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.



Bill helps Ron with a new Goodwill pin as Howard looks on. Goodwill banner in background notes that "It's nice to be important, it's more important to be nice!"

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 was a graduate of The University of Michigan School of Music and was 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

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 in Appendix: 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

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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.



Michael Lowney and Jessica Hershberg, a capella singers, University of Michigan students of music.

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Shady the Clown—strolling entertainment

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 his 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 than 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’ cream puffs 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.

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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

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Event Planning Using Spatial and Temporal Master Plans: A Detroit Case Study

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

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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).

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Suite 6910; Pre-tournament event



Frog platter, Suite 6910.

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

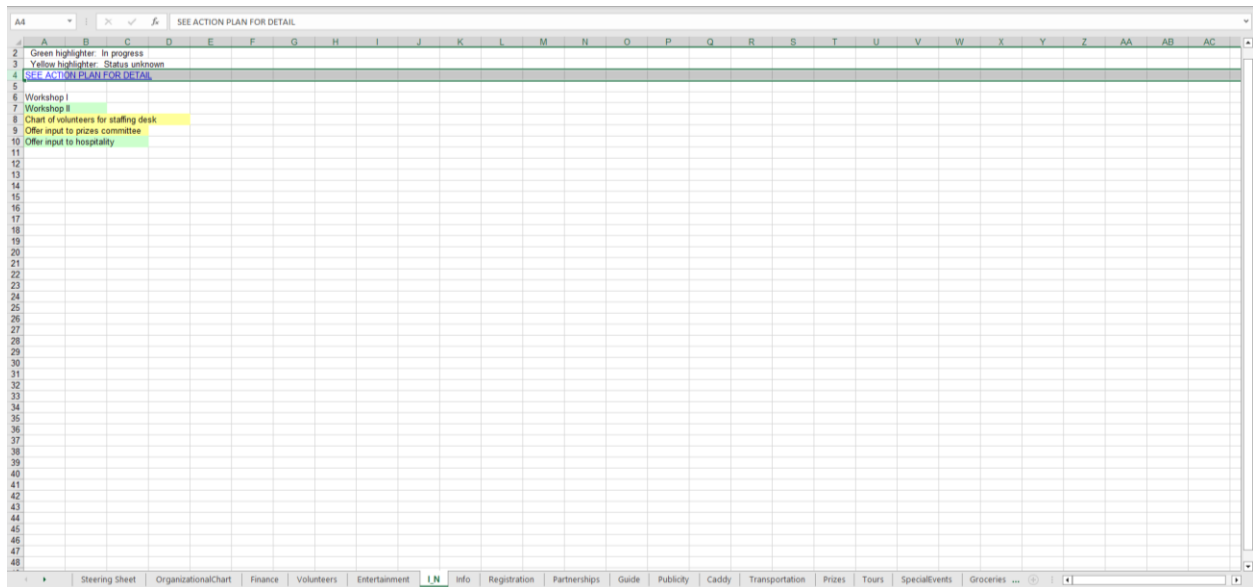
food after the game. He worked on the first Friday and first Saturday and also on the second Friday and second Saturday.

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 above: 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.

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Intermediate/Novice

Sheet Layer



Intermediate/Novice Sheet/Layer.

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 Hoher, Jakob Kristinsson, Dick Mydloski, Greg Platt,
Don Rumelhart, Mary Smith, Donna K. Tope, Kathy Twomey, Jerry Viedrah, Bonnie
Ward, Bob Webber, Willie Winokur

Action Plan

Beverly Gardner and Gail Hanson were appointed Co-chairs of the Intermediate/Novice

Committee. Both had extensive experience in working with, and encouraging, new and intermediate players. Gardner, in particular, had run numerous games throughout the Detroit Metropolitan region for many years. She is the widow of Tom Gardner, loved by generations of Detroit area players for his inspiration of new players.

General Planning and Input from Outside Detroit:

Initial reference is to the ACBL Manual. In addition, such general planning was done with insight from direct ACBL contact and from I/N contacts in various parts of the country:

- Julie Greenberg, ACBL Manual; mentoring and other programs.
- Judy Cotterman, see ACBL Manual; mentoring, etc.
- Dan Morse, district director from Texas (many successful NABCs in his district), sent the following material:

I think our unit IN Chairperson would be a good person for information about mentoring or other programs for increased membership, her name is Joyce Ryan. I have found her to be a very helpful person and I am sure she will help you in any way she can.

- Donna Coker, Tournament Director, ACBL. Leading I/N person, St. Louis (the St. Louis tournament was very successful in recruiting I/N players; the NABC drew 10,232 tables). She suggested:
 - Put I/N people on real committees, such as Registration and Partnerships...involve them directly in the running of the tournament

and they will come and encourage others to come. Their direct encouragement of other I/N folks will mean more than anything from anyone of us.

- Get one (or more) I/N person, comfortable with people, to serve as a “rover” so that no one is ever turned away for lack of a partner.
- Aileen Osofsky, National Goodwill Director was a fine source of many interesting ideas and had wide-ranging experience over many years in implementing them.
- Have Club Directors try some of these ideas at games that are not currently well-attended? 8 is enough--Swiss team idea, suggested in St. Louis at Board of Governor's meeting (woman who suggested it found these games to be tremendous attendance boosters). Aileen Osofsky liked it so well that she had the person who mentioned it explain the idea to the group at the Goodwill dinner. Here it is: No team may have more than 8 points, where points are determined by level of four players:

A player counts 3 points B player
counts 2 points C player counts 1
point.

Thus, a team may have, for example, a pair of A players and a pair of C players; or, an A/B pair and a B/C pair; or four C players; or four B players; but not 4 A players. This process gives hope to teams that might otherwise feel that things are stacked against them and it also promotes interaction across the various strata and gets folks to know each other (have less fear of each other).

- Harriette Buckman, District Director including Chicago, was very helpful. Harriette was also the ACBL liaison with the ABA. Sylvia Christian, a member of our Steering Committee, was the ABA liaison with the ACBL. Thus, District 12 was particularly well-poised to interact with the ABA.
- Morrie Kleinplatz: contact with his helpful local club director

More Specific Planning:

Prior to the NABC, the IN Committee ran a one day clinic from 9:30 to 2:30 or 3:00 up to six months or so before the NABC. They rented a room in a community center or hotel. The Troy Community Center was the most central and reasonable. They wanted to have "stations" (or areas) of study in one big room. Tables were set up at each station and instructors or experts there gave a short speech before students played. Station time was about 30 minutes with 10 minutes or so between. The participants went from station to station to gain information that they needed or looked into something that interested them. It was geared for the non ACBL member so some stations were: filling out a CC, how to use a bidding box, or table presence and director calls. But we also had info for the member-novice who wants to improve. So doubles, overcalls etc are also possible stations. Thus, we had stations of information ranging from Doubles to Defense to Whatever. Jakob and Gail were both willing to run a station but were unsure how to proceed.

Beverly wanted promotional items and noted, that she thinks poker chips will work out

quite well for the "coins". The needed artwork is 1.55 inches round. Probably just text will work best so that it is clear and easy to read. She envisions that the coin will be attached to a card with the detailed info. What is needed on the coin (poker chip) is a clear message of the dates and events that they qualify for (five cents extra per chip gets printing on both sides of the coin).

Kathy Newman (Co-Chair of the Volunteer Committee) noted at the St. Louis NABC that she had been recruiting bridge "star" volunteers and hoped that some of them, at least, would be involved in I/N events in some way. Kathy was heavily encouraged also to interact directly with the I/N Committee regarding planning for that committee.

Anticipated Costs:

- Site for running pre-tournament clinics
- Advance mailings
- Promotional items

Links of Secondary Importance

A search in Google turned up many links to what I/N groups are doing all over the country.

Committee Report from 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, in the zip file of all tournament planning documents, a variety of associated selected material already written about this innovative and successful program for drawing new players into the game: Sample flyer, [nabcworkshopflyer.pdf](#); Detroit Bridge Workshops, [bridge_workshops.pdf](#); The Bridge Teacher, A Newsletter for Teachers, [Bridge-Teacher-2007-12-01.pdf](#); SOMBA Newsletter, [07_11_somba_newsletter.pdf](#).

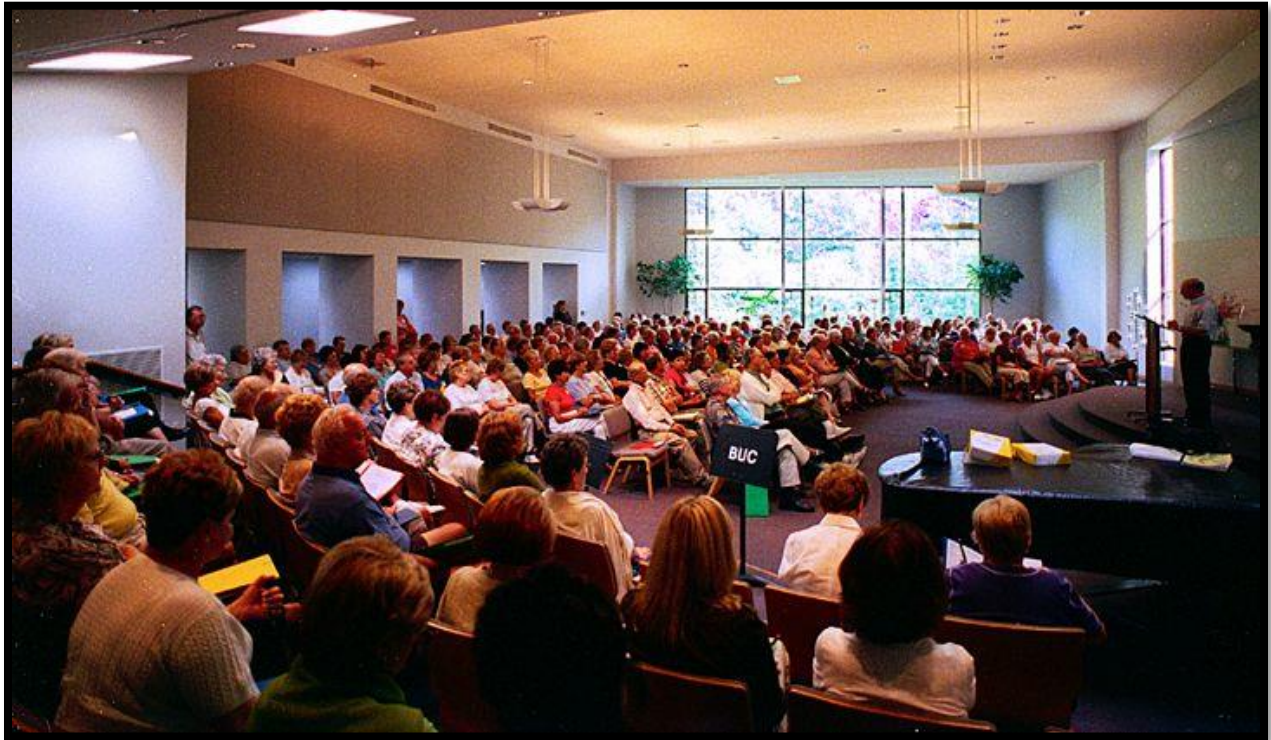
The results from their workshop efforts were splendid—there were about 100 tables more than projected at the tournament coming directly from these efforts. While that total was a tiny fraction of what is needed at an NABC, it is a newly growing segment of the District 12 bridge player base that may be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

Assistance from NABC Co-Chairs

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 was far more than a mere paragraph can indicate—but, it was worth it. New players are critical, especially young ones, to the continuation of the game.

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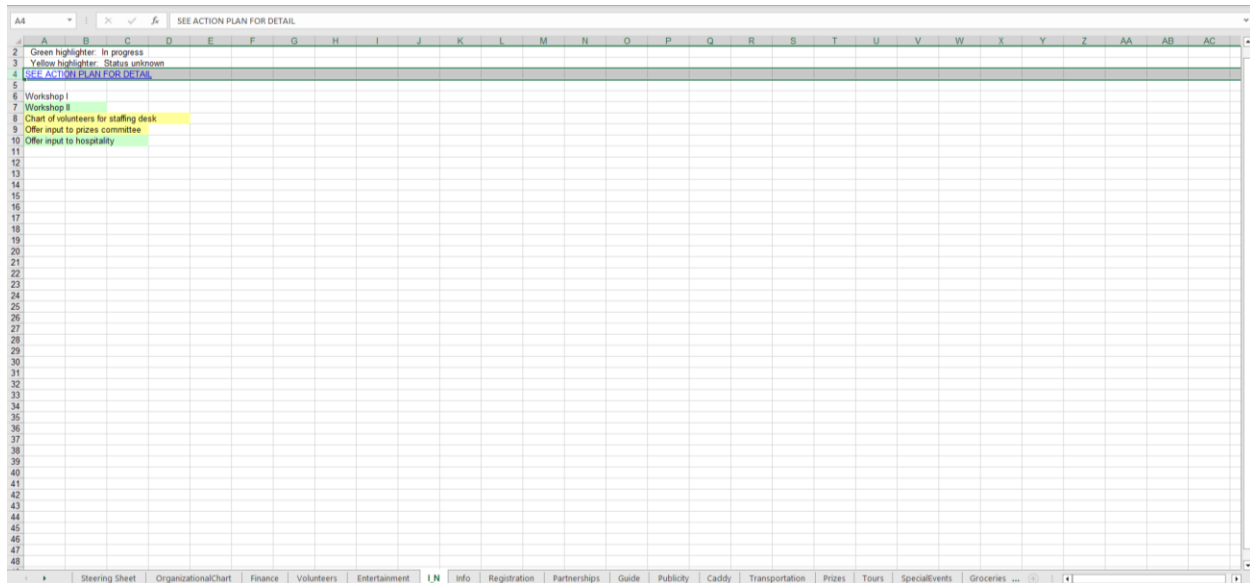


Ron Horwitz speaks to I/N group.

Information Desk

Sheet Layer

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Information Desk Sheet/Layer.

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

Action Plan

PROFILE OF CHAIR AND DESCRIPTION OF DUTIES

Clerely Chaney and Bob Cappelli were appointed Co-Chairs of the Committee by the Tournament CoChairs 12 months in advance of the event. Each had a friendly, outgoing personality—of key importance for this committee. They had varying familiarity with the Detroit metro region but each had considerable experience with bridge tournaments and with

giving direction and guidance. They were willing to have their contact information widely distributed to maximize contact opportunities. It was important to have at least one of the co-chairs of this committee have, and use, e-mail and a cell phone. Cappelli had that capability. The Co-chairs will need to familiarize volunteers, on a daily basis, with the locations of events, entertainment, restrooms, selling location, parking, and transportation. The volunteers will need to have a good picture of the hotel itself and of the entire navigational system within the Renaissance Center. The Co-Chairs will need to work with other committee chairs to become familiar with their situations. In particular, the Co-Chairs will need to work well with the Registration Committee Co-Chairs to make sure that Registration volunteers can also answer questions from players. The Co-Chairs will need to schedule volunteers for the desk so that there is always at least one member of this committee available to bridge players (more at busy times) as below. Finally, one of the Co-Chairs will need to attend all planning meetings during the tournament. At least one of the Co-Chairs will need to read the local website on a regular basis and internalize much of what is on it. That Co-Chair will also need to be prepared to answer questions concerning the website.

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 staffed by this committee. 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 co-chairs, 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.

PERSONNEL ISSUES

Suggested hours of operation at the Marriott:

Thursday	4:00 - 9:00 p.m.	2 volunteers
1 st Friday - 2 nd Saturday	9:00 a.m. - 8:00 p.m.	2 volunteers
2 nd Sunday	9:30 a.m. - 1:00 p.m.	1 volunteer

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.

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 often may easily be recruited on site.

Combining the information desk and staffing with the prize desk and registration desk can

work well. 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 new to NABCs.

The information chair must "know everything." Typically, the ACBL staff will conduct an orientation tour during mid-afternoon on the first Thursday. We are suggesting earlier tours in advance as even local folks are not familiar with downtown Detroit, with the People Mover, with RenCen, and with the Marriott. It is a must that the information chair and at least a few members of the information committee participate in all advance tours and the ACBL tour. 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. Information co-chairs also need to 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. It will also be helpful to have a network of key cell phone numbers programmed into cell phones.

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.

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. 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 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 day 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.

Miscellany: Any number of items might come up; for example, in the past the information desk has sold leftover red shirts used to mark volunteers.

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.

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.

Sample of an Information and FAQ sheet in addition to the substantial set of information supplied by Convention Bureau and others—must carry the local website

URL: <http://www.Detroit2008NABC.org>

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

INTERNATIONAL INFORMATION ABOUT CANADA.

Passport requirements

Drug issues

Casino issues

Legal age issues

Sex-offense related issues.

Bringing stuff back with you.

PLAN FOR ACTION: WHAT AND WHEN

1. Meet with committee at RenCen in the Winter Garden—combine this trip with the next four items below, all listed for the same time frame.	By July 1, 2007
2. Tour the Marriott	By July 1, 2007

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3. Tour RenCen	By July 1, 2007
4. Take the People Mover	By July 1, 2007
5. Find out what materials are available from RenCen, the People Mover, the Marriott and the Convention Bureau; pick up samples (at least 2 of each)—give one to Sandy.	By July 1, 2007
6. Take background tour of Detroit with Mitch Rycus from the Tours committee. It maybe that another from the convention bureau would be good, as well. One advantage to this plan is to have inter-committee opportunities to get to know folks.	By Sept. 1, 2007
7. Become familiar with Action Plans from other committees, especially Registration and Program and Restaurant Guide.	By Sept. 1, 2007
8. Create chart for volunteers according to suggestions from ACBL above; work with Volunteer Committee to ensure an adequate number of volunteers and discuss with Registration, Prizes, and Program and Restaurant Guide Committees the possibility of sharing desks and volunteers. Program cell phones to reflect volunteer database for this committee.	By Oct. 1, 2007
9. Determine issues involving Canadian regulations of various sorts in conjunction with NABC Co-Chair. Prepare handout on this topic using Microsoft Word for Windows. Give electronic file to Sandy.	By Oct. 1, 2007.
10. Use phone books and other materials, and field-check the information, concerning stores, churches, and so forth. Coordinate with Marty Hirschman on the task. Prepare handout on this topic using Microsoft Word for Windows Give electronic file to Sandy.	By Nov. 1, 2007.
11. Order current printed free materials from RenCen, the Marriott, and the Convention Bureau in sufficient quantity for the Information Desk and coordinate with the Registration Committee for inserts into the Registration bag. Order 5000 of each; 3500 for the bags and 1500 for the desk; determine the correct numbers to order based on guidance from ACBL (through CoChair). Store materials in someone's garage (Sandy's perhaps).	By Nov. 1, 2007
12. Check information obtained earlier concerning handout we produce as an Information and FAQ sheet.. Send changes to Sandy, too. Produce an "errata" sheet. Order printed materials—7000 (determine correct number).	By Feb. 1, 2008
13. Formulate list of frequently asked questions with answers and create poster for display on an easel. Check on particulars required for obtaining an easel and for the need for poster board.	By Feb. 1, 2008.
14. Coordinate with "human signpost team"	By March 1, 2008
15. Be available the four days ahead of the tournament; get to know key ACBL staff; learn where key people are staying in the hotel and program cell phones as needed; help with bag stuffing at the Marriott.	March 2March 5, 2008

BUDGET

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1. Meet with committee at RenCen in the Winter Garden—combine this trip with the next four items below, all listed for the same time frame.	\$150 for gas, lunch, parking for 4 who carpool in.
2. Tour the Marriott	Free
3. Tour RenCen	Free
4. Take the People Mover	Include in the \$150 above
5. Find out what materials are available from RenCen, the People Mover, the Marriott and the Convention Bureau; pick up samples (at least 2 of each)—give one to Sandy.	Free
6. Take background tour of Detroit with Mitch Rycus from the Tours committee. It maybe that another from the convention bureau would be good, as well. One advantage to this plan is to have inter-committee opportunities to get to know folks.	\$50 for gas (current fed. Rate) for one car to hold four people.
7. Become familiar with Action Plans from other committees, especially Registration and Program and Restaurant Guide.	Free
8. Create chart for volunteers according to suggestions from ACBL above; work with Volunteer Committee to ensure an adequate number of volunteers and discuss with Registration, Prizes, and Program and Restaurant Guide Committees the possibility of sharing desks and volunteers. Program cell phones to reflect volunteer database for this committee.	Free
9. Determine issues involving Canadian regulations of various sorts in conjunction with NABC Co-Chair. Prepare handout on this topic using Microsoft Word for Windows. Give electronic file to Sandy.	Free
10. Use phone books and other materials, and field-check the information, concerning stores, churches, and so forth. Coordinate with Marty Hirschman on the task. Prepare handout on this topic using Microsoft Word for Windows Give electronic file to Sandy.	Free
11. Order current printed free materials from RenCen, the Marriott, and the Convention Bureau in sufficient quantity for the Information Desk and coordinate with the Registration Committee for inserts into the Registration bag. Order 7000 of each; 3500 for the bags and 3500 for the desk; determine the correct numbers to order based on guidance from ACBL (through Co-Chair). Store materials in someone's garage (Sandy's perhaps).	Free.
12. Check information obtained earlier concerning handout we produce as an Information and FAQ sheet.. Send changes to Sandy, too. Produce an "errata" sheet. Order printed materials—7000 (determine correct number).	7000 copies at the going rate; \$350 at a nickel each.

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13. Formulate list of frequently asked questions with answers and create poster for display on an easel. Check on particulars required for obtaining an easel and for the need for poster board.	\$100 for supplies of various kinds.
14. Coordinate with “human signpost team”	Free; use e-mail.
15. Be available the four days ahead of the tournament; get to know key ACBL staff; learn where key people are staying in the hotel and program cell phones as needed; help with bag stuffing at the Marriott.	Parking and gas: \$50.
Incidental and unforeseen expenses.	\$300

Total estimated budget: \$1000.

Committee Report from 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.

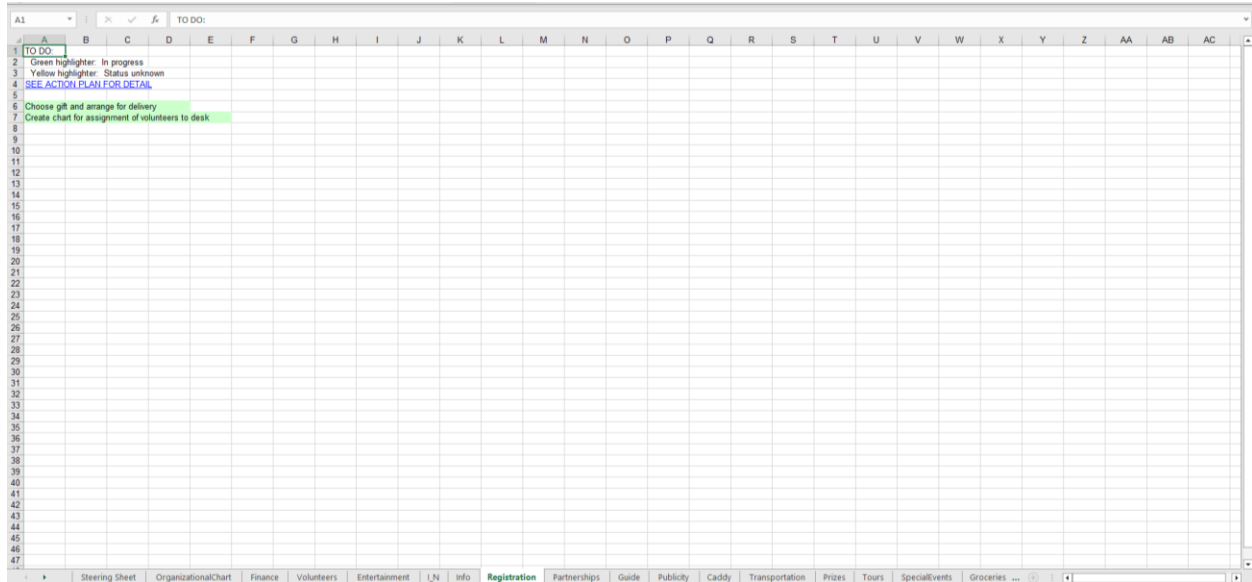
Assistance from NABC Co-Chairs:

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- 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. See the Appendix for a link to a .zip file and samples.

Registration Desk

Sheet Layer



Registration Desk Sheet/Layer.

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

Action Plan

PROFILE OF CHAIR AND DESCRIPTION OF DUTIES

Joanne Molt and Bob Varty were appointed Co-Chairs of the Committee by the Tournament CoChairs 9 months in advance of the event. Each had a friendly, outgoing personality and had

experience organizing people to function together on a variety of tasks—of key importance for this committee. Each had considerable experience with bridge tournaments and with giving direction and guidance to volunteers in a variety of contexts. They were willing to have their contact information widely distributed to maximize contact opportunities and were interested in seeing that all works well both before and at the tournament. It is important to have at least one of the co-chairs of this committee have, and use, e-mail and a cell phone—both were adept at modern communications.

The Registration Committee has four broad responsibilities:

The staffing and operation of the registration desk.

- Staffing. A large number of volunteers is needed for this committee so the Co-chairs will need to work closely with those engaged in recruitment. They are of course encouraged to recruit on their own, as well, and should report all recruitment both to the Volunteer Co-chairs and also to the webmaster, SA. In any recruitment, get both the e-mail contact information and the phone contact information.
- Operation: The Co-chairs will need to oversee the operation of the registration desk, including the training and scheduling of volunteers. While at the tournament, the Registration Committee Chairs will need to attend all planning meetings. As with all other space allocations, the ACBL staff, with input from the tournament co-chairs, 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.

The process of registration and filing. 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.

- Supplies: ACBL will supply registration cards, pencils, paper bags, signs and gift bags.
- The Registration Card: The card will ask players to indicate if they have fewer than 300 masterpoints to facilitate the distribution of intermediate newcomer registration gifts. Coordination with the intermediate-newcomer chair will be important. Either I/N players should receive a bag especially for newer players, or they should be sent to the separate I/N registration area.
- Filing: Committee members need to alphabetize their cards daily. A simple process, using brown paper lunch bags, has worked well in the past. 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 for the entire alphabet, thus leaving other volunteers free to help folks find people in the rest of the alphabet.

The selection, purchase, and distribution of the registration gift.

- Beyond issues involving logistics at the tournament, the Registration Committee is

- charged with the selection, purchase, and distribution of a registration gift to be given to all ACBL members who register for the tournament. Players are not required to register in order to play. Many, but not all, do register.
- 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 the 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.
 - 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. Those flying on airlines in the current scene may also appreciate a non-metallic gift. 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. Tote bags, duffle bags, and garment bags are examples of recent popular choices. If a tote bag is selected as a registration gift, it may replace the plastic giveaway bag from the next section.
 - Numbers: 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:

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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: Online companies are often good sources. Catalogue companies can be a great source for ideas. Local novelty companies may be a source of ideas and catalogues.
- 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. Current suggestion for Detroit is to have a tote bag as a gift and to raise funds separately so as to keep the 15,000-20,000 in the main fund for the tournament.
- Deadline: 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.

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. Coordinate with the Prizes Committee for donations and coordinate with the ACBL meeting planner and other committees to arrange for stuffing of these bags at the hotel, just prior to the beginning of the tournament.

- 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.

Work with the Information Committee.

- The Co-Chairs will need to work closely with the Information Co-chairs to ensure that Registration volunteers are familiar with answers to possible questions from players. Intercommittee cooperation in recruitment and training is important.
- 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.
- 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:
 - All restrooms.
 - The partnership desk.
 - The various entry-sellers, by event or type (NABC+, Regional, Senior, Limited).
 - 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.
 - Where and how one can get a personal check cashed.

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- At least one of the Co-Chairs will need to read the local website on a regular basis and internalize much of what is on it. That Co-Chair will also need to be prepared to answer questions concerning the website.
- Work with the I/N committee. 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.

PERSONNEL ISSUES

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 – 2 nd Saturday	9:00 – 10:00 a.m.	2 – 3
	11:00 a.m. – 1:00 p.m.	6 – 12 2
	6:30 – 7:30 p.m.	– 3
2 nd Sunday	9:30 a.m. – 12:00 noon	3
	2:00 – 4:00 p.m.	2

Combining the information desk and staffing with the prize desk and registration desk can work well. 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 new to NABCs. It is very helpful

to have a list with room or phone numbers of all key local personnel who are staying at the hotel. It will also be helpful to have a network of key cell phone numbers programmed into cell phones.

Number of Volunteers 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:

There is a database of volunteers maintained online. Feel free to use it and to add to it. Also, coordinate with the Volunteer Committee and with other committees, such as Information and Prizes on recruitment and staffing issues.

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.

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.

PLAN FOR ACTION: WHAT AND WHEN

1. Decide on style of registration in gift in conjunction with NABC Co-chairs. Get costs for gift from various vendors—both local and those with an established track-record of working with the ACBL on NABCs. Coordinate with the meeting planner for references.	April 1, 2007.
2. Decide on plan to pay for gift. Work with Co-chair Horwitz on this.	May 1, 2007.
3. Order gift or get written information from chosen vendor for timing of gift delivery including decisions on whether to store gift or to have it delivered to the tournament.	By July 1, 2007.
4. Meet with key committee members at RenCen in the Winter Garden—combine this trip with the next four items below, all listed for the same time frame. Coordinate with other committees, especially the Information Committee, on this effort.	By July 1, 2007
5. Tour the Marriott	By July 1, 2007
6. Tour RenCen	By July 1, 2007
7. Take the People Mover	By July 1, 2007
8. Coordinate with the Information Committee to find out what materials will be available.	By July 1, 2007

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9. Become familiar with Action Plans from other committees.	By Sept. 1, 2007
10. Create chart for volunteers according to suggestions from ACBL above; work with Volunteer Committee to ensure an adequate number of volunteers and discuss with Information, Prizes, and Program and Restaurant Guide Committees the possibility of sharing desks and volunteers. Program cell phones to reflect volunteer database for this committee.	By Oct. 1, 2007
11. Items to be placed in the registration bag—arrange for gifts or for funds to purchase such gifts. These are small items: candy, crackers, small flashlight, and so forth. Coordinate with the Prizes Committee to begin this effort as soon as possible and have it completed by Feb. 1. Arrange for storage of donated items or for delivery to the tournament directly.	By Feb. 1, 2008
12. Be available the four days ahead of the tournament; get to know key ACBL staff; learn where key people are staying in the hotel and program cell phones as needed; coordinate bag stuffing at the Marriott.	March 2 March 5, 2008

BUDGET

1. Decide on style of registration in gift in conjunction with NABC Co-chairs. Get costs for gift from various vendors—both local and those with an established trackrecord of working with the ACBL on NABCs. Coordinate with the meeting planner for references.	No cost
2. Decide on plan to pay for gift. Work with Co-chair Horwitz on this. Estimated cost is 3500 items at between 5 and 10 dollars each.	Up to \$35,000
3. Order gift or get written information from chosen vendor for timing of gift delivery including decisions on whether to store gift or to have it delivered to the tournament.	No cost.
4. Meet with key committee members at RenCen in the Winter Garden—combine this trip with the next four items below, all listed for the same time frame. Coordinate with other committees, especially the Information Committee, on this effort.	\$150 for gas, lunch, parking and key personnel who carpool in.
5. Tour the Marriott	No cost
6. Tour RenCen	No cost
7. Take the People Mover	No cost
8. Coordinate with the Information Committee to find out what materials will be available.	No cost
9. Become familiar with Action Plans from other committees.	No cost

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10. Create chart, using Excel, for volunteers according to suggestions from ACBL above; work with Volunteer Committee to ensure an adequate number of volunteers and discuss with Information, Prizes, and Program and Restaurant Guide Committees the possibility of sharing desks and volunteers. Program cell phones to reflect volunteer database for this committee.	No cost
11. Items to be placed in the registration bag—arrange for gifts or for funds to purchase such gifts. These are small items: candy, crackers, small flashlight, and so forth. Coordinate with the Prizes Committee to begin this effort as soon as possible and have it completed by Feb. 1. Arrange for storage of donated items or for delivery to the tournament directly.	1,000 for small costs associated with getting donations
12. Be available the four days ahead of the tournament; get to know key ACBL staff; learn where key people are staying in the hotel and program cell phones as needed; coordinate bag stuffing at the Marriott.	No cost—part of hospitality costs
13. Incidental expenses for volunteers and for unforeseen expenses.	1,000

Total estimated budget: between \$2250 and \$37,250 depending on fund-raising for the registration gift.

Committee Report from 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](#) (linked in .mov format as an animated 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

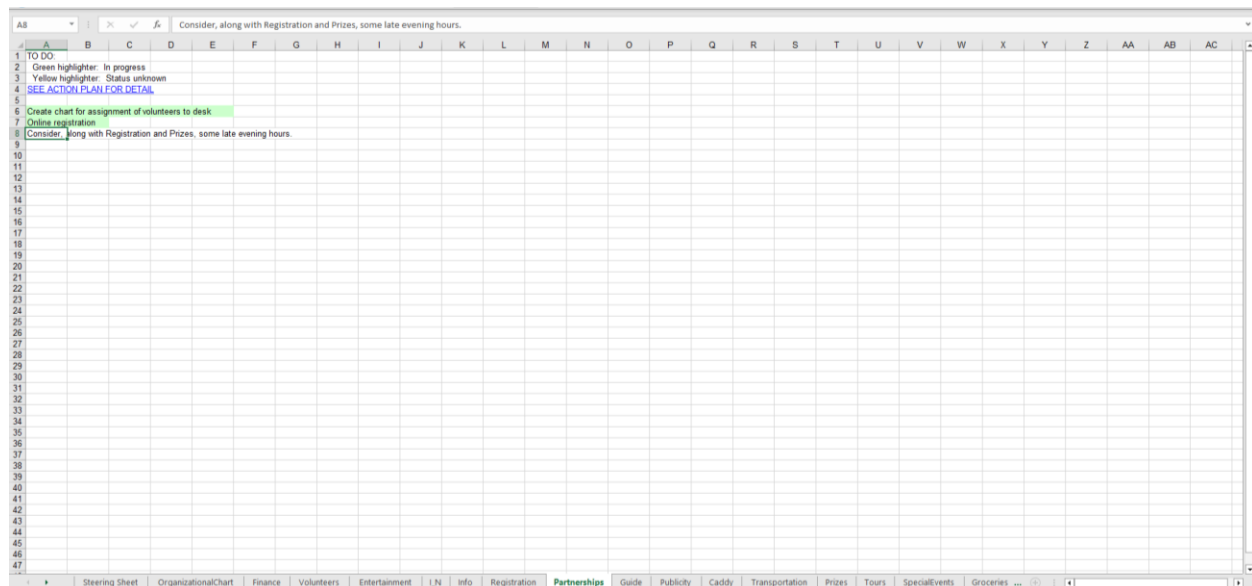
- SA found an earlier version of the messenger bag online and BA gave that as a gift to District Directors, one year out to gauge their reaction (highly favorable).
- Joanne and Bob thought the bag was a good idea and they, together with SA, looked at over 150 possibilities for gifts.
- SA and BA met 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.

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- 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.

Partnership Desk

Sheet Layer



Partnerships Desk Sheet/Layer.

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 Hoher, 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

Action Plan

PROFILE OF CHAIR AND DESCRIPTION OF DUTIES

Dodie Beckman and Posh Gulati were appointed Co-Chairs of this Committee by the Tournament CoChairs 15 months in advance of the event. Each had considerable experience in working on tournaments (Dodie is currently Chairman of the Board of the Michigan Bridge Association, ACBL Unit 137; Posh is currently President of the Southern Michigan Bridge Association, ACBL Unit 203) and each has been involved with partnerships at local tournaments and knows many players—of key importance for this committee. They were willing to have their contact information widely distributed to maximize contact opportunities and interested in seeing that all worked well both before and at the tournament. It was important to have at least one of the co-chairs of this committee have, and use, e-mail and a cell phone—both were adept at modern communications.

The Partnerships Committee had three broad responsibilities, at the tournament itself:

Direct and perform partnership services for bridge players.

- ***Staffing of the partnership desk:*** 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.

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. The 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 cell telephone number to call in case something comes up and he or she cannot work that day. The Co-chairs should have a master sheet. The schedules for individuals should be sent out three weeks in advance.

Advice from other NABC Co-chairs is that the partnership desk is the single area in which there is the greatest risk of folks becoming contentious or hostile. Therefore, having skilled individuals at the top (as

we do) and a diplomatic, yet alert and no-nonsense set of volunteers is critical. Recruitment is critical.

- ***Operation of the partnership desk:*** 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. This local committee will decide on how they wish to proceed with Partnerships based on their experience in this area of the country. Advise NABC Co-chairs of the strategy adopted, in an MS Word document. They will transmit it to the ACBL to ensure adequate supplies, signage, and so forth. Players must list the number of masterpoints, system (such as Standard or Precision) and contact information. Diplomacy can be critical especially 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. Experience at other NABCs suggests that it is useful to 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 Co-chairs 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.

- ***Schedule volunteers for desk.*** 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.

(Sunday times should vary according to playing schedule.)

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Thursday:	6:45 – 7:45 p.m.,	2-3 volunteers
Friday – 2 nd Saturday,	8:30 a.m. – 10:00 a.m.	1-2 volunteers
	11:00 a.m. – 12:45 p.m.	5-6 volunteers
	6:30 p.m. – 7:15 p.m.	1-2 volunteers
2 nd Sunday	10:00 a.m. – 12:00 noon	1-2 volunteers

Attend all planning meetings in the hotel.

PLAN FOR ACTION: WHAT AND WHEN

1. Committee Co-chairs decide together on a general strategy of how to run the partnership. Write down a detailed plan as outlined above and send the detailed document to the NABC Co-Chairs, as a MS Word document (e-mail attachment). They will consider it, looking for any omissions or conflicts, and then transmit it to the ACBL meeting planner so that appropriate supplies will arrive in Detroit.	May 1, 2007.
2. Work with the Volunteer Committee Co-Chair to recruit an adequate number of volunteers for the committee. Recruitment work is important, on-going work but should be complete by the target date given. Create a written list of training points for volunteers, based on the program for general action in 1. above.	November 1, 2007
3. Create a master schedule for the event. Submit written copy, in MS Word format (as an e-mail attachment) to the tournament Co-Chairs.	By January 1, 2008
4. Send out individual schedules to volunteers; take advantage of electronic networks insofar as possible, verifying that each worker has received electronic transmission and is willing to print out a copy and bring it with him/her.	By February 1, 2008
5. Verify with volunteers that they have schedule and will be participating. Use e-mail as much as possible.	By February 1, 2008
6. Be available the four days ahead of the tournament; get to know key ACBL staff; learn where key people are staying in the hotel and program cell phones as needed; work on bag stuffing at the Marriott.	March 2 March 5, 2008

BUDGET

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1. Committee Co-chairs decide together on a general strategy of how to run the partnership. Write down a detailed plan as outlined above and send the detailed document to the NABC CoChairs, as a MS Word document (e-mail attachment). They will consider it, looking for any omissions or conflicts, and then transmit it to the ACBL meeting planner so that appropriate supplies will arrive in Detroit.	No cost.
2. Work with the Volunteer Committee Co-Chair to recruit an adequate number of volunteers for the committee. Recruitment work is important, on-going work but should be complete by the target date given. Create a written list of training points for volunteers, based on the program for general action in 1. above.	No cost.
3. Create a master schedule for the event. Submit written copy, in MS Word format (as an e-mail attachment) to the tournament Co-Chairs.	No cost.
4. Send out individual schedules to volunteers; take advantage of electronic networks insofar as possible, verifying that each worker has received electronic transmission and is willing to print out a copy and bring it with him/her.	No cost
5. Verify with volunteers that they have schedule and will be participating. Use e-mail as much as possible.	
6. Be available the four days ahead of the tournament; get to know key ACBL staff; learn where key people are staying in the hotel and program cell phones as needed; work on bag stuffing at the Marriott.	No cost
7. Incidental and unforeseen expenses, such as postage or printing (or other)	\$500

Total estimated budget: 0-\$500.

Committee Report from 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.

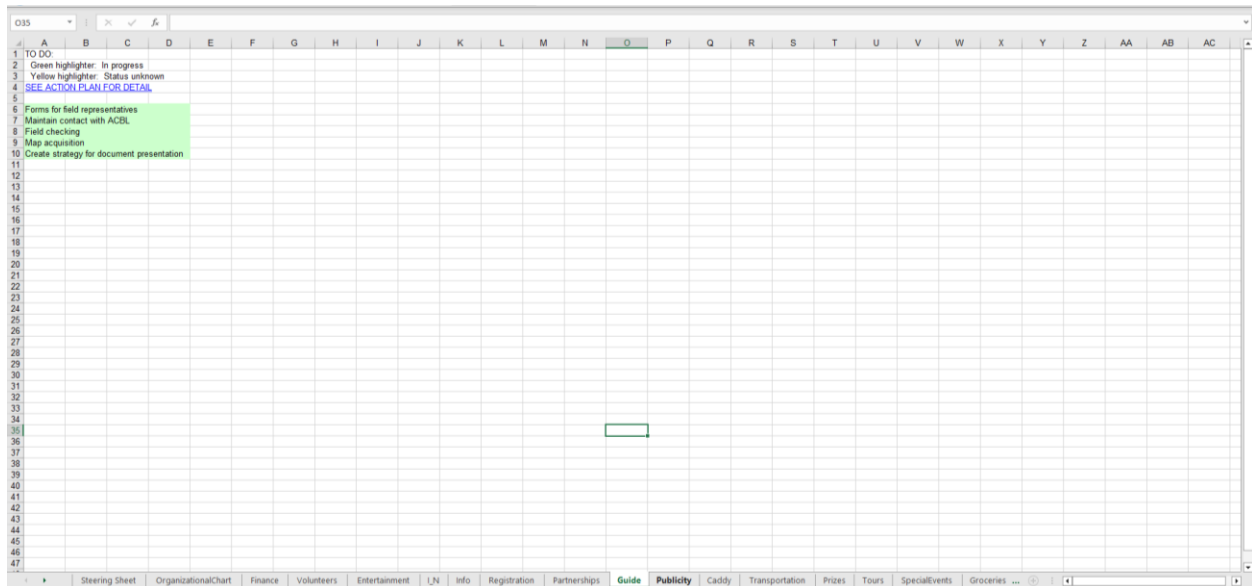
Assistance from NABC Co-Chairs.

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).

Program and Restaurant Guide

Sheet Layer

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Restaurant Guide Sheet/Layer.

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.

Action Plan

ACTION PLAN FOR RESTAURANT AND PROGRAM GUIDE COMMITTEE

(2/23/07)

--Marty Hirschman, chairman

1. Set ad rates with approval of Steering Committee: By July 1

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2. Schedule mid-August meeting for volunteers: By mid-July
3. Prepare ad contract forms, with rates: By August 1
4. Prepare forms and written instructions for restaurant contacts: By August 1
5. Marshal people to visit restaurants, sell ads: June to August and ongoing
6. Obtain restaurant lists from media sources: By August 1 and ongoing
7. Do initial canvass of area near tournament: By August 7
8. Prepare master list of restaurants to be visited, solicited and listed.

Coordinate with other committees, chairs to avoid duplicating solicitations: By mid-August
9. Hold mid-August meeting of committee/volunteers: Assign work (i.e. restaurants to visit), with initial deadline of Dec. 1 for listing info, executed ad contracts and checks.
10. Consider a second meeting in September
11. Monitor progress of workers. September-December
12. Begin obtaining ancillary submissions (Letter from Tournament Chair, etc.): by Nov. 15
13. Write/compile listings, obtain other submissions: By Dec. 31
14. Submit all ads, listings, ancillary materials to ACBL: By Jan. 8, 2008.
15. Proofreading: About late January or February
16. Communicate with info desk committee etc. re restaurants.
17. Budget—total initial estimate \$1000:
 - a. Gas, mileage, and related expenses: \$500.

- b. Incidental and unforeseen expenses: \$500.

Committee Report from 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 bridge 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 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 an interesting spot for dinner. Such caring and attention to detail at numerous levels was characteristic of their approach.

Assistance 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.
 - 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”

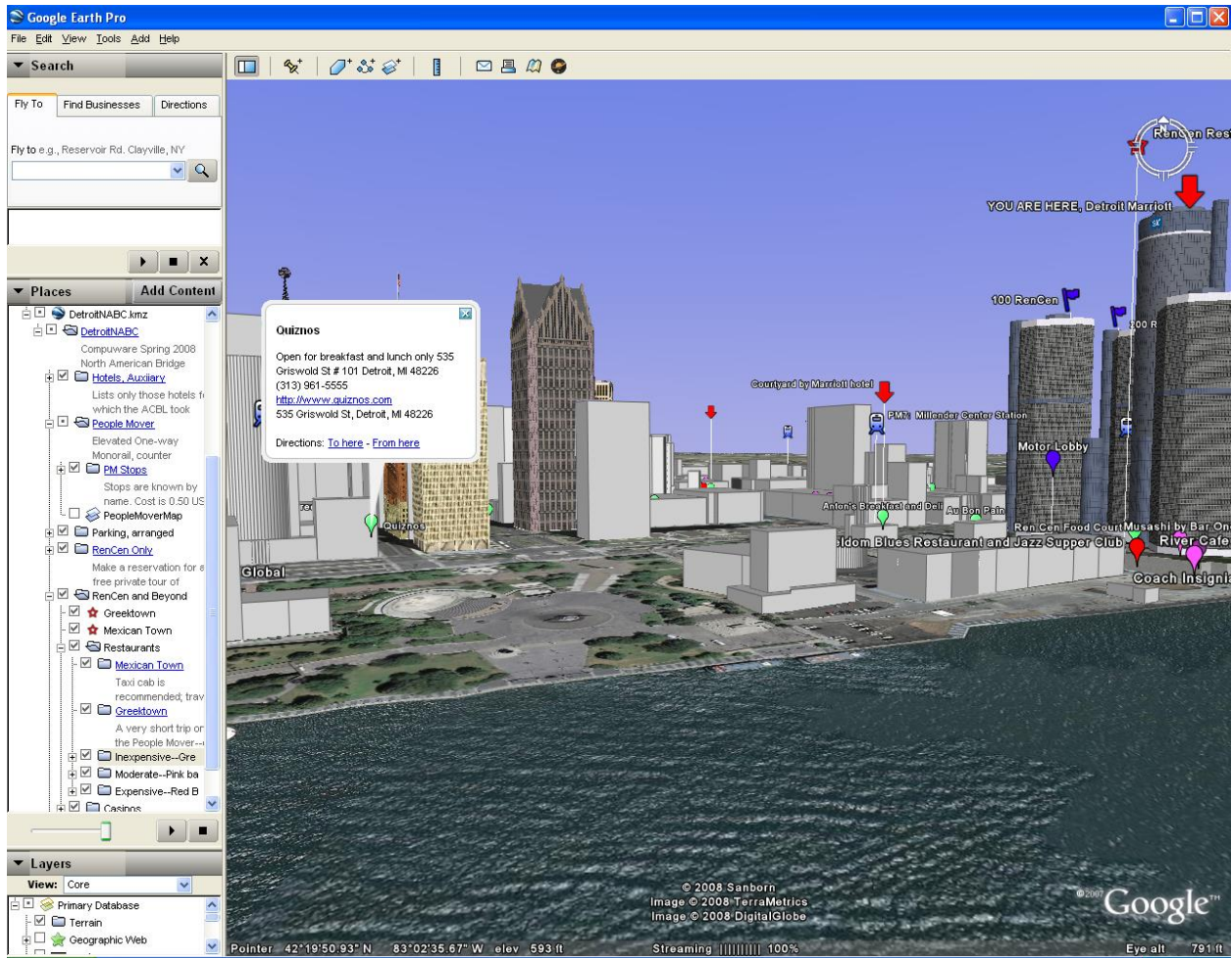
at a size of 3 feet by 3 feet and mounted professionally on foam core by Graphic Arts Warehouse in Ann Arbor. These were then displayed on tripods supplied by the hotel or ACBL and were placed near the Local Committees desk on the fourth level outside the national events ballroom.

- 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. Mapping was done professionally by SA using GIS software and online mapping capabilities of various sorts.
- f. The screen capture below shows a still shot of the dynamic, interactive Google Earth display showing much restaurant and other information. Google Earth

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software is free. Download the software. Place the associated 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 to 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.

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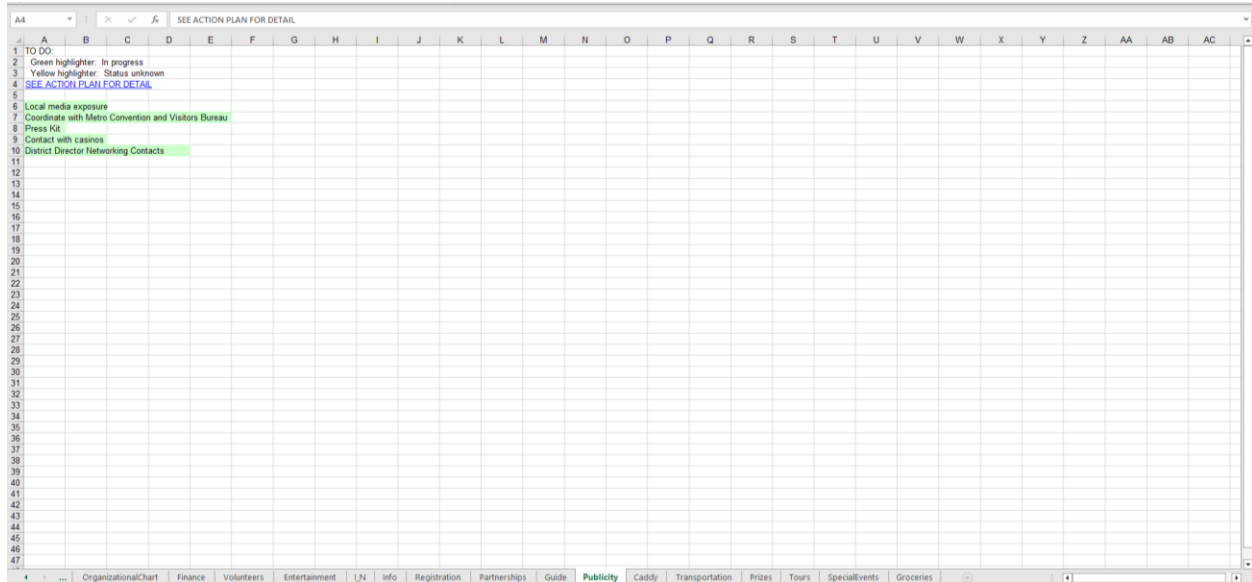
2. From RH—

- 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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Publicity

Sheet Layer



Publicity Sheet/Layer.

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 Monroe, Katie Savage, Ken Savage.

Action Plan

Chair: Bill Connellan

Volunteers to Date to Serve on Committee

Marty Hirschman (program book/restaurant guide)

Terry T. Brown

Sally Brown

Stuart Dow

Mark Leonard

Anita Marcus

Rhonda Monro

Katie Savage

Ken Savage

Marcia Abramson

Marketing

The objective is to draw at least 10,000 tables to the March 2008 Compuware Detroit NABC. The key to achieving that goal is participation of District 12 players, in particular players generally not likely to participate in nationals (those who can play in the intermediate/newcomer events plus those who play regularly in local clubs but don't want to play in tournaments or go downtown). In addition, we need to think of District 2 in Ontario as part of District 12, given the affinity of the two groups and the proximity of the Ontario District to the playing site in downtown Detroit

Most of the direct marketing for the tournament is being handled by ACBL out of Memphis. Beyond this, the Detroit Metro Convention and Visitors Bureau, through Brian Clark of its services department is assisting. Clark attended the national tournament in St. Louis in March 2007 and will attend the San Francisco NABC in

November of 2007. He staffs a table for about five days, encouraging visitors to come to Detroit in 2008.

The convention bureau marketing department has volunteered to help as well, but we need approval of ACBL headquarters to move forward on any such marketing efforts.

An outline of a proposed local marketing effort is included as Appendix A to this document.

Program Book/Restaurant Guide

Marty Hirschman is coordinating this effort, including selling ads to local restaurants and entertainment facilities.

Soft Marketing (promotional items)

- Sandy Arlinghaus has handled this effort, and we propose no additional activity
- We are not promoting the idea of selling shirts for the tournament

Publicity

We have received some visibility to date:

- Our first press release (spring 2006) was published by several outlets including Crain's Detroit.

- The Bridge Bulletin has been very helpful to us as well, printing:
 - a letter to the editor on the addition of Mary Smith as a columnist that included a reference to the 2008 nationals
 - a story under club news on the 2007 pro-am in the July issue, again with a reference to the 2008 nationals
 - a story (to be published in September) on the newcomer workshop the the I/N Committee did in June, again with a strong reference to the 2008 nationals.

Next Planning Steps

- We need to develop a press kit and distribute it to local media (including Windsor) in the fall (November distribution).
- We need to call on local media as we distribute the press kit to develop interest in pre-tournament and tournament coverage.
- Do we wish to invite select media to VIP dinner?

Pre-tournament direct story pitches:

- local tv/newspaper coverage for the September IN workshop at the Birmingham Unitarian Church (September 24).
- Feature on Pete Karmanos and his interest in bridge-play on his competitive nature with hockey (November)
- January story to be determined
- We anticipate that Memphis will start feeding us story ideas in early 2008.

- We need to sell Granholm/Kilpatrick participation to TV stations, assuming we can lock them into some opening evening activity

General Press Releases

We need to do local stories on the three co-chairs (September)

- Arlinghaus
 - LTU/UM, and Ann Arbor
- Horwitz
 - OU, West Bloomfield, and Farmington Hills
- Committee chairs (October)

Soft publicity

- Letters to editors in Nashville and SF, thanking them for their hospitality to Michigan players in tournament and hoping they come to Detroit
- Letters to club directors in Nashville and SF, doing the same

On-Site press officers

- We will need on site press officers each day of the tournament (though several days they could play as well and be on call), as we won't get press coverage every day.
- Connellan plans to be there all days (except the mornings he teaches).

Nashville/SF

- Can we get local PR folks to get us interviews during tournaments in Nashville and SF, promoting the Detroit planning efforts
 - (all under one roof)

- (Motown entertainment)
- (Casino and other downtown entertainment)

Last Weekend Push

- The final weekend, particularly Sunday, tends to be weak and we need to develop some special local marketing during the first week of the tournament to encouragement participation.

7/29/07

Local Marketing

Appendix A

We propose more active local marketing including testing the concept of pre-selling entries. Such an effort would need the support of Memphis to be implemented.

Pre-Sell Entries for Detroit Nationals

October-December 2007

\$1 off the first 4,000 entries purchased this way

Funding would come from publicity budget

Sold at:

Farmington Regional

Fall Sectionals

Club Games during STAC week in December

Need to develop ticketing mechanism and cash flow handling

Need approval of Memphis to do this

Promote the sale via email blasts (either CVB or ACBL) to District 12 members and District 2 members (Ontario).

Move ACBL IN marketing from passive to active

ACBL is providing half off for entries for the last three days of the Nashville tournament, if entries for the Intermediate/Newcomer games are purchased for the first three days of the tournament.

We believe we can drive more traffic to the tournament if we do email blasts on these as well and pre-sell specific date entries.

Again, we need ACBL approval to do this.

Our \$1 discount would count here as well.

Promote free play for LT 5 MPs on first Friday of tournament

Assumes that ACBL continues its practice of a free play in the I/N games

Flyer in Packet for I/N workshop in September

Mail flyer to June I/N workshop participants

Provide Flyers to club directors with novice games/sections

Subsidize local Clubs with Free Play Prize Money in December-February

Most clubs provide entry fee back to winners of club games

We propose that we offer them the option of providing free plays instead

We would (via publicity budget) subsidize the difference (in most cases \$8).

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Budget

Appendix B

Promotion Items done by S. Arlinghaus	\$4000
Press kits/pres releases	\$1000
Pre-sell entry fees (administrative costs to set up)	\$ 500
Discounts (if only we could sell this many!!)	\$4000
Subsidize local prize money	\$1000
Contingency	\$ 500
Total	\$11,000

7/29/07

Committee Report from 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.

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 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

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- 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 Insider Purple 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

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

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- 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

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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 online 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.

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 feet 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; its references were the highest. Displays of images mentioned in this section appear in the Appendix and in supplementary files in Deep Blue.
- 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
 - 3 foot by 3 foot poster, right half of a 6 foot wide poster

- 3 foot high by 6 foot wide poster
- Flyers, first used beginning in October, 2005. Flyers were offered in a number of sizes and formats. See Appendix and supplementary files in Deep Blue.
 - "Detroit Deals RenCen" Flyer: 8.5 x 11 format pdf, or 11 x 17 format pdf. In .jpg format
 - "Detroit Deals Globe" Flyer: 8.5 x 11 format pdf, or 11 x 17 format pdf. In .jpg format
 - Transparent .gif and print it out on a background of your choice or on colored paper
- Buttons, first used beginning in October, 2005 until March, 2006. See Appendix and supplementary files in Deep Blue.
 - 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; see samples in the Appendix and in supplementary files in Deep Blue.
 - 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 (sample shown in Appendix) 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.

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- 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:

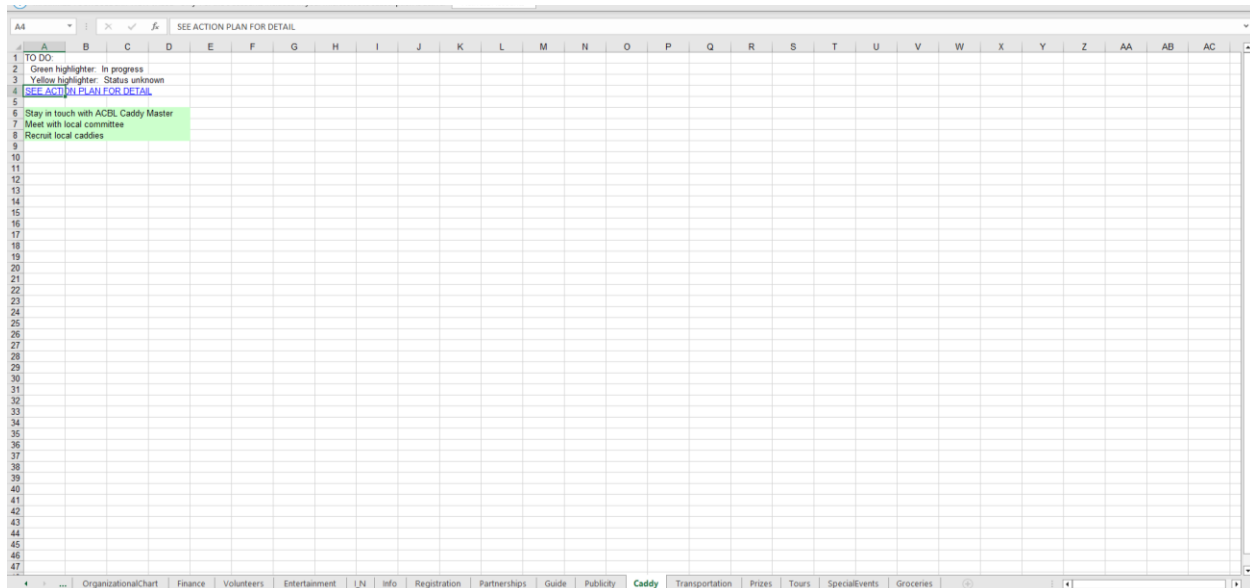
Dick and Jan Anderson; Marie and John Ashton; Roni Gitchel Atkins; Jay and Kathy Baum; Rick Beye; Harriette Buckman; Sylvia Christian; Donna Coker; Rich and Sandy DiMartino; Sharon Fairchild; Joan Levy Gerard; Phyllis Harlan; Georgia Heth; Sue Himel; Zeke and Sharon Jabbour; Jeff Johnston; Morrie Kleinplatz; 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 NABCsReports 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.

Caddy

Sheet Layer

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Caddy Sheet/Layer.

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 Cappelletti, 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

Action Plan

PROFILE OF CHAIR AND DESCRIPTION OF DUTIES

Sam Hirschman was appointed Chair of this Committee by the Tournament Co-

Chairs 12 months in advance of the event. He is a professional teacher and has contacts at a number of schools in the Detroit metro area; he is also an expert bridge player himself (a former youngest-life-master) and a former caddy of long-standing—of key importance for this committee. He is willing to have his contact information widely distributed to maximize contact opportunities and is interested in seeing that all works well both before and at the tournament. He is adept at modern communications.

The Caddy Committee has a number of broad responsibilities:

Recruit caddies for the NABC. In addition to the “Caddy Chair” there is also the ACBL “Caddy Master.” The role of the “Caddy Chair” is supportive of that of the “Caddy Master.” Previous experience suggests that the “Caddy Chair” and one other volunteer is usually sufficient to fulfill the needed support.

Thus, these roles are distinguished from each other below.

- Caddy Chair: a local volunteer who may play at the tournament. Is responsible for advance materials and event and for a caddy party (coordinated with the hospitality committee). Recruits a team of local caddies (from schools on spring break, from service groups such as schools or other organizations as a fundraiser with pay going to the organization). These local caddies fill in around the national caddies in coordination with the ACBL Caddy Master. Probably about 10 caddies are needed each day; more information will come later on that issue.
- ACBL Caddy Master: provides a crew of experienced caddies. 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. 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. The caddy rate of pay at NABCs is determined by ACBL. Contact the ACBL meeting planner for specifics.

- 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.

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 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.

- Recruitment strategy possibilities and advice: 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.

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. The general ACBL [.pdf](#) for advice to Caddies and Caddy Masters contains useful information and is required background reading for all caddies, along with any other materials supplied by ACBL.

- Communications:

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.

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/email.

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.

- Caddy job description and training: ACBL will provide name badges, if desired. The local organization may furnish hats, t-shirts, aprons or other identifying apparel. A sample caddy work schedule is provided below.

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.

Have ACBL materials available as required reading for all caddies.

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 below for a sample caddy letter.

Provide list of caddies available by day to the caddy master:

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.

Provide written instructions/rules for caddies' information.

Attend preliminary planning meetings as needed. Caddy party, and daily caddy treats, to be coordinated and principally planned by the hospitality committee (with input from the Caddy Chair). Hospitality and Caddy Chair will also coordinate with ACBL and Caddy Master in terms of using caddies to hand out any table treats at

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sessions.

PLAN FOR ACTION: WHAT AND WHEN

1. Decide on identifiers for caddies: baseball caps or whatever, in addition to ACBLsupplied badges. Coordinate with fund-raising and NABC Co-Chairs to ascertain how to proceed on this topic, especially regarding how to pay for the item.	July 1, 2007.
2. Create online form for caddy registration; coordinate with S. Arlinghaus in terms of electronic creation of form and in terms of posting of form on local website. Also coordinate with her in terms of posting letter to caddies on the website and also prepare to distribute copies of the letter to caddies, as recruited, as a .pdf.	July 1, 2007.
3. Recruit caddies from local schools, from local service organizations, and so forth. Coordinate with NABC Co-Chairs and with the Volunteer Committee so that all have the same sets of names. Use electronic networks to facilitate communications. A set of 10 caddies is to have been recruited by the target date. Note the following dates for spring breaks for local universities: Wayne State, March 10-15; Lawrence Tech, March 10-15; UM, Feb. 23-March 3; Oakland, Feb. 23 – March 3 (clearly the latter two are not that useful as sources for students on break). Check UD/Mercy...server was down.	November 1, 2007
4. Begin to establish communications with the ACBL Caddy Master so that all moves forward together from both ends.	November 1, 2007.
5. Create sample caddy work form (use the one below if desired). Create a master schedule for the event (sample below). Submit written copy, in MS Word format (as an e-mail attachment) to the tournament Co-Chairs.	By January 1, 2008
4. Send out individual schedules to volunteers; take advantage of electronic networks insofar as possible, verifying that each worker has received electronic transmission and is willing to print out a copy and bring it with him/her.	By February 1, 2008
5. Coordinate with hospitality committee and NABC Co-Chairs concerning caddy party, caddy daily treats, and use of caddies to distribute player table treats. On latter, also coordinate with the Caddy Master and note that in any single session all distributed treats are to be identical so that there is no squabbling among players as to who gets which treat.	By February 1, 2008
6. Final information packet sent out to caddies via e-mail including links to pdfs of required reading materials.	By February 15, 2008

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7. Prepare training list for caddies and submit it as an MS Word document for approval to NABC Co-Chairs.	By February 15, 2008.
8. Be available the four days ahead of the tournament; conduct preliminary caddy training sessions; get to know key ACBL staff; learn where key people are staying in the hotel and program cell phones as needed; work on bag stuffing at the Marriott.	March 2March 5, 2008

BUDGET

1. Decide on identifiers for caddies: baseball caps or whatever, in addition to ACBLsupplied badges. Coordinate with fund-raising and NABC Co-Chairs to ascertain how to proceed on this topic, especially regarding how to pay for the item. Assume 50 caddies for estimating this cost: 10 times 10 dollars per cap or other item plus various applicable charges.	\$200.
2. Create online form for caddy registration; coordinate with S. Arlinghaus in terms of electronic creation of form and in terms of posting of form on local website. Also coordinate with her in terms of posting letter to caddies on the website and also prepare to distribute copies of the letter to caddies, as recruited, as a .pdf.	No cost.
3. Recruit caddies from local schools, from local service organizations, and so forth. Coordinate with NABC Co-Chairs and with the Volunteer Committee so that all have the same sets of names. Use electronic networks to facilitate communications. A set of 10 caddies is to have been recruited by the target date. ACBL pays the fees. Note the following dates for spring breaks for local universities: Wayne State, March 10-15; Lawrence Tech, March 10-15; UM, Feb. 23-March 3; Oakland, Feb. 23 – March 3 (clearly the latter two are not that useful as sources for students on break). Check UD/Mercy...server was down.	No cost
4. Begin to establish communications with the ACBL Caddy Master so that all moves forward together from both ends.	No cost.
5. Create sample caddy work form (use the one below if desired). Create a master schedule for the event (sample below). Submit written copy, in MS Word format (as an e-mail attachment) to the tournament Co-Chairs.	No cost.
4. Send out individual schedules to volunteers; take advantage of electronic networks insofar as possible, verifying that each worker has received electronic transmission and is willing to print out a copy and bring it with him/her.	No cost

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5. Coordinate with hospitality committee and NABC Co-chairs concerning caddy party, caddy daily treats, and use of caddies to distribute player table treats. On latter, also coordinate with the Caddy Master and note that in any single session all distributed treats are to be identical so that there is no squabbling among players as to who gets which treat.	Costs to come from hospitality budget.
6. Final information packet sent out to caddies via e-mail including links to pdfs of required reading materials.	No cost.
7. Prepare training list for caddies and submit it as an MS Word document for approval to NABC Co-Chairs.	No cost.
8. Be available the four days ahead of the tournament; conduct preliminary caddy training sessions; get to know key ACBL staff; learn where key people are staying in the hotel and program cell phones as needed; work on bag stuffing at the Marriott.	No cost.
9. Unforeseen costs and incidental expenses relating to mileage, postage, phone calls,...	\$800

Total estimated budget: \$1000.

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.

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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.

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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. Consumption 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

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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				

Committee Report from 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. 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

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

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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—

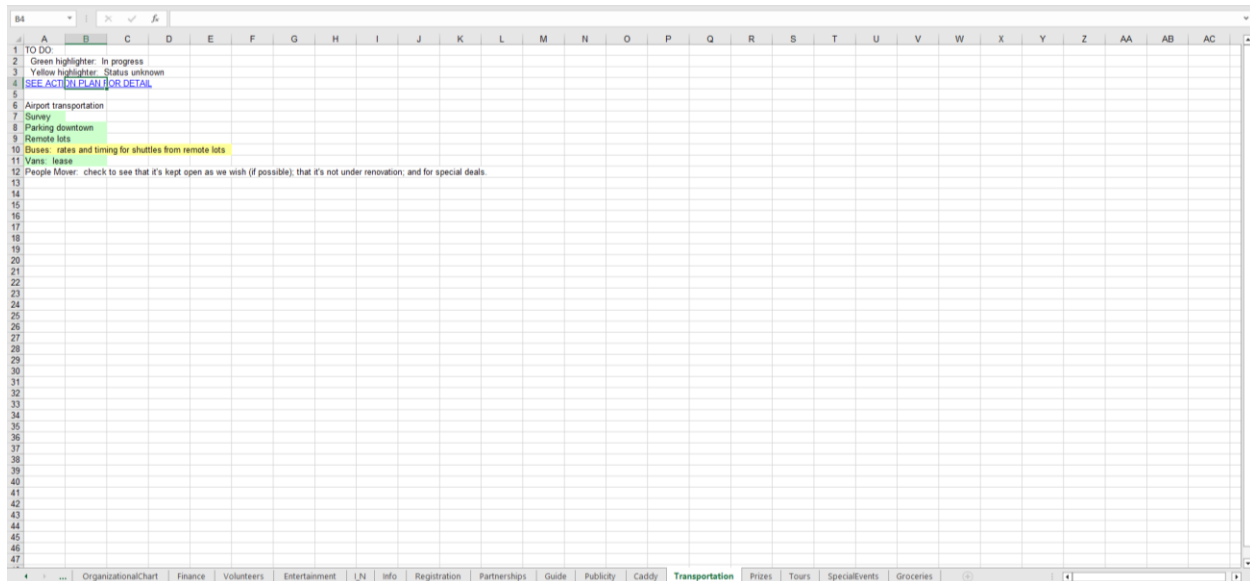
- Food for caddies was supplied from the District Director’s Suite/Volunteer Suite/NABC Co-Chair Suite. Large quantities of peanut butter, jam, and crackers were sent to the caddy room as were large quantities of homemade baked goods donated by helpful volunteers (especially Marilyn Maddox and Patty Becker). In keeping with the spirit of the tournament, we wished to give our caddies, as well as others, products of high quality.
- 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.

- 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.
- 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.
- 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.

Transportation

Sheet Layer

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Transportation Sheet/Layer.

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

Action Plan

To: William Arlinghaus, Sandra Arlinghaus, Ronald Horwitz

From: Barry Lippitt (Chair), Richard Temkin (Co-Chair), Gordon Parnes

Date: 2/28/07

As requested, this is the initial Action Plan prepared by the Transportation Subcommittee, constituted as indicated above. Due to unavailability of other nominated

committee members, the Committee has been reduced to the people identified. Other contacts will be added to maintain communication with the various units.

OVERVIEW

After reviewing information provided by the Executive Committee and the ACBL, and following initial consultations with the Metropolitan Detroit Convention & Visitors Bureau, the Committee has decided to focus its initial efforts in 4 areas:

1. Daily parking for itinerant traffic next to or near the playing site;
2. Regional shuttles concentrated on the greater 8-county area (Wayne, Oakland, Macomb, Genesee, Washtenaw, Monroe, Livingston, and Ingham) that will provide a common drop-off and pick-up point for daily traffic to the tournament that wishes to avoid parking downtown;
3. Long-term transportation options for outlying parts of District 12, for multi-day trips to the tournament;
4. Accommodating special requests of the Executive Committee

TIMETABLE

The initial timetable for committee action is attached.

SPECIFIC TASKING

#1 The Committee has met with both the CVB representative and a representative of downtown parking structures. There are a limited number of parking places that can be “guaranteed” for M-F use by those driving downtown. There will be

guaranteed spaces available in the adjacent structures for evenings and weekends. For all downtown parking, we are negotiating discounted rates with the garage operators; parkers will probably be required to obtain some kind of validation stamp on their parking tickets to obtain the rate when they leave.

These spaces will not be used for overnight parking.

As an alternative, or, possibly, as a supplement to downtown parking, we are investigating the availability of spaces in lots approximately 1 mile from the playing site, with the idea of running shuttles to and from these locations and the playing site.

#2 We are investigating the rental of buses and vans for daily shuttle services from regional pick-up points. We are looking into a site on the Northwest corridor; the North/Northeast/East corridor; and the South/Southwest/West corridor. Based on preliminary pricing, we have estimated the costs of running 2 sets of shuttles from each of 3 sites on a daily basis, estimating 60% occupancy rate on the vehicles. Based on initial projections, we plan to charge \$9.00 per round trip, with the Committee underwriting the balance.

We also plan to require all players who wish to use the shuttle service to make a non-refundable deposit of approximately \$18 - \$27, against which they will be able to charge their round-trip tickets, with the difference being payable.

Reservations will be taken for specific shuttles. This will allow us to judge players interest and commitment to the shuttle service. (If we cancel the plans

for the shuttle, the deposits will be refunded.)

We also plan to coordinate with the Volunteer committee to recruit a volunteer for each bus. This volunteer will provide us with real-time information in case of problems, and to confirm departure/arrival/traffic problems that could affect people arriving in time for the beginning of the game. We expect to compensate such volunteers with a free round-trip ticket for that day.

#3 Beginning with the Flint Sectional (2/23 - 2/25), we will be distributing a player survey to determine interest in this service. Without sufficient people indicating a threshold interest, it will not be economically feasible to run such a service. We also plan to require an earnest money deposit (non-refundable) against the ultimate charge for services, and do not plan to sign any contracts without an escape clause at a reasonable amount of time prior to the tournament.

#4 After further discussion within the committee and with Unit liasons, the Committee has authorized remote Units to investigate, on their own, bus contracts for long-term transportation (#3 above). Units will be better able to identify the needs and desires of their members for long term transportation to and from the host hotel (e.g., 5-day packages, 7-day packages, 10-day packages) and the most efficient point(s) of departure for these charters. In addition, after investigation and preliminary pricing, by having Units negotiate with their local charter carriers, there will be significant cash savings.

In addition, Unit 195 has indicated the desire and intent to underwrite the cost of providing these long-term charters for all of their members; consequently, it makes the most sense to develop these arrangements locally. Preliminary discussions also speak to bringing final arrangements under the aegis of the entire committee, primarily for insurance and liability purposes. Unit 200 indicates that it is unlikely that its members will want long-term transportation options. Unit 105 has provided no information to the Committee.

Finally, much of our planning will be contingent upon the insurance coverage available to cover the Committee and its individual members. This has the most impact on #2. If there is no coverage available for this type of service, it is the committee's recommendation that we do not provide Regional Shuttle service. Our last E-mail with the executive committee on this point was on January 24, 2007; at that time, Sandra Arlinghaus indicating she was waiting to obtain information from the ACBL. Subsequently, Bill Arlinghaus authorized me to contact the ACBL insurance agent directly.

PRELIMINARY BUDGET

To: William Arlinghaus, Sandra Arlinghaus, Ronald Horwitz

From: Barry L. Lippitt (Chair), Richard Temkin (Co-Chair), Gordon Parnes

Following is the Transportation Subcommittee's preliminary budget.

Regional Shuttles (to run daily from each of 3 sites for the morning and afternoon starting times, with appropriate return trips; anticipated that price per bus includes 4 segments for that bus)

Price per bus¹ **\$1,000.00** (This contemplates 2 daily departures with 50 seats each, for a daily total of 100 seats from each site)

Patron charge	\$ 540.00	(Based on 60% occupancy at \$9.00 per round trip)
District Daily Subtotal	\$1,380.00	(Based on \$460/bus * 3 sites)
District Weekly Total (10 days)		\$13,800.00

Subsidized Downtown Parking (to subsidize \$3.00/car for those parking during the day for "full" daytime rates; no plans to subsidize parking at nights/weekends because of negotiated lower rates)

Estimated daily parkers	250	
Subsidy	\$ 3.00	
District Daily Subtotal	\$ 750.00	
District Weekly Total (6 days)		\$ 4,500.00
Subtotal		\$18,300.00

Other Items (These are other items that will need to be addressed in a budget; however,

¹ Based on preliminary estimates. Actual price may vary when contract signed; fuel costs will be largest factor.

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we have no basis for estimating these expenses at this time)

Security Services (for Regional locations)

Regional Shuttles site fees

VIP Shuttle

Insurance

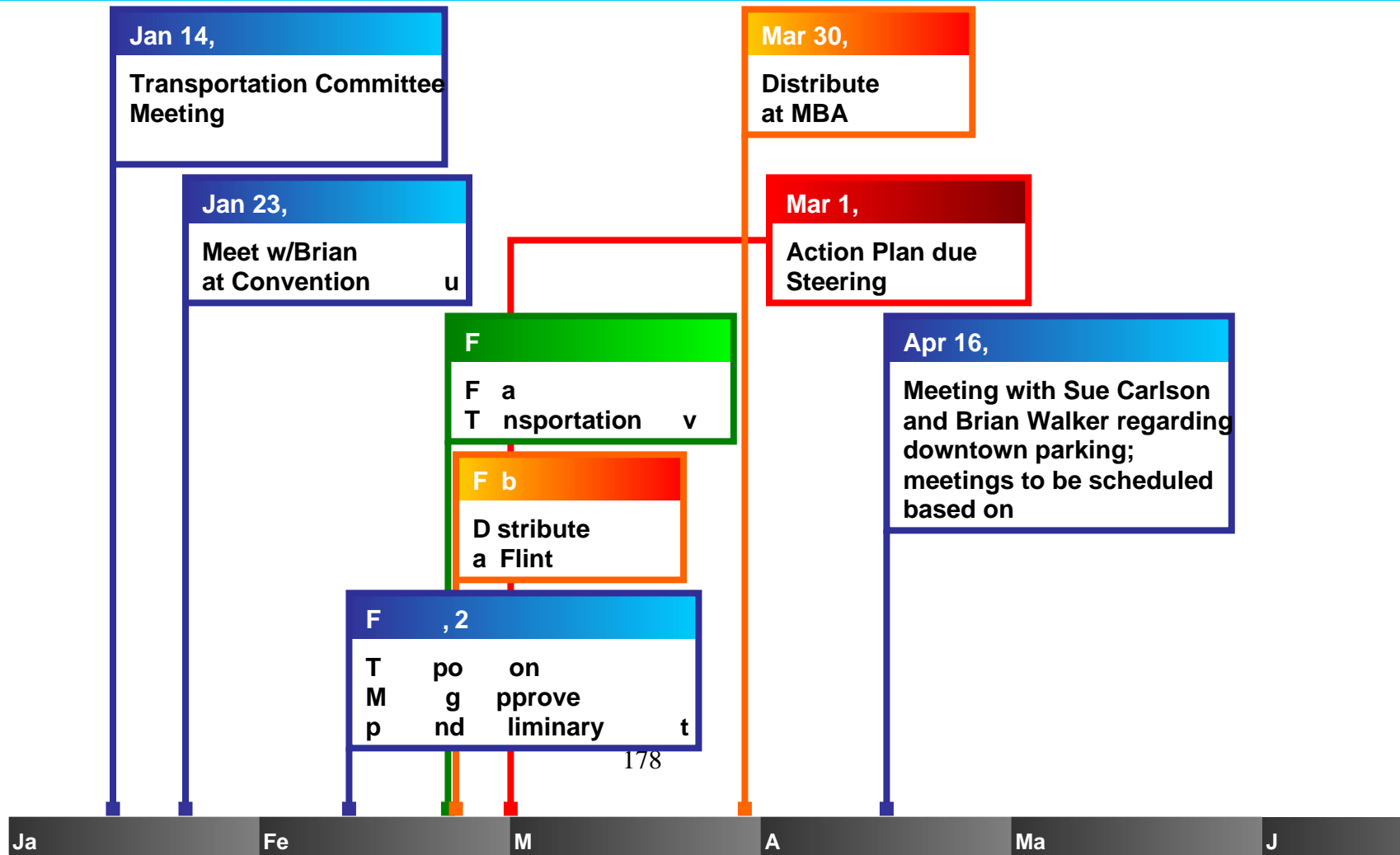
Downtown Shuttle (from satellite lots)

Extra shuttle to respond to demand on daily basis

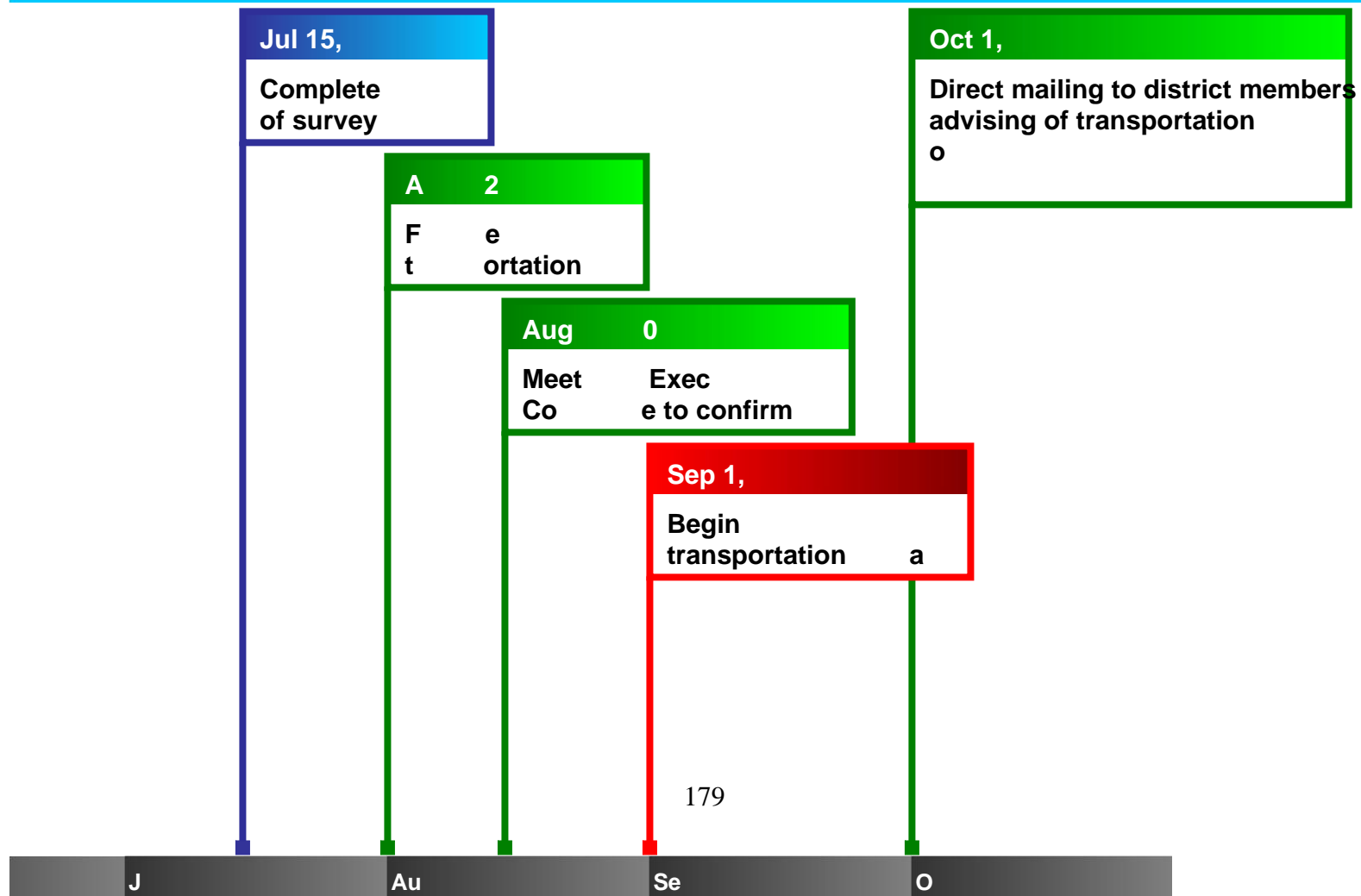
Direct mailing expense (for planned mailing to District members in Fall 2007)

An undisciplined guess would be anywhere from \$2,000 - \$15,000 for these services)

Transportation Action



on Committee



Dear District 12 Bridge Player,

As you know, the Spring Nationals will be held next year in Detroit, at the Renaissance Center, from March 7 - 16, 2008. The Transportation Committee wants to meet your transportation needs to make it as easy as possible for you to attend. We are evaluating different parking and transportation options for District members. We want to choose those that will work best for you.

Please answer and return this survey to assist us in our planning.

1. Do you plan to play at the Nationals? Q Yes Q No 2. How many days do you think you'll play? _____ days
3. Out of your planned days, how many will be:
Weekdays (M-F) _____ Weekends (Sat-Sun) _____
4. We're considering having shuttle buses from 3 convenient suburban sites on a daily basis, at a subsidized cost of about \$10/round trip (the NABC Committee will pay the balance of the cost). Parking at the pickup point would be free.
 - A. Would you use this shuttle? Q Yes Q No
 - B. How many days would you use it? ____ (M-F) (Weekends)
5. If a satellite parking lot, with a discounted parking rate, was available about 1 mile from the playing site, with a free shuttle to/from the Ren Cen, would you use it?
6. Which would you prefer? Q Shuttle bus from the suburbs
Q Satellite parking about 1 mile from the Ren Cen
Q Neither - I plan to get there some other way
7. What is your home zip code? _____

Thank you very much for your help. Please return this questionnaire to the box at the registration table, or mail it to NABC Transportation Survey c/o APB Associates, 28300 Franklin Rd, Southfield MI 48034.

PLEASE TURN IN ONLY ONE (1) COPY OF THIS SURVEY.

Committee Report from 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.

A link 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.

Assistance from NABC Co-Chairs

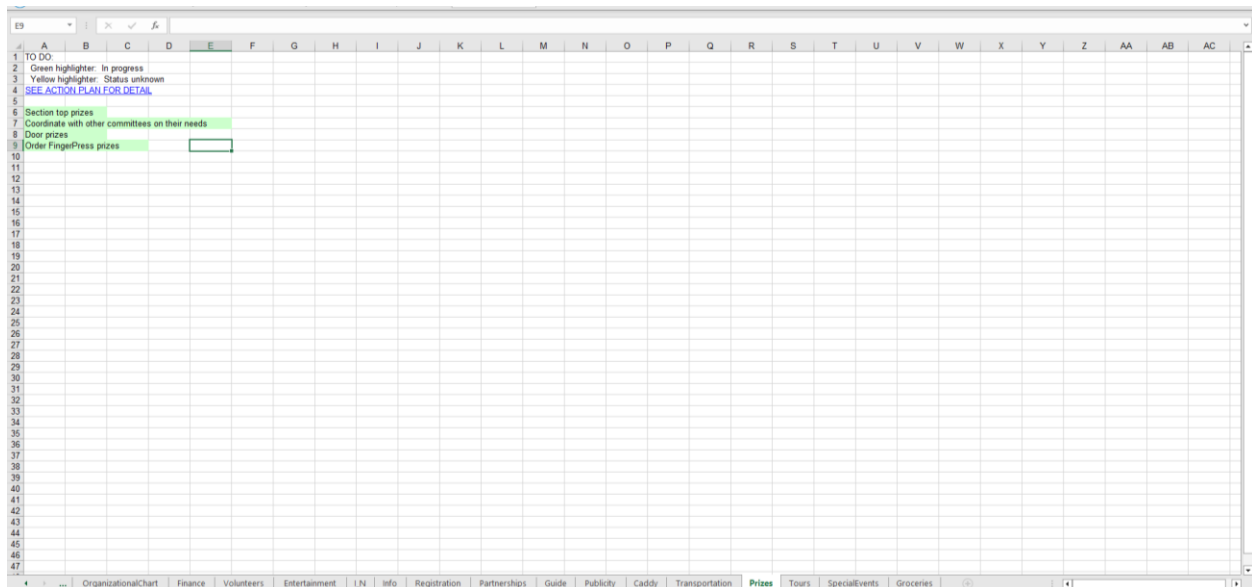
- BA arranged for a free shuttle park-and-ride lot at his university, Lawrence Technological University (LTU). That university is close to the largest bridge club in

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.

Prizes

Sheet Layer



Prizes Sheet/Layer.

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

Action Plan

PROFILE OF CHAIR AND DESCRIPTION OF DUTIES

Joanne Molt and Bob Varty were appointed Co-Chairs of the Committee by the Tournament Co-Chairs 15 months in advance of the event. Each had considerable experience in working on tournaments and each was thoroughly knowledgeable about scoring—of key importance for this committee. They were willing to have their contact information widely distributed to maximize contact opportunities and interested in seeing that all worked well both before and at the tournament. It is important to have at least one of the co-chairs of this committee have, and use, e-mail and a cell phone—both were adept at modern communications.

The Prizes Committee has two broad responsibilities:

Use winners–list to distribute prizes to section top and overall winners.

- Winner’s 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.

- Keep the lists throughout the tournament since many winners may wait several days before picking up prizes. Keep a copy of the Daily Bulletins at the prize desk. If a name does not appear on the section top list use the Bulletin as a handy reference.
- Prizes: Generally, the 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. In considering possible vendors for prizes, as recommendation or suggested upgrades, consideration will be given to Recommendations from ACBL:
 - Track record of firm in working on previous nationals and with ACBL
 - Possible favored status for local vendors
 - Contacting the Convention Bureau to issue an RFP
 - Website evaluation of cost (cutting out the “middle-man” in finding good prices
 - Evidence from previous tournaments

The staffing and operation of the prizes desk.

- Staffing: 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. All volunteers need to be well-trained; again, this activity can be coordinated with Registration and Information.
- 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. Volunteers will be tracked using a master schedule made by the Co-Chairs of this committee.

<u>1st Sat. thru 2nd Sat.</u>	<u>2nd Sunday</u>
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.

Coordinate with other committees on their prize-related needs and in meshing schedules and volunteer pools (including daily training of volunteers). In particular, we would like to combine with the registration committee when choosing the prizes and upgrading if necessary. After the ACBL comes in April, we expect to have a better idea of the location of the prize desk and of how often and how long it will be open...that is, will the general schedule from the Manual be well-suited to our particular tournament and situation.

- Registration: coordinate with this committee on promos donated to go inside registration bag.
- Coordinate with Information, Registration, Partnerships, and Volunteers on timing and volunteers.
- Coordinate with ACBL meeting planner concerning
 - Selection of prize for section tops and overall winners
 - Upgrade of prizes
 - Delivery of prizes
 - Security of prizes on site

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- Location of prize desk.

PLAN FOR ACTION: WHAT AND WHEN

1. Decide, as a committee, whether or not to make recommendation to the ACBL on style of desired section top gift and also decide whether or not to upgrade the gift. If not leaving it all to the ACBL decide on selection criteria for vendors: local, track record, recommendations. Create a form for request for bids and have it approved by tournament co-chairs who will then produce it on letterhead stationery and post it on the local website.	May 1, 2007.
2. Issue request for bids (depending on 1. above) from all vendors expressing interest: to date, that includes Bev Kruger, Jim Bachelder, Rhonda Monro, and one from Canada. Do research on website possibilities. Make recommendations to the NABC Co-Chairs.	June 1, 2007.
3. Meet with key committee members at RenCen in the Winter Garden—combine this trip with the next four items below, all listed for the same time frame. Coordinate with other committees, especially the Information Committee, on this effort.	By July 1, 2007
4. Tour the Marriott	By July 1, 2007
5. Tour RenCen	By July 1, 2007
6. Take the People Mover	By July 1, 2007
7. Coordinate with the Information Committee to find out what materials will be available.	By July 1, 2007
8. Become familiar with Action Plans from other committees.	By Sept. 1, 2007
9. Create chart for volunteers according to suggestions from ACBL above; work with Volunteer Committee to ensure an adequate number of volunteers and discuss with Information, Prizes, and Program and Restaurant Guide Committees the possibility of sharing desks and volunteers. Program cell phones to reflect volunteer database for this committee.	By Oct. 1, 2007
10. Items to be placed in the registration bag—arrange for gifts or for funds to purchase such gifts. These are small items: candy, crackers, small flashlight, and so forth. Coordinate with the Prizes Committee to begin this effort as soon as possible and have it completed by Feb. 1. Arrange for storage of donated items or for delivery to the tournament directly.	By Feb. 1, 2008
11. Be available the four days ahead of the tournament; get to know key ACBL staff; learn where key people are staying in the hotel and program cell phones as needed; work on bag stuffing at the Marriott.	March 2 March 5, 2008

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BUDGET

<p>1. Decide, as a committee, whether or not to make recommendation to the ACBL on style of desired section top gift and also decide whether or not to upgrade the gift. If not leaving it all to the ACBL decide on selection criteria for vendors: local, track record, recommendations. Create a form for request for bids and have it approved by tournament co-chairs who will then produce it on letterhead stationery and post it on the local website. ACBL provides 2-3 dollars per prize; if an upgrade of 2 dollars more, for 2500 prizes, then that would be 5000 dollars. Consult with ACBL and NABC CoChairs on current estimates.</p>	<p>No cost to \$5000 depending on decisions made.</p>
<p>2. Issue request for bids (depending on 1. above) from all vendors expressing interest: to date, that includes Bev Kruger, Jim Bachelder, Rhonda Monro, and one from Canada. Do research on website possibilities. Make recommendations to the NABC Co-Chairs.</p>	<p>No cost.</p>
<p>3. Meet with key committee members at RenCen in the Winter Garden—combine this trip with the next four items below, all listed for the same time frame. Coordinate with other committees, especially the Information Committee, on this effort.</p>	<p>\$150</p>
<p>4. Tour the Marriott</p>	<p>No cost.</p>
<p>5. Tour RenCen</p>	<p>No cost</p>
<p>6. Take the People Mover</p>	<p>No cost</p>
<p>7. Coordinate with the Information Committee, Registration Committee, Partnerships, and Program and Restaurant Guide.</p>	<p>No cost</p>
<p>8. Become familiar with Action Plans from these other committees.</p>	<p>No cost</p>
<p>9. Create chart for volunteers according to suggestions from ACBL above; work with Volunteer Committee to ensure an adequate number of volunteers and discuss with Information, Prizes, and Program and Restaurant Guide Committees the possibility of sharing desks and volunteers. Program cell phones to reflect volunteer database for this committee.</p>	<p>\$30</p>
<p>10. Items to be placed in the registration bag—arrange for gifts or for funds to purchase such gifts. These are small items: candy, crackers, small flashlight, and so forth. Coordinate with the Prizes Committee to begin this effort as soon as possible and have it completed by Feb. 1. Arrange for storage of donated items or for delivery to the tournament directly. One person has already expressed interest in this issue: Lynne Schaeffer. Contact her.</p>	<p>No cost.</p>
<p>11. Be available the four days ahead of the tournament; get to know key ACBL staff; learn where key people are staying in the hotel and program cell phones as needed; work on bag stuffing at the Marriott.</p>	<p>No cost.</p>
<p>12. Incidental and unforeseen expenses.</p>	<p>\$320</p>

Total estimated budget: between \$0 and \$6000 pending decisions to be made following the ACBL visit in April.

Committee Report from 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).

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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:

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- 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.

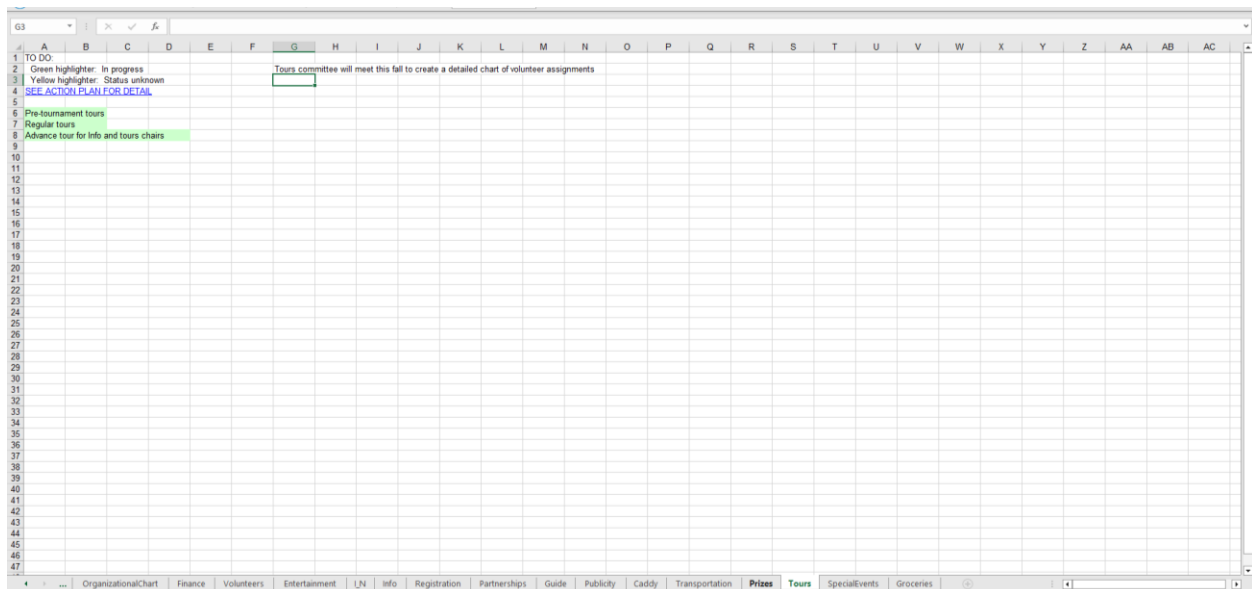
- SA obtained from Sue Carlson at the Marriott the specific information needed in terms of security to bring t-shirt boxes into the Marriott. The t-shirt maker seemed to have no trouble following the somewhat intricate directions involving security for this very tall building situation on an international 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.

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- 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.
- T-shirts—design work checked and contributed to by SA.

Tours

Sheet Layer



Tours Sheet/Layer.

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

Action Plan

PROFILE OF CHAIR AND DESCRIPTION OF DUTIES

Don Rumelhart was appointed Chair of both Committees by the Tournament Co-Chairs 12 months in advance of the event. He has a friendly, outgoing personality and a great deal of experience in entertainment and event planning, including service on the World Juniors event in 1992—all of key importance for these committees. He is willing to have his contact information widely distributed to maximize contact opportunities and has great expertise where electronic networks are concerned.

PRE-TOURNAMENT TOURS

The Chair will be available during the day during the three days prior to the NABC and have the interest and ability to host a group of 15-20 for tours, luncheons or other activities. He will plan four days of activities, Monday, March 3 through Thursday, March 6 for the spouses and guests of the Board of Directors of the ACBL. The activities will be planned for 15-20 people and will run from about 10a.m. to 4p.m. each of the four days.

Transportation will be provided.

Bus transportation in a passenger van. Have at least one committee member on the bus and another, depends on the tour, already at the destination, in advance of the bus.

Six weeks ahead...send out invitation list to ACBL meeting planner.

Determine guest list and consider any special needs

Meet in the concierge facility or volunteer suite each day for juice, coffee, and Danish.

Lunch...arrange in advance.

Evening cocktail party in the volunteer suite

Welcome gift—Michigan wine and some Michigan candy or whatever (Michigan potholder, keeps chilled wine cool), that is consumable on site, enjoyable, and easy to have in a hotel room. Board gifts do not come from ACBL funds.

PERSONNEL ISSUES

Chair of this committee should be available for the entire day, and perhaps into the evening, for each of the four days prior to the tournament. Committee members may be assigned special tasks by the Chair. We hope to have courtesy vans for the entire two week period. We may need to supplement a van with a car for those with mobility issues. It is very helpful to have a list with room or phone numbers of all key local personnel who are staying at the hotel. It will also be helpful to have a network of key cell phone numbers programmed into cell phones.

Pre-tournament tours (days flexible):

Monday, March 3. Meet in the concierge facility for juice, coffee, and so forth. Tour of Henry Ford Museum. Arrange for expert tour with Derderian and Tope. Leave

hotel at 9:30a.m. on a bus and arrange for return by 2:00p.m. Luncheon provided in the Volunteer Suite. Rumelhart, Jur, Derderian, and Tope.

Tuesday, March 4: Meet in the concierge facility for juice, coffee, and so forth. Leave hotel at 9:30a.m. for bus tour of Cranbrook and Bloomfield Hills followed by Luncheon at Meadowbrook Hall and a tour of it; after, shopping at the Somerset Collection. Return to the Marriott. Cocktail party at 5:30p.m. with appetizers provided by Hospitality Committee in the Volunteer Suite. Rumelhart, Jur, and Tope.

Wednesday, March 5: Meet in the concierge facility for juice, coffee, and so forth. Leave Marriott at 9:00a.m. to go to Ann Arbor. Meet Margaret Leary at 10:00a.m. at Law Library for tour. Then, on to meet Elaine Didier at 11:15 at the Ford Library for a tour. Then, off to Rumelhart's home for a tasting and luncheon hosted by Zingerman's and Ari Weinzweig. Rumelhart, Jur, and Arlinghaus.

Thursday, March 6: Meet in the concierge facility for juice, coffee, and so forth. Leave Marriott at 9:30a.m. for bus tour of Grosse Pointes; Luncheon at the War Memorial; tour of Alger House. Return to hote in time for possible mid-afternoon event at Compuware. Rumelhart and Jur.

PLAN FOR ACTION: WHAT AND WHEN

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<p>1. Learn if concierge arrangements will be available in the hotel. Work out situation with volunteer suite. BOTH DONE.</p>	<p>By May 1, 2007</p>
<p>2. Arrange for transportation in conjunction with co-chairs Arlinghaus.</p>	<p>By July 1, 2007</p>
<p>3. Compuware Tour; arrange with NABC Co-chairs (SA).</p>	<p>By Nov.. 1, 2007</p>
<p>4. Tour of Detroit/suburban stops; maps produced by SA with guidance from committee. Luncheon at Meadowbrook Hall arrange with Ron and Bill C. After lunch Somerset.</p>	<p>By Nov. 1, 2007</p>
<p>5. Ann Arbor trip: tour of Gerald R. Ford Presidential Library (DR), Rumelhart home/Zingerman's (DR)</p>	<p>By Nov. 1, 2007</p>
<p>6. Henry Ford Museum: purchase tickets in advance, for a group, and make arrangements for entry without waiting in line, for luncheon, and for docent-guided tour. Derderian will participate in this one and meet the group at the museum.</p>	<p>By Nov. 1, 2007</p>
<p>7. Send out materials, including notice that participants must carry their passports (reminding them to update them if needed), directly to guests via e-mail.</p>	<p>By Dec. 1, 2007</p>

8. Select and purchase gifts for each Director.	By Dec. 1, 2007.
9. Send out materials from ACBL to create final guest list.	Jan. 15, 2008

BUDGET

Here is how I had it broken down, roughly--we have 1000 from Jeff for the set of pre-tournament tours. I had put 1000 per day to the volunteer suite, including for the days before the tournament. So, that's a total of 5000 for the four days preceding the tournament. Naturally, we don't want to allocate all of that to the pre-tournament tours, so here's my thinking, in more detail:

1. Monday, tour of the Henry Ford. 15 dollars per person, admission fee (with possible reduced group rate, but I'll estimate it at the max). Twenty people, for 300 dollars. Then, elegant late luncheon in the volunteer suite--250 dollars. Total for the day (not counting transportation): 550 dollars.

2. Tuesday, car tour of Cranbrook grounds on the way to Meadowbrook Hall. Tour and luncheon at Meadowbrook Hall, 30 dollars per person for 20 people: 600 dollars. Shopping after lunch at the Somerset Collection followed by a wine and cheese party in the Volunteer Suite: 100 dollars. Total for the

day (not counting transportation): 700 dollars. RON will need your help with Meadowbrook...is the estimate reasonable?

3. Wednesday, tours of the UM Law Library, Ford Library, car tour of campus, luncheon and tasting at Rumelharts. Estimate 25 dollars per person for 25 people: 625 dollars for the day. They return to the hotel and rest before going to the volunteer dinner.

4. Thursday, car tour of Grosse Pointes along Lake Shore Drive, with luncheon at Alger House (Grosse Pointe War Memorial) and tour of War Memorial. Estimate 20 dollars per person for 20 people: 400 dollars for the day. They return to the hotel in the early afternoon before going to the special event at Compuware world headquarters.

So, total for all that would be 2275 dollars, less than half the allocation for that period of time, leaving us flexibility for other things (such as money to invest in special events in the volunteer suite, such as having snacks for volunteers doing the bag stuffing, or for leasing vans for two weeks, etc...).

Thus, residue is $5000-2275=2725$

ACBL contributes \$1000 to this venture (but not for the gift). We would need volunteers to drive the vans (assuming suitable insurance—Jeff says ok). Dave Swarthout is one volunteer van driver, but probably not for the time before the tournament.

Gift suggestion: one bottle, full sized, of L. Mawby Blanc de Blanc sparkling wine (25% reduction in lots of 3 cases or more). One bottle of St. Julian sparkling fruit drink. Homemade cookies and so forth; possibly a Michigan potholder (keeps chilled wine cool). Coffee table books about Detroit and about Michigan—Brand Marwil?).

TOURS AND SPECIAL EVENTS COMMITTEE

Rumelhart will go on a special tour given by Rycus. Rycus has agreed to do this in September. Make an online form to reserve ahead for tours. Use e-vite invitations or some such.

TOURS—limited to 22 people per tour. Have to reserve in advance.

Henry Ford museum; Derderian, Tope.

Detroit Institute of Arts; Lumm.

Compuware tour

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University of Michigan Law Library; set with Director, M. Leary.

Bus tour of Detroit—Gray Line or some such...have flyers at booth so people can do this as they wish.

Windsor; Lumm.

Point Pelee bird migration

Ford Rouge Plant; Donna Tope will go on this one.

Other

Have website on a screen at the tours desk.

Have regular daily tours not requiring a van:

- Tour of RenCen
- Walking tour of downtown Detroit...guy from Marygrove; possibly a sculptor.
- PeopleMover tour
- Gray Line tour
- Other professional tours—need flyers.

Post-tournament tour:

- Work with Bethany Osborne (and Donna Tope, Kate Warner, and Margaret Leary) and UM Alumni Association—tour to Paris or some such. Start with round trip, Detroit to Detroit.
- Work with Bethany Osborne and Omega Travel: Bridge Triangle Tour—Detroit to Toronto to Gatlinburg. Start with round trip, Detroit to Detroit.

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Information:

Henry Ford Museum: <http://www.hfmgv.org/search/default.asp>;

<https://portal.thehenryford.org/tickets/ticket.aspx>

<input type="text" value="0"/>	<input type="checkbox"/>	<input type="text" value="0"/>	<input type="checkbox"/>
ADULT - \$14		SENIOR - \$13	
<input type="text" value="0"/>	<input type="checkbox"/>		
YOUTH - \$10			

Detroit Institute of Arts:

http://www.dia.org/museum_info/general_information/index.asp

Regular Hours

10 a.m.–4 p.m. Wednesday and Thursday

10 a.m.–9 p.m. Friday

10 a.m.–5 p.m. Saturday and Sunday

CLOSED Monday and Tuesday

For information on group tours call, 313.833.1292

General Admission

\$6 per adult, \$3 per youth (ages 6-17)

Bus tour of Detroit:

http://guides.hotelbook.com/sisp/hotelbook/index.htm?fx=location&loc_id=132297&sub_section=Tours%20of%20the%20City

Tours of the City

Walking Tours

As Detroit is very spread out, walking tours of the city are uncommon. Visitors wishing to get a general sense of Detroit's attractions and neighbourhoods would be well advised to partake in a guided bus tour instead. That being said, areas of Downtown, such as the waterfront, are well suited to leisurely strolling, as are many of the city's suburbs, such as Dearborn, Southfield, Ann Arbor and Grosse Pointe.

Bus Tours

Various four-hour bus tours of Detroit are offered by *Grayline Tours* (tel: (313) 870 5012; website: www.grayline.com).

The 'Downtown and Greektown' tour costs US\$30 and sights include the Edsel and Eleanor Ford House, Downtown, and the Henry Ford Museum and Greenfield Village.

Other Tours

Diamond Jack's River Tours (tel: (313) 843 9376; website: www.diamondjack.com) offers a two-hour narrated cruise of the Detroit River from on-board a 27m (90ft) ship. Sights include the Detroit skyline and Belle Isle. The tour departs from the Hart Plaza in the city centre and costs US\$14. *Portofino Friendship* (tel: (734) 281 6700) offers a

cruise of the Detroit River, which lasts two-and-half hours and begins at the Portofino Restaurant.

Ford Rouge Plant: <https://portal.thehenryford.org/tickets/ticket.aspx>

Important ticket information, please review before ordering.

*A \$2.50 service fee for orders online or through the Call Center and a \$5.00 parking and road maintenance fee will be charged for all orders. Members and IMAX-only patrons will not be charged for parking.

Children under two years of age that do not require their own seat are free of charge and do not require a ticket.

Tickets are not exchangeable or refundable. All tickets, including IMAX Theatre, are general admission. Your tickets will be mailed only if you have purchased at least 2 weeks prior to your arrival/performance date. All other orders will be held at will call in the IMAX Theatre lobby. (First entrance to The Henry Ford off Oakwood Blvd. parking lot.)

Online tickets cannot be purchased the day of the show or visit.

Recommended arrival time is one half hour in advance of show/event time. No late seating allowed.

The plant will not be in production on weekends or on certain dates.

Factory Tour Adult - \$14

Factory Tour Child - \$10

Factory Tour Youth - \$10

SPECIAL EVENTS

Volunteer Dinner: RH has this in hand at the Max (Orchestra Hall). Might wish to coordinate with him to check on entertainment.

Dream event...possible charity event. Coordinate with NABC co-chairs. Would be held first Thursday afternoon.

Goodwill Reception. Is handled by National Goodwill Director, Aileen Osofsky...first Monday. We need to be aware of it and of possibility of supplying extra beyond her budget.

TOURS

Tours, each morning March 7 - March 15—to return by noon or 12:30 if lunch is included. Sights of Detroit/Windsor area. Bridge players pay a fee for each in advance

and must reserve in advance. An online form will be useful for this. Suggestions as above. Need to decide on trigger point for tour cancellation...that will depend on transportation. If we have vans for two weeks, then we might be able to say tours with five people signed up by 6p.m. of the previous day will go...limit of 15 per tour, or some such.

Use the volunteers on this committee to staff the desk which needs to be open during times when folks are not playing bridge. Produce flyers and such announcing tours; coordinate with other committee chairs as appropriate.

Transportation will be a key issue here. Various possibilities are enumerated below but in all cases, we must make sure that we are not in jeopardy where insurance and liability are concerned; hence a need to involve professionals:

- o Work with the transportation committee and/or the Metro Convention Bureau to obtain rates for securing a single 22 passenger van during the morning for each of the days of the tournament (including possible schedule to get an idea of cost).

- o Discuss with the transportation committee and/or the Metro Convention Bureau the possibility of leasing a van and procuring a qualified driver (perhaps a qualified bridge player) to drive the van. Then, if we have the van for the entire time, it might see extra duty taking folks to the volunteer dinner, to the train station, to Windsor, to casinos, to the mall, or elsewhere as appropriate. Also coordinate with the same group concerning parking fees for the van (get it free from Marriott in exchange for advertising on the side)?

Get a free van from a car dealer with same sort of exchange idea?

Determine the charges needed for the tours to defray transport and event entry fees so

that:

- o There is no cost from the NABC budget
- o There is small cost from the NABC budget

- o There is substantial subsidization from the NABC budget—folks need to pay something or they not take the whole thing seriously. For example, in NYC, all tours were \$10—there was substantial subsidization from the NABC budget.

ESTIMATES ON POSSIBLE COSTS TO COME, DEPENDING ON THE OUTCOME OF A TRANSPORTATION ANALYSIS.

Committee Report from 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.

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- 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.

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- 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 Swarhout
- 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 Swarhout
- 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 Swarhout

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.

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- 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

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.

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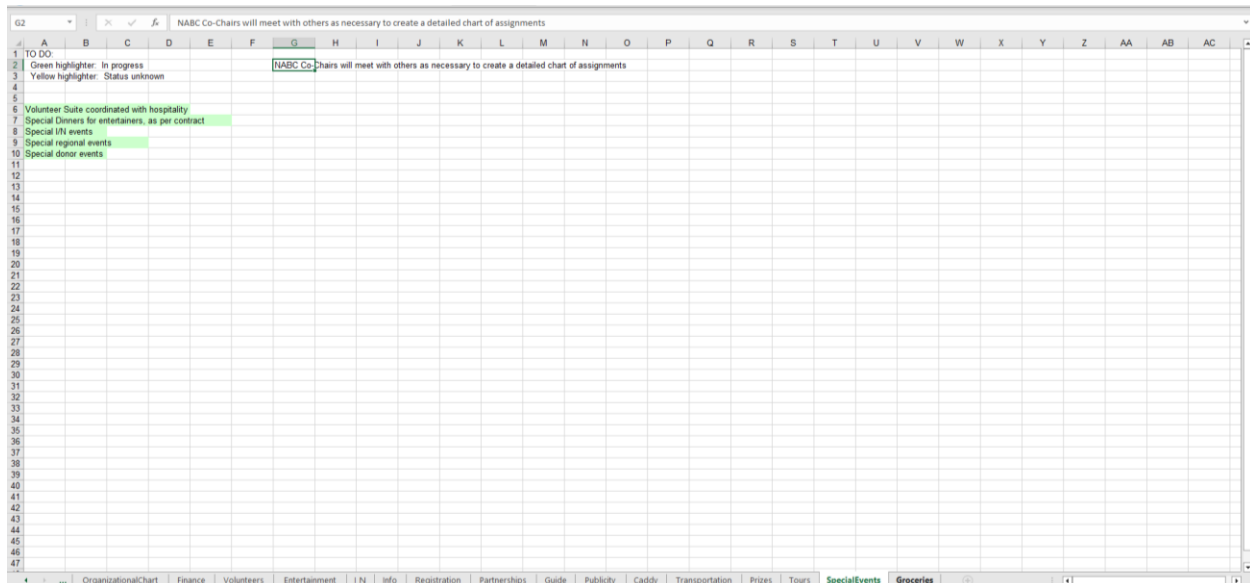
- Created special electronic files that sent information about tours from one of her laptop computers to a projector that projected images on the wall. Link to a timed “tours” Powerpoint display.
- Created custom Atlas for each van and for tours desk.
- Created van number shields posted in the van windshield 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
- 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.

Special Events

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.

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Special Events Sheet/Layer.

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 Swarhout, 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
- 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. Guests chose from among beef filet, salmon, or vegetarian main dishes—supplemented by appetizer and salad. The chocolate mousse dessert captured the fancy of many.

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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.

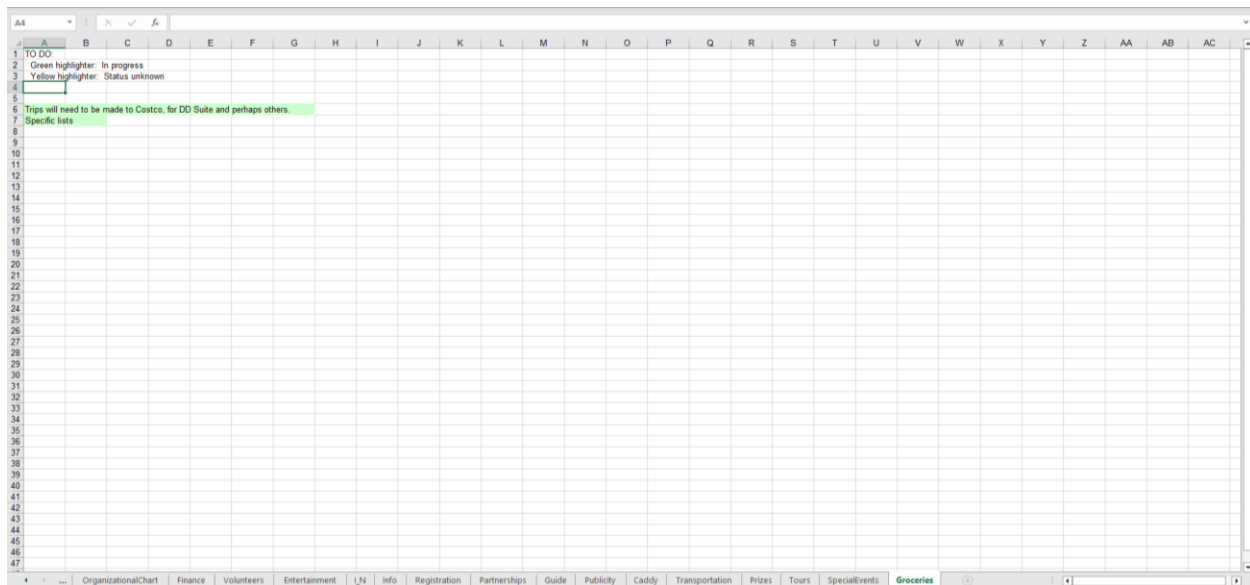
Goodwill Reception, ACBL, SA

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.

Groceries



Groceries Events Sheet/Layer.

A daily inventory of groceries used, and needed, was kept in Excel so that we would never be ‘out’ of anything and so that accounting would be cumulative and be done, naturally as a function of spreadsheet mechanics, at the end of the tournament.

Temporal Master Plan

Saturday, March 1

- Bill and Sandy Arlinghaus and others pick up three 15-passenger vans from Enterprise on Washtenaw in Ann Arbor. The vans were first tentatively reserved in December and then firmly reserved in January. Frequent phone contact establishes that they remember us. Bill will use his credit card for all three vans and will therefore be listed as a driver on each van. We may have up to three drivers in addition to Bill on each van. Each driver must submit a copy of his/her driver's license (which Bill will bring) upon leasing the vans. Listed drivers are: Bill Arlinghaus (3 times), Kari Arlinghaus, Dave Swarhout, Myles Maddox, Ken Cornelius, Arnold Fink, Gary Luoma, Bert Newman (Stacey Tessler is working on others). The cost of the three vans for a two-week period is about 5000 USD. Each van is equipped with a custom-made Atlas 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). These vans, housed in valet parking (comp from ACBL) will be used for:
 - Pre-tournament tours for spouses of the ACBL Board of Directors. Because some may have physical issues with getting in and out of vans, we purchased three single steps at Ace Hardware to assist with van entry. Parking at The Henry Ford Museum (Monday, March 3) is as they suggest. Parking at Meadowbrook Hall (Tuesday, March 4) is in Lot 61 (see the Atlas made for van drivers). Parking at the University of Michigan (Wednesday, March 5) is in any blue lot on passes

obtained from the Duderstadt Center at 9 dollars per van per day. Parking at the War Memorial (Thursday, March 6) is as per their advice.

- Volunteer dinner (Wednesday, March 5): transporting BOD and spouses as well as staff and other invitees staying at the hotel. The vans are to be parked behind the Max, just outside the rear door.
- Transportation from the Marriott to Compuware for the Opening Ceremony on Thursday, March 6.
- Morning tours: Sunday, March 9 (DIA); Monday, March 10 (Henry Ford); Tuesday, March 11 (Ann Arbor/UM); Wednesday, March 12 (Compuware); Thursday, March 13 (Henry Ford); Friday, March 14 (DIA); return vans Saturday, March 15.
- Dinner runs: to The Whitney and other locales...one van goes one place. Not a substitute for any other mode of transport. Just a flexible addition. Friday, March 7 through Friday, March 14.
- Trips to Costco, grocery stores, and so forth.
- Special trips for small groups, as desired (for example, for BOD spouses who want to go to a mall some afternoon).
- Bill and Sandy check into room 6910, a Governor's Suite, in the Detroit Marriott at the Renaissance Center (RenCen). This room is 1800 square feet and will be used for a combination of purposes for the District Director, for the local NABC Co-chairs, and for the local volunteers. Beverly Riordan will work at this as her full volunteer job. She has

a crew working with her: Jackie Brewer, Margaret Carter, Gargi French, Dorothy Kuhn, Carol Manikas, Jim O'Neil, Adrienne Rudolph, Jim Rudolph, Ann Sichel, Stacey Tessler, and Jerry Thornton. These folks will be available to work in our suite as needed (but probably not more than one or two at a time). They will also be available, when there, to serve as greeters or as food monitors in the evening. Folks staying in the hotel for the full time are: Riordan, Adrienne Rudolph, Jim Rudolph, and Jerry Thornton.

- Dan and Joan Morse check into the Presidential suite and get together with Bill and Sandy. Their team will also be there.
- A number of directors have given enthusiastic response for this (although no RSVP was issued). Joan Gerard, Phyllis and Bill Harlan, Shirley Seals, Harriette Buckman in addition to Dan Morse.
- Unpacking of all stuff both personal and for entertaining.
- Dip preparation.
- Work to establish a relationship with the maid, seeing if we can keep the same one most of the time. Give her an extra 5 bucks a day (is that enough?) Dick Anderson said...I'd suggest 10.

Sunday, March 2

- Suite 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.
- Door prizes will be on view for them. Door prizes will be awarded between sessions of

Senior events and after the game on the final Friday and Saturday. The prizes are Michigan/District 12 based in nature. They are: 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; truffles from the Chocolate Garden; vases from GR; curly dog cutting boards; Sanders candy (honeycomb chips; salt caramels).

- Day-long reception: they will have cheese and crackers (standard cheese such as Brie (triple cream) to local cheese such as Pinconning—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); Germack pistachio nuts (3 pounds); Sanders honeycomb chips and salt caramels (2 pound each), dried cherries (1 pound); chips (potato and Frito) and MBA dips.
- Directors are given their gift bags, in addition to the all-day reception. The funding for the bags is half from both the District and from the District Director (Bill will give us a check for 300 USD). 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, Signature mix of nuts from Germack, Chocolate Garden 2-fer of Dark Chocolate Cherry truffles, a CD of Memories of Detroit (basically our local NABC website), and a sheet of Michigan facts. In addition each director will be 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.

- At 6:00p.m. the group moves to the Presidential Suite for dinner at the Morses.

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.
- Bag materials arrive at ACBL area: Detroit map and stuff from Convention and Visitors Bureau.
- 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. Wine and cheese and stuff as on Sunday.
- Van drivers:
 - Dave Swarhout
 - Myles Maddox
- Parking information to come.

Tuesday, March 4

IMaGe Monograph #26:
Arlinghaus, S. L.; Arlinghaus, W. C.; and Horwitz, R. M.
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- 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 Drivers:
 - Dave Swarthout
 - Myles Maddox
- ACBL truck arrives; set up for bag stuffing. Aileen Osofsky has offered to help with this (she arrives Wednesday). She is also happy to help at the registration desk or anywhere

else...and, as a greeter...and as a human signpost?

- In the evening, 9-11:30, reception for arriving NAP players; Jeff and Brent are putting out a special attachment to the pre-Bulletin for this.

Wednesday, March 5

- Horwitz checks in to hotel.
- 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.

- Return to the Marriott in time to rest up in advance of the volunteer dinner (transportation will be provided by our vans).
- Van drivers
 - Dave Swarhout
 - Myles Maddox
 - Bill Arlinghaus (Max only)
- 5:10 vans leave the Marriott for the Max for a tour of the facility, cocktails, and dinner. Vans will bring folks back. Agenda: 5:30 arrive for tour and reception. 6:30 dinner served; at dessert Jay welcomes and introduces out-of-towners then to Dan Morse Dan introduces Bill A. Bill A. welcomes on behalf of locals and introduces Ron H. Ron introduces CPWR and convention bureau folks then Sandy A. introduces committee chairs then back to Ron. Ron wraps us local presentation and back to Jay. Jay closes.

Thursday, March 6

- 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 drivers:
 - Kari Arlinghaus (east, only)
 - Dave Swarhout
 - Myles Maddox (Compuware only)
 - Bill Arlinghaus (Compuware only)
- Opening ceremony at Compuware headquarters. Vans leave the Marriott at 3:30p.m. Board A Match team. First leg played Friday Feb. 29 at Lawrence Technological University (LTU). LTU President Dr. Lewis Walker is partner with District 12 Director Dr. Bill Arlinghaus—teammates are world champions Dan Morse and Bobby Wolfe. The other pair at LTU is Rick Kaye and Bill Melander who won a national title this past year. Their teammates are Peter Karmanos, Jr. and Jay Baum. The group at LTU will play a small set of hands. Those hands will then be played in the Compuware atrium once again by the Karmanos group—in front of dignitaries from various places, Detroit business leaders, the press. Checks given out to various charities and so forth.
- Thursday morning meeting; committee chairs check into hotel.

- Greeters in the Motor Lobby and elsewhere will be wearing, as will all volunteers, “Ask Me” buttons. Marilyn and Beverly have recruited a number of folks to serve as greeters (as above). Some may also serve as human signposts to assist movement around the RenCen. Marilyn’s team includes help, in varying degree, from: Beth Armstrong, Joyce Bell, Lynne Cook, Diane Dyla, Gail Geiger, Peggy Hicks, Brenda Jaffe, Liz Kalb, Phil Leon, Chris Miles, Dave Miles, Rhonda Monroe, Kathy Newman, Susan Parnes, Linda Perlman, Sue Stevenson, Frank Triebor III, Marilyn van derVelde, Rosanne Winokur.
- Thursday evening, 8:15 p.m. coffee and cookies from the hotel provided to bridge players as a welcoming gesture.

Friday, March 7

- Our suite opens for volunteers of the day from 10a.m. to 8p.m. There will be ample food and drink, similar to that served to BOD (but non-alcoholic, only) to welcome all. Sandy will make it; Beverly and crew will see that there is always someone there to let folks in and make them feel at home. Volunteers of the day register in the guest book maintained at the volunteer desk and also in our suite.
- Free tour of RenCen. RenCen will supply a guide for us for a private tour each morning (except Sundays) at the tours desk. Register at 9a.m. for the 10a.m. tour.
- Morning meeting with hotel.
- Senior event: between session have door prizes...we have two-part tickets. Hand these out to all players during the session. Then, have drawing for door prizes: teddy bear heater/cooler; oven mitt; vase; 1 pound of Michigan cherries; 1 pound of Sanders candy.

Have hotel serve ice cream bars.

- Vans available for:
 - Local shopping
 - Flexible dinner routes for small groups of players.
- I/N at dinner time; dinner (lasagna and salad and brownie and coffee, tea, soft drinks sort of thing) in a room in which they do not play. We fund it from hospitality, for about 125 people...about 2500 USD.
- Food sent to caddy room.
- Entertainment after the game, 11:00p.m.—UM a capella singers, Shady the Clown (juggling, balloon animals, card tricks), 4th level. Food negotiated with the hotel at 6, 8, 10 USD per person, about 1000 servings (ballpark estimate for initial contact; use data from Jeff for fine tuning—copy in Big Sheet). Use some of the stronger-looking folks on hospitality to serve as food monitors. Perhaps Sanders cream puffs today to get folks off to a good start.

Saturday, March 8

- Our suite opens for volunteers from 10a.m. to 8p.m. There will be ample food and drink, similar to that served to BOD (but non-alcoholic, only) to welcome all. Sandy will make it; Beverly and crew will see that there is always someone there to let folks in and make them feel at home. Volunteers of the day register in the guest book maintained at the volunteer desk and also in our suite.
- Morning coffee event for I/N.

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- Free tour of RenCen. RenCen will supply a guide for us for a private tour each morning (except Sundays) at the tours desk. Register at 9a.m. for the 10a.m. tour.
- 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.
 - Walk through Hart Plaza with sculptor David Barr, who created one of the largest sculptures there ("Transcending...").
- Morning meeting with hotel.
- Senior event: between session have door prizes; have O. J. Anderson, the "Fashion Police" select folks 1:30-2:30 approx.—the ones he selects get door prizes: teddy bear heater/cooler; oven mitt; vase; 1 bottle of St. Julian fruit spumante; 1 bottle of Mawby sparkling wine. Have hotel serve ice cream sandwiches.
- Food sent to caddy room.
- I/N book-signing event.
- Entertainment after the game, 11:00p.m.—UM a capella singers, Shady the Clown (juggling, balloon animals, card tricks) 4th level. Food negotiated with the hotel at 6, 8, 10 USD per person, about 1000 servings (ballpark estimate for initial contact; use data from Jeff for fine tuning—copy in Big Sheet). Use some of the stronger-looking folks on hospitality to serve as food monitors.

- Vans available for:
- Local shopping
- Flexible dinner routes for small groups of players.

Sunday, March 9

- Our suite opens for volunteers from 10a.m. to 8p.m. There will be ample food and drink, similar to that served to BOD (but non-alcoholic, only) to welcome all. Sandy will make it; Beverly and crew will see that there is always someone there to let folks in and make them feel at home. Volunteers of the day register in the guest book maintained at the volunteer desk and also in our suite.
- Morning Tour: Detroit Institute of Arts. Reserve ahead; 5 dollar registration fee to be refunded on the return van trip. 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.
- Morning meeting with hotel.
- Senior event: between session have door prizes; tickets to select winners. Door prizes: teddy bear heater/cooler; oven mitt; vase; 1 pound of Sanders candy; 1 pound of Michigan cherries. Have hotel serve Sanders cream puff.
- Food sent to caddy room.
- I/N event between sessions in room event is held in. Spend about 2000 USD from hospitality on event for all players in the room orchestrated by hotel—appetizers and soft

drinks, coffee, tea.

- Entertainment after the game, 11:00p.m.—UM a capella singers 4th level. Food negotiated with the hotel at 6, 8, 10 USD per person, about 1000 servings (ballpark estimate for initial contact; use data from Jeff for fine tuning—copy in Big Sheet). Use some of the stronger-looking folks on hospitality to serve as food monitors.
- Vans available for flexible dinner routes for small groups of players.

Monday, March 10

- Our suite opens for volunteers from 10a.m. to 8p.m. There will be ample food and drink, similar to that served to BOD (but non-alcoholic, only) to welcome all. Sandy will make it; Beverly and crew will see that there is always someone there to let folks in and make them feel at home. Volunteers of the day register in the guest book maintained at the volunteer desk and also in our suite.
- Free tour of RenCen. RenCen will supply a guide for us for a private tour each morning (except Sundays) at the tours desk. Register at 9a.m. for the 10a.m. tour.
- Morning Tour: Henry Ford Museum. Leave hotel at 9:00 a.m. Reserve ahead; 5 dollar registration fee to be refunded on the return van trip. Individuals pay entry fees; \$14 per adult is the maximum. Return in time for 1:00 game.
- Morning meeting with hotel.
- Senior event: between session have door prizes; tickets to select winners. Door prizes: teddy bear heater/cooler; oven mitt; vase; 1 pound of Sanders candy; 1 pound of Michigan cherries. Have hotel serve Sanders cream puff.

- Food sent to caddy room.
- Goodwill Reception: hosted by Aileen Osofsky. Today is Goodwill Day. There may be calendars available as gifts. 3rd floor ballroom—UM a capella strolling singers (singing cheerful party music), shortly before the event, outside the room in the hallways, 3rd level.
- Entertainment after the game, 11:00p.m.—UM a capella singers, 4th level. Food negotiated with the hotel at 6, 8, 10 USD per person, about 1000 servings (ballpark estimate for initial contact; use data from Jeff for fine tuning—copy in Big Sheet). Food tonight should be more substantial since a number of folks will have been at the Goodwill Reception. Use some of the stronger-looking folks on hospitality to serve as food monitors.
- Vans available for flexible dinner routes for small groups of players.

Tuesday, March 11

- Our suite opens for volunteers from 10a.m. to 8p.m. There will be ample food and drink, similar to that served to BOD (but non-alcoholic, only) to welcome all. Sandy will make it; Beverly and crew will see that there is always someone there to let folks in and make them feel at home. Volunteers of the day register in the guest book maintained at the volunteer desk and also in our suite.
- Free tour of RenCen. RenCen will supply a guide for us for a private tour each morning (except Sundays) at the tours desk. Register at 9a.m. for the 10a.m. tour. Morning Tour: Reserve ahead; 5 dollar registration fee to be refunded on the return van trip. 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).

- Senior event: between session have door prizes; tickets to select winners. Door prizes: teddy bear heater/cooler; oven mitt; vase; 1 pound of Sanders candy; another pound of Sanders candy. Have hotel serve ice cream sandwiches.
- Entertainment after the game. Motown, The Contours, Mackinac Ballroom, 5th Level. Detroit food: Sanders cream puff. Use some of the stronger-looking folks on hospitality to serve as food monitors.
- Vans available for flexible dinner routes for small groups of players.

Wednesday, March 12

- Our suite opens for volunteers from 10a.m. to 8p.m. There will be ample food and drink, similar to that served to BOD (but non-alcoholic, only) to welcome all. Sandy will make it; Beverly and crew will see that there is always someone there to let folks in and make them feel at home. Volunteers of the day register in the guest book maintained at the volunteer desk and also in our suite.
- Free tour of RenCen. RenCen will supply a guide for us for a private tour each morning (except Sundays) at the tours desk. Register at 9a.m. for the 10a.m. tour.
- Morning Tour: Reserve ahead; 5 dollar registration fee to be refunded on the return van trip. Compuware World Headquarters. Leave hotel at 9:00 a.m. Return in time for 1:00

game.

- Morning meeting with hotel.
- Senior event: between session have door prizes; O. J. Anderson to select winners. Door prizes: teddy bear heater/cooler; oven mitt; vase; 1 St. Julian fruit spumante; 1 Mawby sparkling wine. Have hotel serve ice cream bars.
- Food sent to caddy room.
- Entertainment after the game. National Scottish Fiddling Champion, Jeremy Kittel, Mackinac Ballroom, 5th Level. Out-state Michigan food: meat pasty and beer (Stroh's?) Use some of the stronger-looking folks on hospitality to serve as food monitors.
- Vans available for flexible dinner routes for small groups of players.

Thursday, March 13

- Our suite opens for volunteers from 10a.m. to 8p.m. There will be ample food and drink, similar to that served to BOD (but non-alcoholic, only) to welcome all. Sandy will make it; Beverly and crew will see that there is always someone there to let folks in and make them feel at home. Volunteers of the day register in the guest book maintained at the volunteer desk and also in our suite.
- Free tour of RenCen. RenCen will supply a guide for us for a private tour each morning (except Sundays) at the tours desk. Register at 9a.m. for the 10a.m. tour.
- Morning Tour: Reserve ahead; 5 dollar registration fee to be refunded on the return van trip. 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.

- Senior event: between session have door prizes; tickets to select winners. Door prizes: teddy bear heater/cooler; oven mitt; vase; 5 curly dog cutting boards. Have hotel serve ice cream bars.
- Entertainment after the game: Motown, The Miracles (without Smokey Robinson), Mackinac Ballroom, 5th Level. Detroit special food: coney island hot dogs and Vernor's ginger ale. Use some of the stronger-looking folks on hospitality to serve as food monitors.
- Vans available for flexible dinner routes for small groups of players.

Friday, March 14

- Our suite opens for volunteers from 10a.m. to 8p.m. There will be ample food and drink, similar to that served to BOD (but non-alcoholic, only) to welcome all. Sandy will make it; Beverly and crew will see that there is always someone there to let folks in and make them feel at home. Volunteers of the day register in the guest book maintained at the volunteer desk and also in our suite.
- Free tour of RenCen. RenCen will supply a guide for us for a private tour each morning (except Sundays) at the tours desk. Register at 9a.m. for the 10a.m. tour.
- Morning Tour: 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.
- Morning meeting with hotel.

- Senior event: between session have door prizes; tickets select winners. Door prizes: teddy bear heater/cooler; oven mitt; vase; Sanders candy Have hotel serve ice cream sandwiches.
- Food sent to caddy room.
- Entertainment after the game. VuGraph. Door Prizes. Shady the Clown (juggling, balloon animals, card tricks) 4th level.. Food negotiated with the hotel at 6, 8, 10 USD per person, about 1000 servings (ballpark estimate for initial contact; use data from Jeff for fine tuning—copy in Big Sheet). Use some of the stronger-looking folks on hospitality to serve as food monitors.
- Vans available for flexible dinner routes for small groups of players.

Saturday, March 15

- Our suite opens for volunteers from 10a.m. to 8p.m. There will be ample food and drink, similar to that served to BOD (but non-alcoholic, only) to welcome all. Sandy will make it; Beverly and crew will see that there is always someone there to let folks in and make them feel at home. Volunteers of the day register in the guest book maintained at the volunteer desk and also in our suite.
- Free tour of RenCen. RenCen will supply a guide for us for a private tour each morning (except Sundays) at the tours desk. Register at 9a.m. for the 10a.m. tour.
- Morning meeting with hotel
- Vans returned to Ann Arbor.

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- Food sent to caddy room.
- Entertainment after the game: Cloggers (5th level). Shady the Clown (juggling, balloon animals, card tricks) 4th level. Perhaps VuGraph. Food negotiated with the hotel at 6, 8, 10 USD per person, about 1000 servings (ballpark estimate for initial contact; use data from Jeff for fine tuning—copy in Big Sheet). Use some of the stronger-looking folks on hospitality to serve as food monitors.

Sunday, March 16

- Our suite opens for volunteers from 10a.m. to 8p.m. There will be ample food and drink, similar to that served to BOD (but non-alcoholic, only) to welcome all. Sandy will make it; Beverly and crew will see that there is always someone there to let folks in and make them feel at home. Volunteers of the day register in the guest book maintained at the volunteer desk and also in our suite.
- Food sent to caddy room.

Monday, March 17

Arlinghaus's check out.

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. 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 sources showed 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

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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.

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This data set speaks clearly to the success of the I/N pre-tournament workshops. They

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%

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.

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.

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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 offer our views above to the ACBL and the Board of Directors as they give thoughtful consideration to the complexity of awarding future NABCs.

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Memories of Detroit - SNOW!

Photo by District 2 Director, Jonathan Steinberg

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Memories of Detroit - SNOW!

Photo by District 2 Director, Jonathan Steinberg

We extended 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

Laptop Display

A laptop was set up to display a variety of files to assist players. A few samples are shown below. The complete set is available for download in LaptopDisplay.zip. There were static files and interactive files. Maps in Google Earth that used overlays to associate placemarks about restaurants with 3D buildings; Google maps animated to show types of restaurants; Powerpoint displays, and a host of other formats. The ACBL provided a projector and the laptop was locked to a table and set to run through the numerous files in an automated fashion, interrupted periodically by personal discussions and answers to questions.

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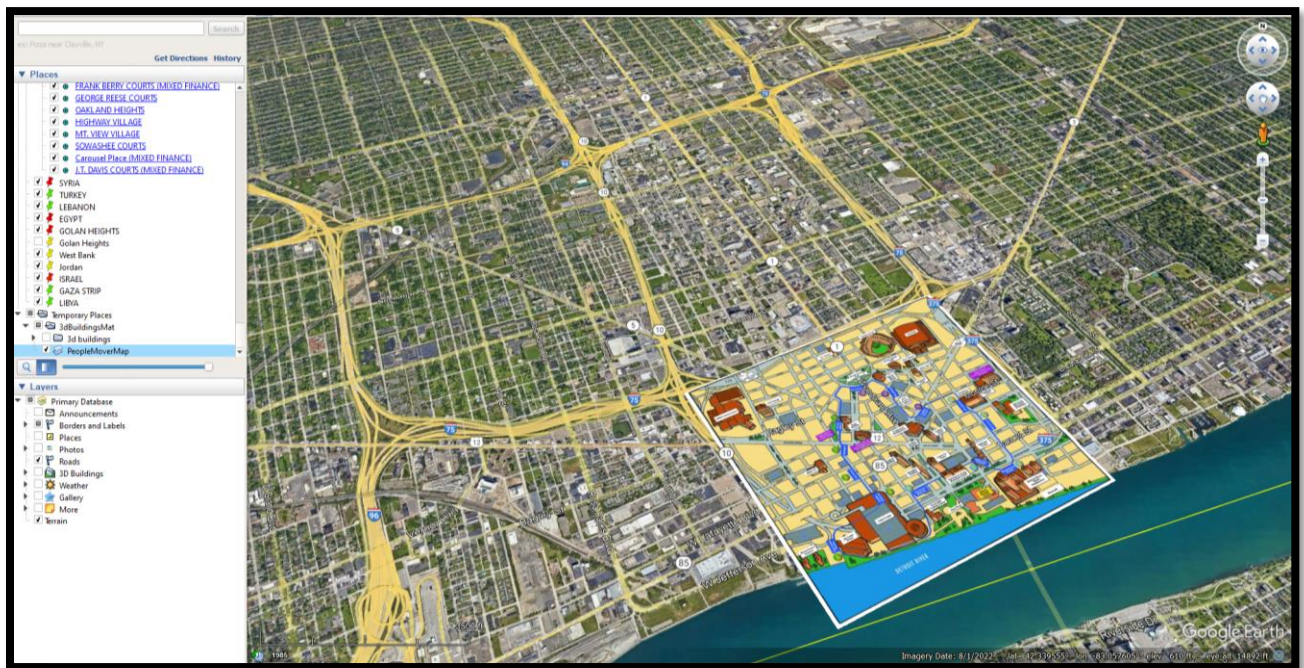
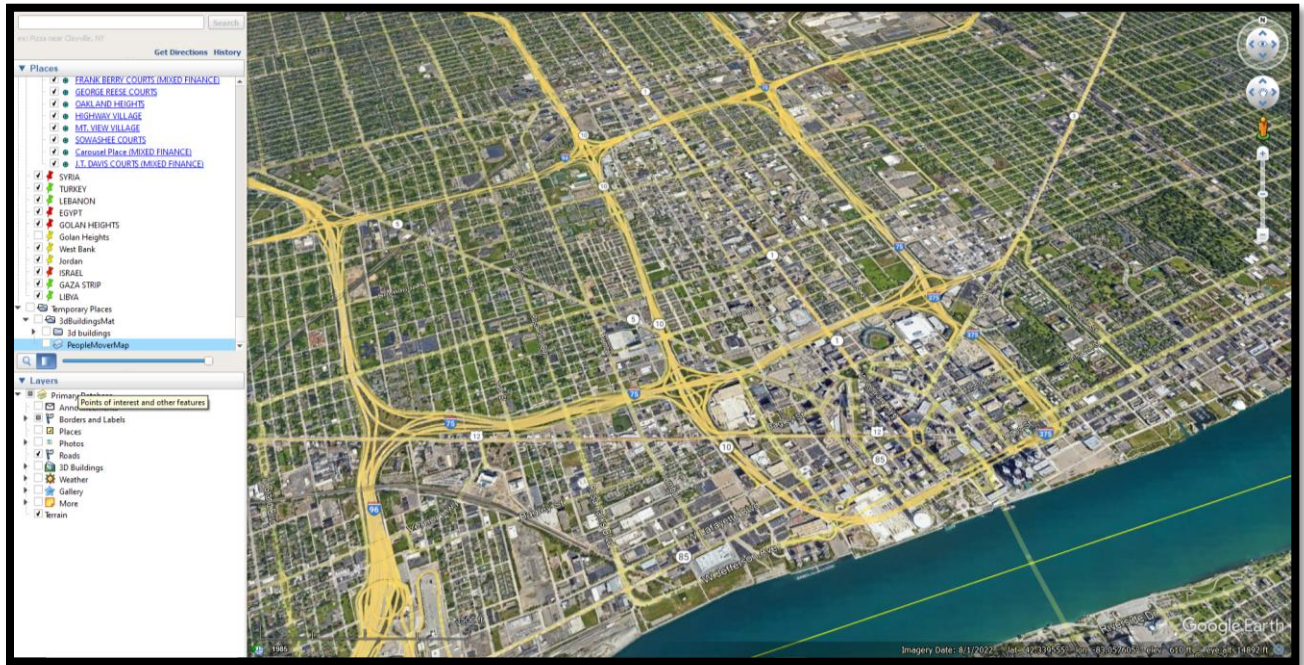


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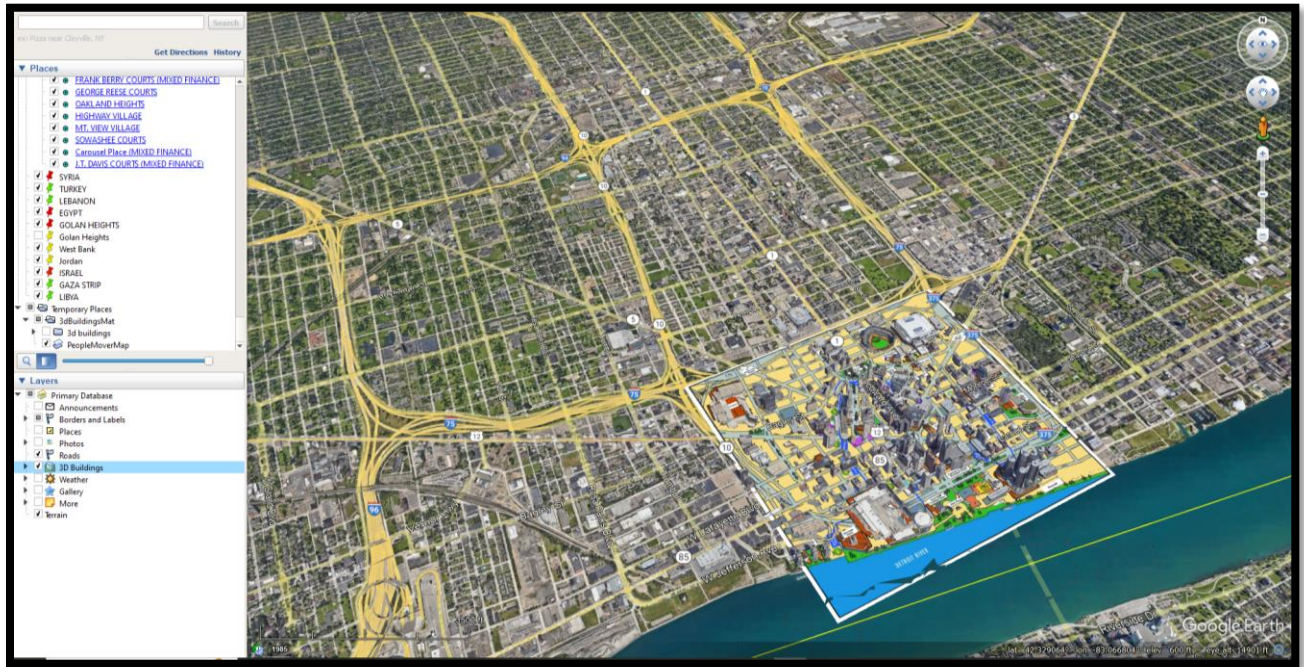


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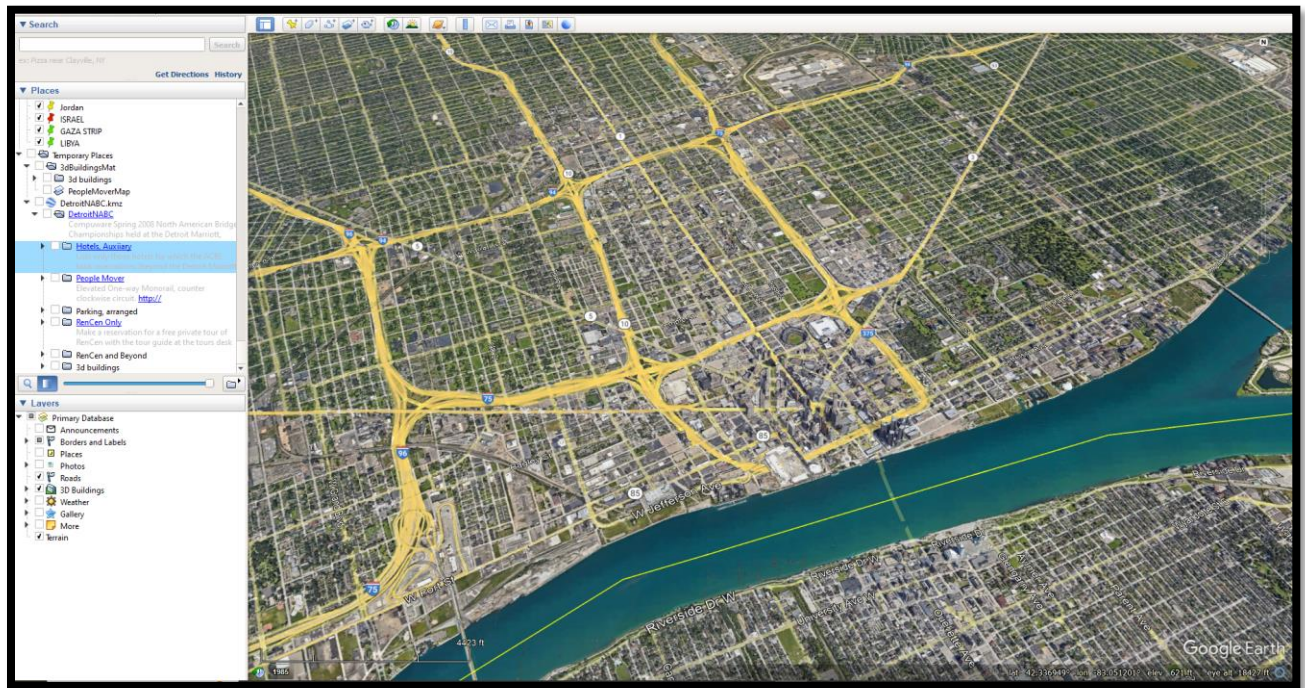


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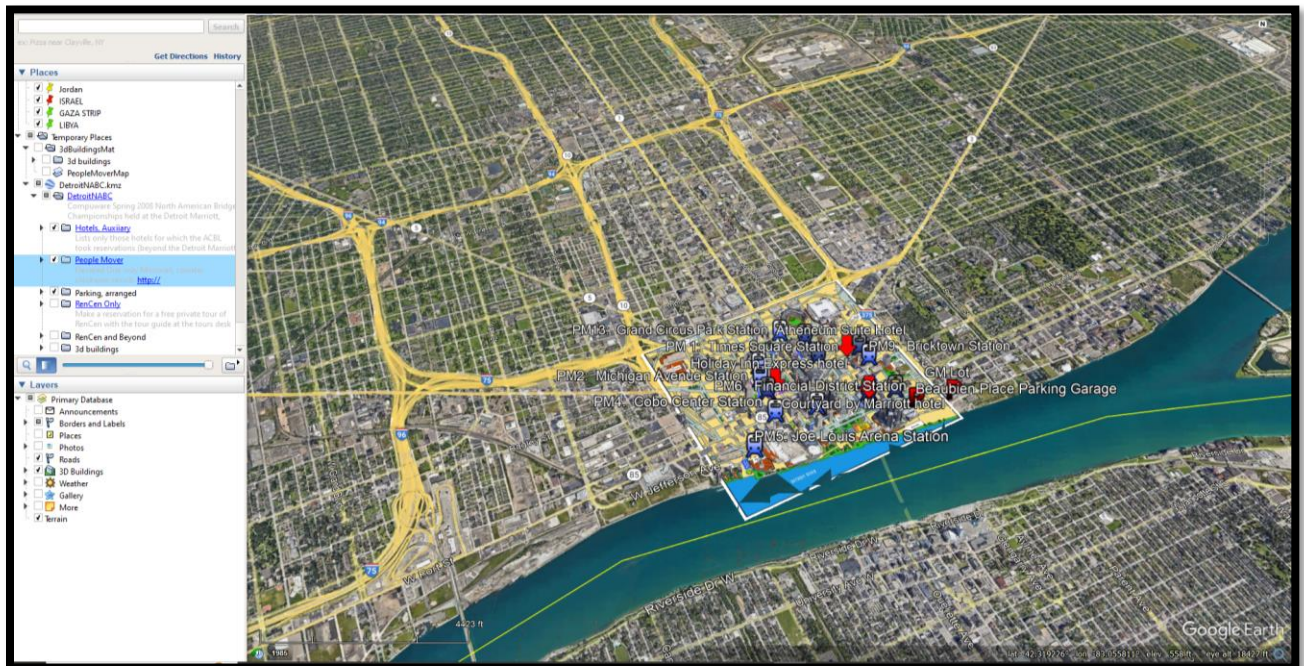
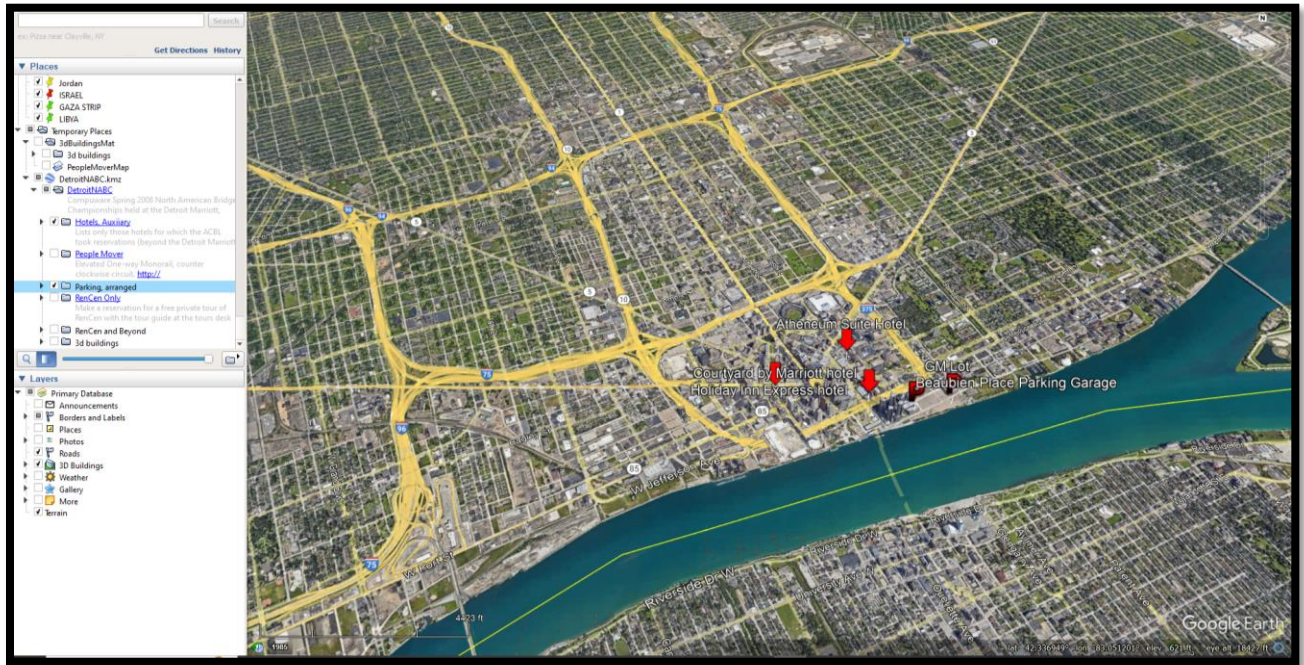


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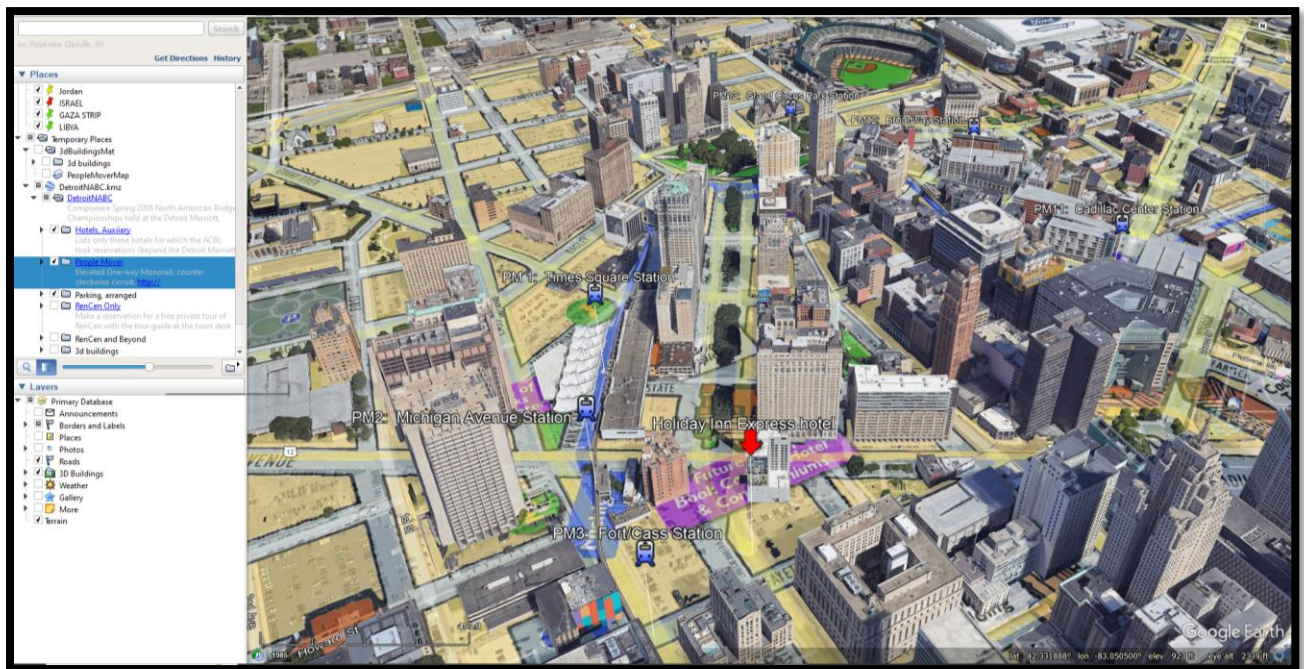
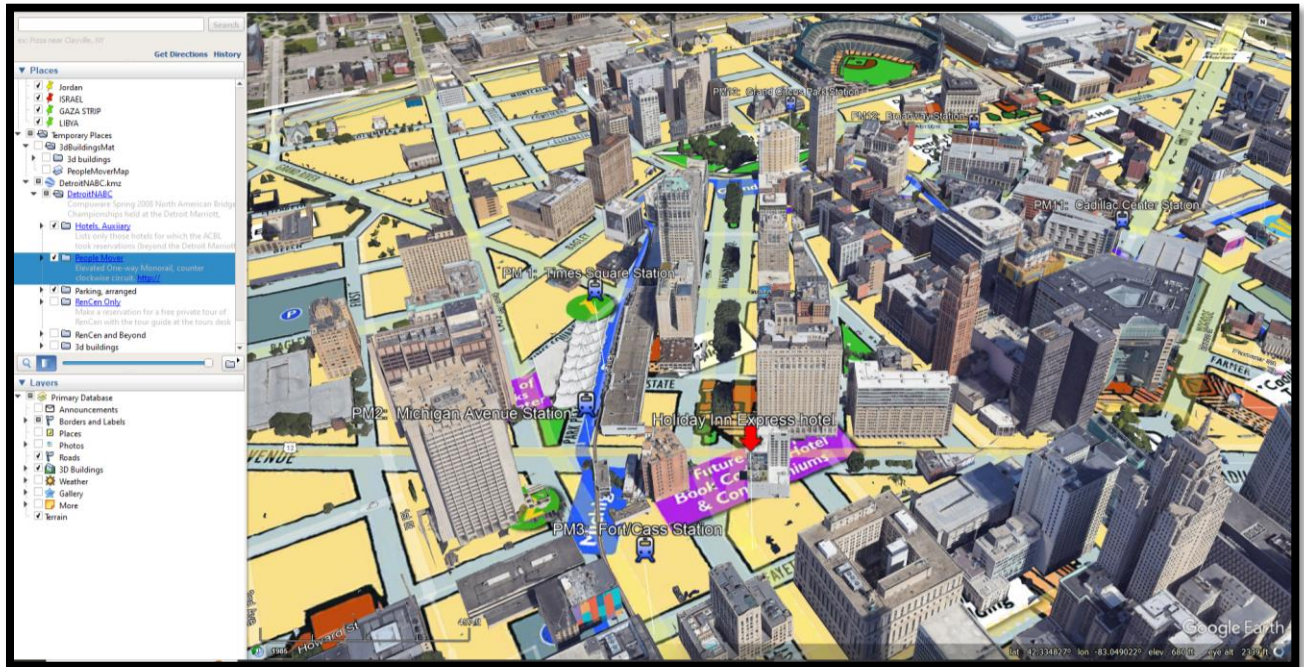


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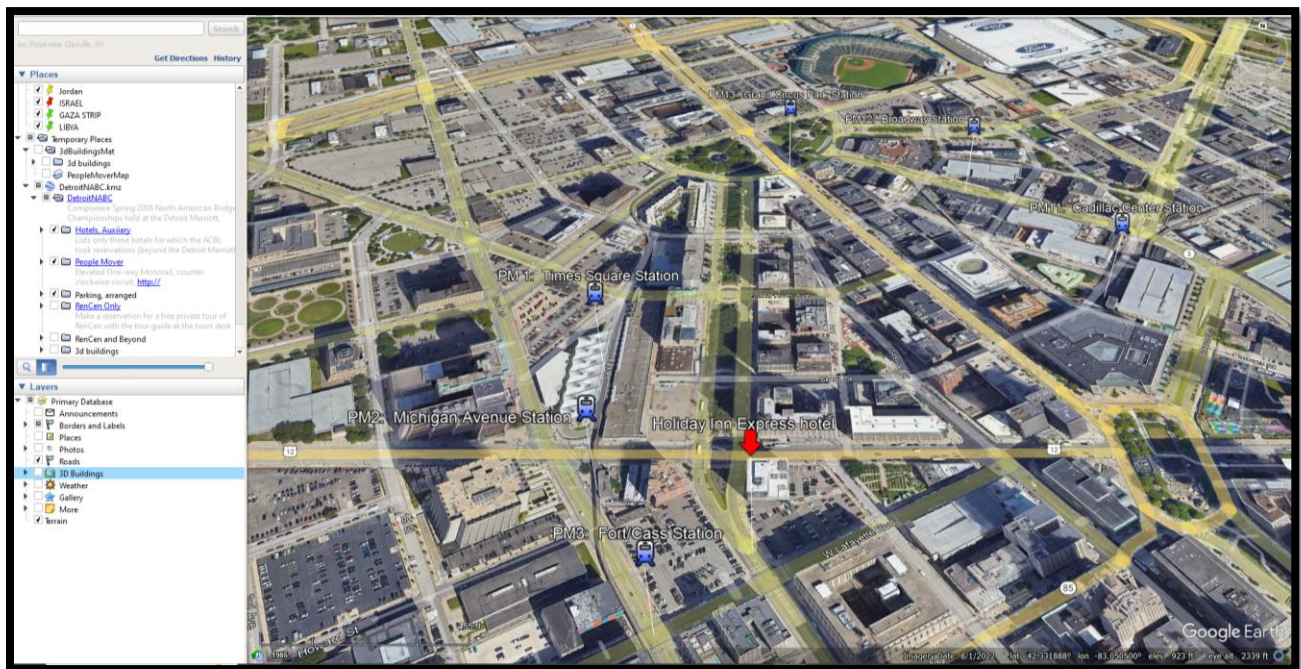
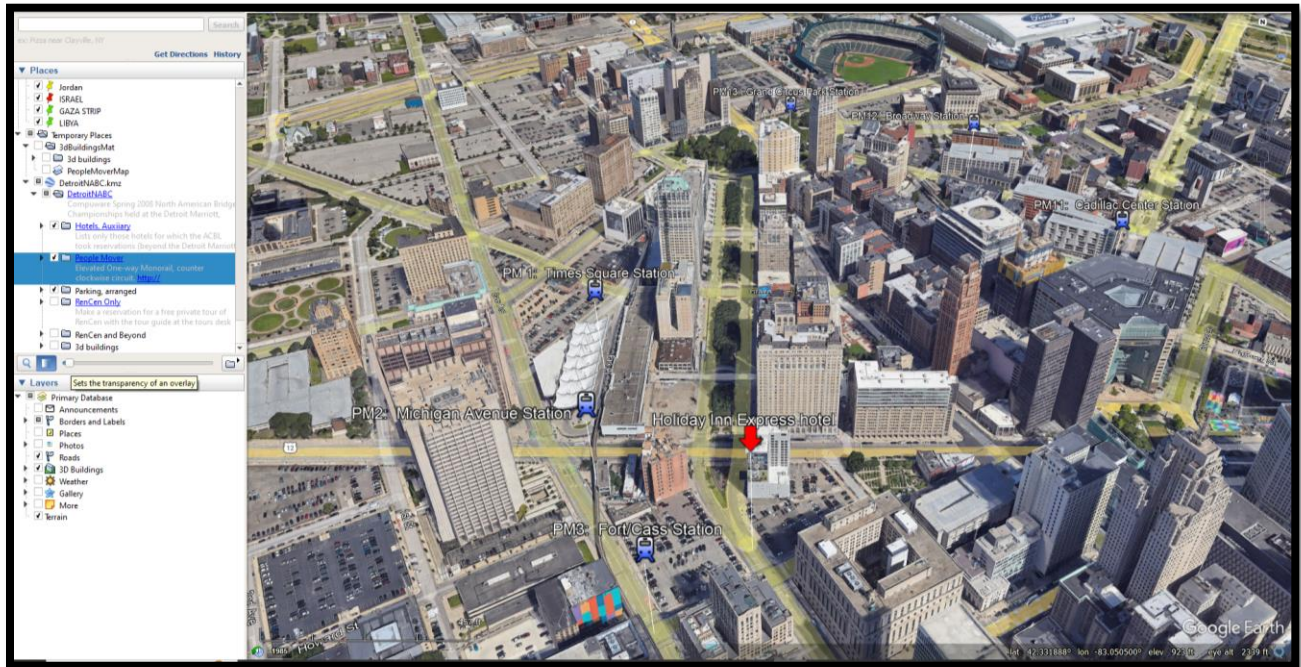
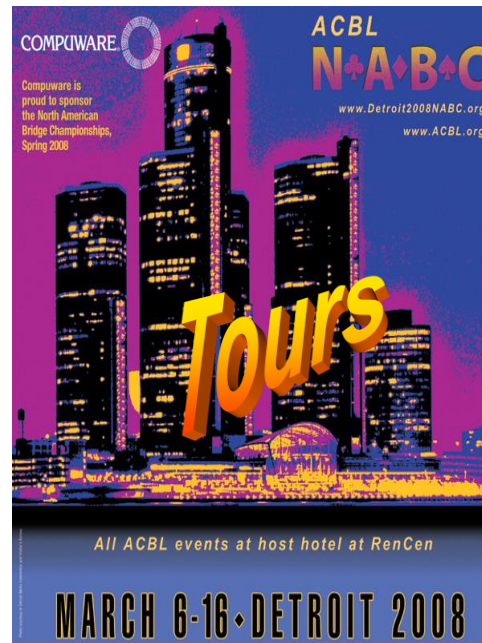
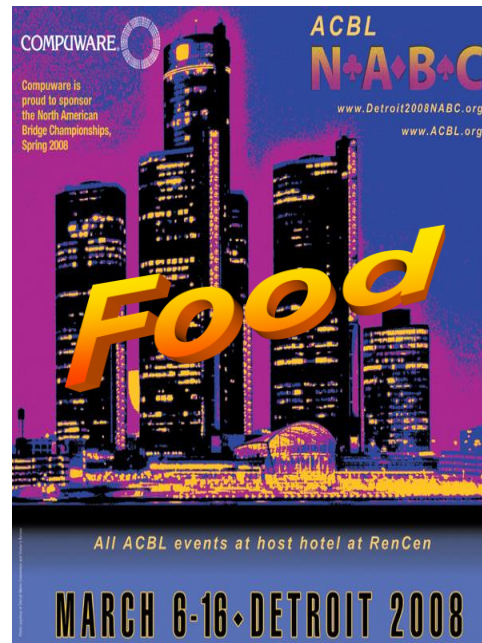


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Buttons, Posters, Banners and More

The images below show a selection of graphic materials designed to assist players in various ways.





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Detroit
REALS

Compuware Spring 2008 NABC **March 6 - 16 2008**

Renaissance Center

DETROIT IS RENAISSANCE CITY

ALL MASTER POINT EVENTS WILL BE PLAYED WITHIN THE MARRIOTT, THE 73 STORY HOTEL IN RenCen--(so-called "No" Trump Tower in the above image). THE RenCen COMPLEX OFFERS NUMEROUS RESTAURANTS



Compuware Headquarters (above) are near RenCen as are four world-class casinos:
 MGM Grand Detroit Casino, Greektown Casino, Motor City Casino, and Casino Windsor (Canada).

www.Detroit2008Nationals.org www.Compuware.com www.ACBL.org

COMPUWARE SPRING 2008 NABC
March 6-16
in Detroit at The Renaissance Center

Compuware Headquarters' spectacular urban to downtown Detroit reflects Detroit's renaissance.



...as does the Renaissance Center, situated on the Detroit River (view from Canada).



THOSE IN THE KNOW ARE CHOOSING DETROIT FOR THEIR EVENTS!

- PGA, 35th RYDER CUP MATCHES, 2004
- MAJOR LEAGUE BASEBALL, ALL STAR GAME, COMERICA PARK, 2005
- NATIONAL FOOTBALL LEAGUE, SUPERBOWL, FORD FIELD, 2005
- ACBL, SPRING NATIONAL NORTH AMERICAN BRIDGE CHAMPIONSHPS, 2008
- NCAA, BASKETBALL REGIONAL CHAMPIONSHPS, FORD FIELD, 2008
- NCAA, BASKETBALL FINAL FOUR CHAMPIONSHPS, FORD FIELD, 2008

COMPUWARE Headquarters is on the boulevard/area in the foreground. Comerica Park is behind and to the left of COMPUWARE



...while The Spirit of Detroit Sculpture welcomes visitors to downtown Detroit.



The Ambassador Bridge spans the Detroit River to join Detroit and Windsor, Ontario as it welcomes Canadian neighbors...



Comerica Park is in the foreground. The Renaissance Center is in the background, behind center field.



www.Detroit2008Nationals.org
www.ACBL.org

Photos courtesy of Travel Michigan, Michigan.org, www.Michigan.org and www.Compuware.com



DETROIT IS RENAISSANCE CITY

*ALL MASTER POINT EVENTS WILL BE PLAYED WITHIN THE MARRIOTT,
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- NCAA, BASKETBALL REGIONAL CHAMPIONSHIPS, FORD FIELD, 2008
- NCAA, BASKETBALL FINAL FOUR CHAMPIONSHIPS, FORD FIELD, 2009

COMPUWARE Headquarters is on the boulevard/plaza in the foreground...Comerica Park is behind and to the left of COMPUWARE



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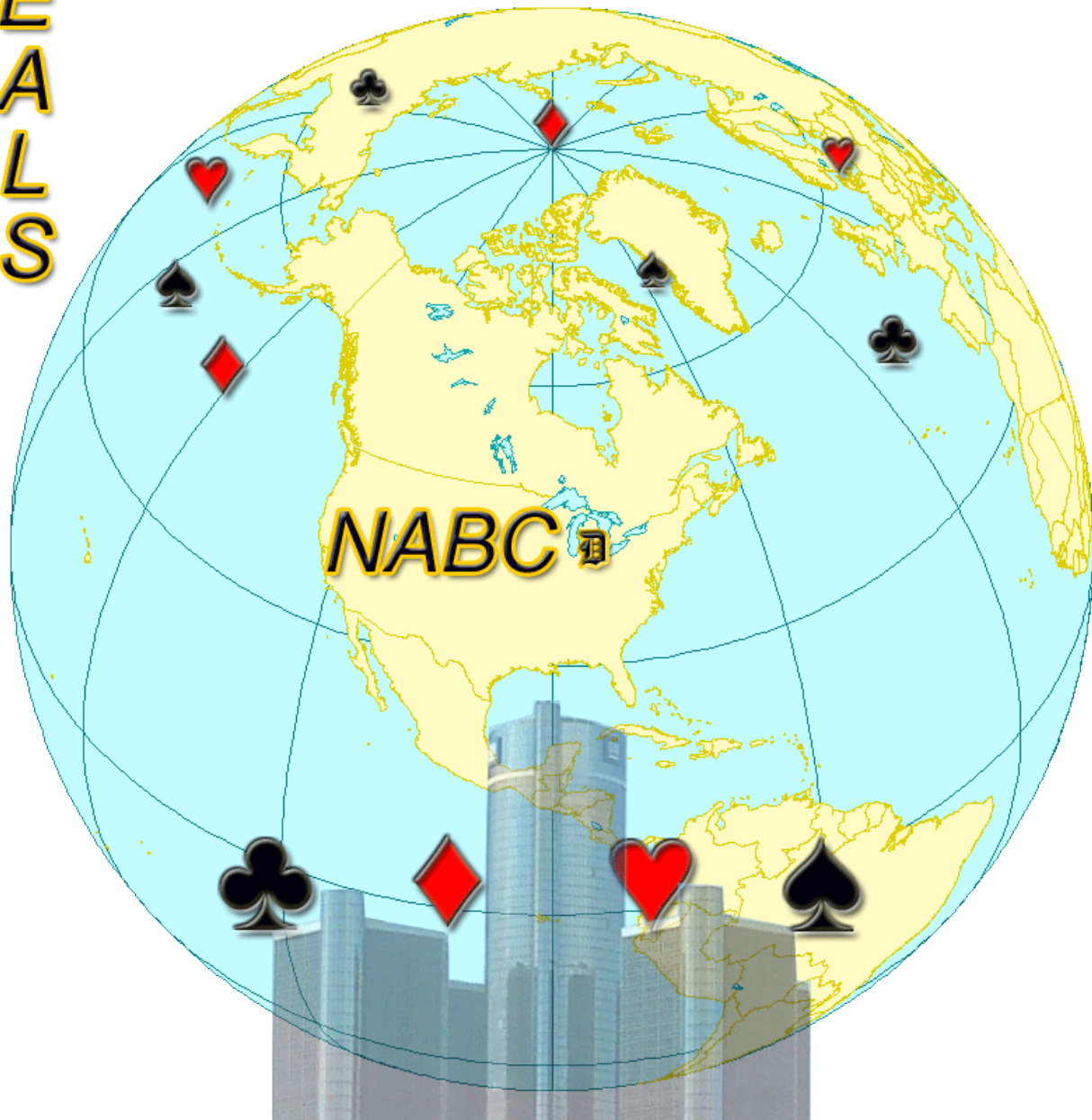


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www.Detroit2008Nationals.org
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Detroit EALS

ACBL NATIONALS
March 6-16, 2008



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

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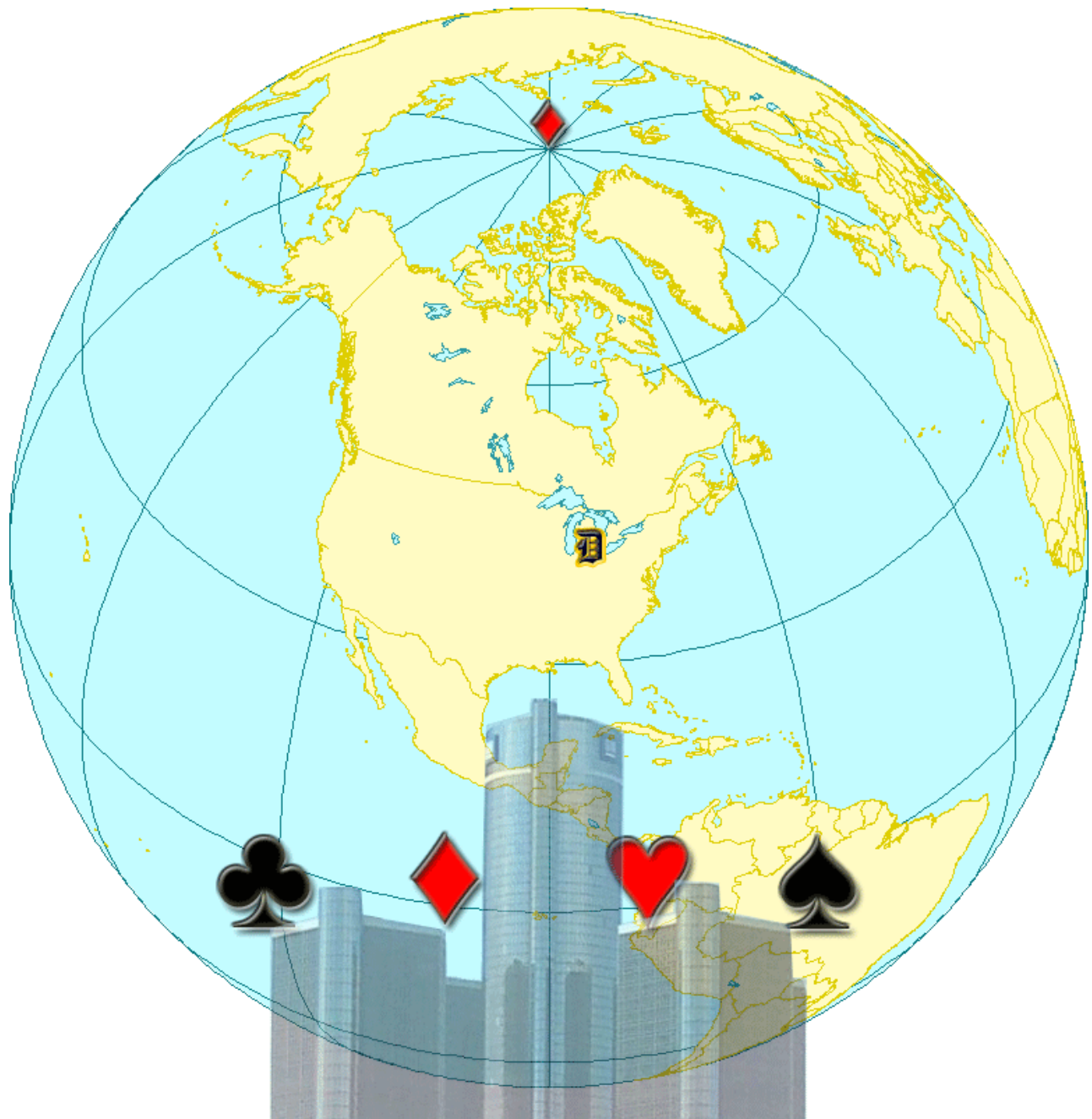


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Michigan Bridge Association Trophies. Players from elsewhere enjoyed seeing names of people they knew inscribed on the beautiful silver trophies. Co-chair and MBA Trophy Master, Bill Arlinghaus, was happy to talk about them. Numerous players told us how much they enjoyed having them on display where they could see them.

Kudos

- Clippings from the tournament 27 years earlier.

From Quebec...

Perfect Site

To the Editor:

My compliments to the ACBL and the tournament committee on the recent Spring North American Championships in Detroit.

I cannot remember having played bridge under such pleasant circumstances. The Detroit Plaza was a perfect site for a tournament of such caliber: everything one could possibly want, restaurant, bars, discotheque, shops as well as a bed to sleep in were all under one roof.

I was there for two full weeks, and I never felt claustrophobic, never got cabin fever, never lacked for anything.

I had not attended an NAC in two years. If similar sites are used in the future, I won't wait two years before I go again. One certainty is that I will attend the next NAC in Detroit.

Congratulations on a job well done.

From Youngstown, OH

To the Editor:

I enjoyed playing at the Spring North American Championships. It's a shame more players didn't take advantage. The Detroit Renaissance Center was spectacular.

- Kudos from 2008 tournament, selected. See supplementary files for more.
 - 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!
 - From Joan Levy Gerard: “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.”

Detroit 2011: Another Tournament!

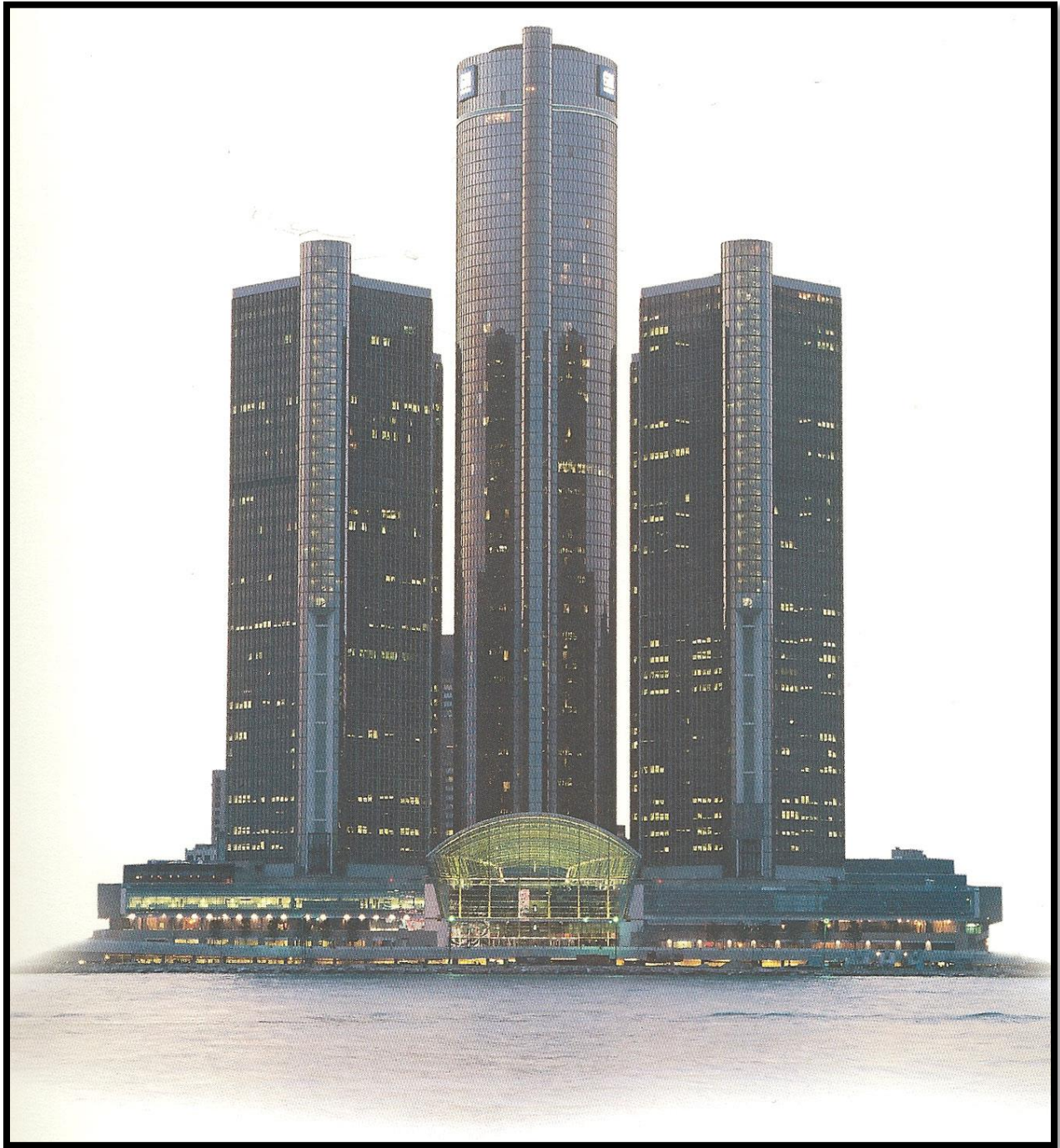
Introduction

After our triumvirate co-chaired the 2008 NABC, Joan Gerard approached us to see if we would co-chair a similar event for the United States Bridge Federation (USBF), but much more limited in scope. The USBF is the United States' organizational unit of the World Bridge Federation (WBF). Thus, we agreed to host the USBF Women's and Seniors' Team Trials, Monday, June 6, 2011-Saturday June 11, 2011. Once again, the host hotel was to be the Detroit Marriott at the Renaissance Center. Bill and Sandy were to host all the events in Suite 6910 and Ron was to serve as Financial Advisor. The three of us worked together to do all the general planning. So, we dusted off our Excel Big Sheet with its hierarchy of layers and set out to work!

Spatial Master Plan Hierarchy and Layers [2011USBFBigSheet5a.xls](#)



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Philosophy

When we heard that the USBF was cutting funding for hospitality (except \$500 allocation for breakfasts) for these team trials, we decided to see if we could help to create an innovative way to continue it. After the 2008 spring ACBL NABC at the Marriott Hotel at the Detroit Renaissance Center, Joan Gerard noted that this location might well be highly suited to holding USBF team trials. Thus, Joan and Bill and Sandy worked a couple of years in advance to bring the event to Detroit. This document takes the reader through much of the detail. Supplementary in a zipped file in Deep Blue provide more.

In 2008, we raised funding in advance of the tournament: \$283,000 (\$100,000 of which was from the ACBL). During the course of the fundraising, Bill approached both local units of the ACBL, Unit 137 (the Michigan Bridge Association—MBA—City of Detroit, Ann Arbor) and Unit 203 (Southern Michigan Bridge Association—SOMBA, suburban metro Detroit). He got each unit to donate \$25,000 for the NABC and told them that they were not likely to see any of it back (although they would be the first to receive refunds if there were any to be had). Efficient other fundraising and financial wizardry by Ron Horwitz (the three of us were Co-chairs), coupled with a crippling blizzard, meant we had funds to return. In fact, Bill returned \$32,000 to each unit! Naturally, that fact created a useful pitch when approaching these two units once again

for the USBF event. The MBA agreed to donate \$5000 and SOMBA was not interested in participating with funding (although they did donate some advance publicity in the SOMBA Echo). Once again, Bill told the MBA that they would not receive any funding back...wrong again! After the 2011 event, they got back just under \$1500 of their \$5000!

Because we had had an NABC recently, we not only had the funding opportunity described above, but also we had a good database of volunteers from which to draw. The honorarium of \$40 per session was an enticement to some and appreciated by all. For others, simply the opportunity to participate at all, and get to see the leaders of their hobby up close was a thrill and motivation in itself to travel to downtown Detroit (all volunteers lived outside the city limits). Once again, we were able to negotiate a fine parking deal: 8 dollars per day (during the week), 4 dollars a day on weekends, in a lot connected to the site.

The \$5000 was used to fund the local aspects of the event: From advance planning efforts to food and drink in the gorgeous hospitality suite on the 69th floor of the Marriott (“RenCen”)—the tall central tower in the General Motors Headquarters complex. Bill and I had travelled to Chicago the previous years to study the hospitality suite there at the open trials. It was quite helpful to have made that effort (at our own expense). Generally, we concluded that we would like to keep the suite in Detroit open

all the time; have food and drink available at any time; offer substantial amounts of food and drink before, between, and after sessions. It was this determination that pushed us to move forward the effort to obtain local funding and local volunteers.

We believe, in retrospect, that this strategy was effective and appreciated by both players and volunteers. We suspect that there are other locales around the nation where good, hard-working volunteers would be willing to come forward and pitch in to make really nice events for the USBF. Here are a few suggestions, based on our experience, in searching for lead volunteers: having a married couple is helpful—offers different perspectives, especially when there are women’s and seniors’ events held at the same time (that seemed to us to work well).

The work requires a good deal of moving around. In the suite, without ever leaving it, 13,000 steps in a day is a common activity level! Mobility, flexibility, and efficiency are critical. A not-so-obvious characteristic may be not only the ability to think generally, but the habit of thinking generally first, and then filling in the detail---that practice circumscribes the problems that arise...the reverse allows them to grow out of bounds and may lead to panic, lack of structure in process, confusion, and an apparently poorly-run event. That idea seems to hold not only with event planning but with many other things in life. There are many other good characteristics, of course, that one might have—being pleasant and friendly is one. We hesitate to suggest too many,

however; different locales have their own character as will different hosts—it would be a mistake to try to prescribe what one *should* have—enjoy the variety that comes from travel to different locales and different styles. The Local Co-Chairs, hope that their substantial efforts in Detroit will demonstrate advantage to using enthusiastic local volunteers, flexible of mind and body, to run events.

Funding

The materials below include spreadsheets for both the \$500 allocation from the USBF for breakfasts, and for the \$5000 allocation from the MBA. In both cases, actual expenditures came in under budget.

United States Bridge Federation		
Budget Allocations: \$500 for breakfasts in Suite 6910; \$200 for party for Nadine Wood in 6910		
Other expenses associated with requests from Jan Martel for computer supplies		
Discount through our business at Gordon		
Food Service.		
 <i>Summary of USBF expenses:</i>		
<i>Jan's stuff</i>	<i>Nadine's</i>	<i>Breakfast</i>
96.44	51.96	
84.79	59.99	
181.23	111.95	491.8
Total owed to Arlinghaus (cross-checked:		784.98

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Itemized listing with scanned receipts attached as links.

<i>Gordon's Food Service</i>	<i>Hillers</i>	<i>Trader Joes</i>	<i>Staples</i>	<i>Date</i>	<i>Receipt comments</i>
			96.44	6- Jun- 11	All
			84.79	10- Jun- 11	All
		19.94		2- Jun- 11	All
	59.99			2- Jun- 11	Items marked
	36.7			4- Jun- 11	Items marked
	51.96			30- May- 11	Items marked
	62.98			4- Jun- 11	Items marked
	101.87			6- Jun- 11	All but items marked
	140.16			8- Jun- 11	Items marked
				30- May-	Items marked
130.15					

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11

130.15 453.66 19.94 181.23

Analysis: Allocation vs. Actual

	<i>Allocated</i>	<i>Actual</i>
Breakfasts	500	491.8
Party for Wood	200	111.95
Budget comparisons	700	603.75

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Michigan Bridge Association

Budget Allocations: \$5000. Cookies, \$500; Hospitality, \$4500

Discount through our business at GFS.

Tips and Promotional Expenses

Feb. 17, 2011	MBA: OvernightPrints.com-- CARDS	53.16
Feb. 17, 2011	MBA: DiscountMugs.com-- PENS	75
3-Jun- 11	Doorman, 2, tips	40
4-Jun- 11	Doorman, 2, tips--"Sayeed"	100
5-Jun- 11	Maid, tip--"Betty"	15
6-Jun- 11	Maid, tip--Jackie	20
6-Jun- 11	Janitor tip	5
6-Jun- 11	Bellman, tip	20
6-Jun- 11	Parking guy	5
6-Jun- 11	Parking guy	2
7-Jun- 11	Maid	20
8-Jun- 11	Maid	20
8-Jun- 11	Bellman, tip	20
8-Jun- 11	Grocery store help	5
9-Jun- 11	Maid, Julia	20
9-Jun- 11	PizzaPapalis lasagna delivery tip	50
10- Jun-11	Maid, Julia	20
10- Jun-11	Pizza Papalis salads tip	5
11- Jun-11	Maid, Julia	20
12- Jun-11	Maid, Julia	20
12- Jun-11	Bellman, tip	95

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Jun-11			
TBA	Volunteer Dinner	250	
Subtotal for casual expenses		880.16	Subtotals:
Total minus USBF expenses--out of 4500		3021.9	
Maddox Cookie Project--she was paid directly by Webber		500	
Gas and vehicle use, donated by Arlinghaus		0	
GRAND TOTAL, out of 5000		3521.9	
Thus, Arlinghaus returns funds to MBA: 4500-3021.90		1478.1	

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			96.44			Cables and HP toner
			84.79			Toner
		19.94				Juice and yogurt
		287.87				Wine+snacks
	71.45					Food
	88.5					Food
	243.95					Food
	126.45					Food
	141.87					Food
	282.24					Food

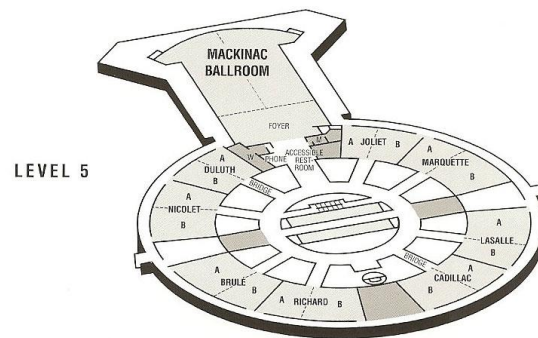
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130.15								Food
442.95								Variety of lunch/dinner items
309.66								Variety of lunch/dinner items
112.23								Variety of lunch/dinner items
							20.93	Water, Diet Coke, OJ
				47.7				Salads, large containers
				384.6				Lasagna
						5.29		Mayo
						4.45		Coke
						14.79		Supplies
						10.47		Bread
994.99	954.46	307.81	181.23	432.3	35		20.93	

Description of Site

The sequence of images below shows the detail of planning the events in the playing areas and in getting supplies into the hotel. Because the hotel is situated on an international border and because it is unusually tall, there are a number of security precautions from Homeland Security that may not be present in all hotels.

Playing Areas



Meeting Room	Dimensions	Square Footage	Theater	School Room	Conference	U-Shape	Reception	Banquet
Mackinac Ballroom	47'x98'5"x9'11"	3284	400	264	-	-	400	300
Mackinac West	26'3"x68'x9'11"	1642	120	90	50	50	200	100
Mackinac East	26'3"x68'x9'11"	1642	120	90	50	50	200	100
Mackinac Foyer	35'3"x68'x9'11"	1721	-	-	-	-	-	-
Joliet	32'1"x59'x9'6"	1198	95	60	40	40	120	80
Joliet A	26'9"x20'11"x9'6"	483	30	20	16	12	35	30
Joliet B	26'10"x28'9"x9'6"	714	60	40	22	24	65	50
Marquette	26'3"x56'5"x9'6"	1720	175	100	48	52	140	120
Marquette A	26'3"x29'7"x9'6"	699	70	40	16	22	50	50
Marquette B	26'8"x41'x9'6"	1021	90	60	22	28	75	70
LaSalle	25'6"x73'x9'6"	1754	175	100	48	52	140	120
LaSalle A	25'6"x45'8"x9'6"	1057	90	60	22	28	75	70
LaSalle B	26'10"x27'5"x9'6"	686	70	40	16	22	50	50
Cadillac	21'10"x68'4"x9'6"	1621	175	100	48	52	140	120
Cadillac A	26'7"x29'4"x9'6"	682	70	40	16	22	50	50
Cadillac B	26'9"x30'5"x9'6"	915	90	60	22	28	75	70
Duluth	24'11"x50'x9'6"	1338	95	60	40	40	120	80
Duluth A	26'11"x20'11"x9'6"	469	30	20	16	12	35	30
Duluth B	26'6"x29'8"x9'6"	669	60	40	22	24	65	50
Nicolet	22'9"x56'11"x9'6"	1721	175	100	48	52	140	120
Nicolet A	26'10"x28'5"x9'6"	682	70	40	16	22	50	50
Nicolet B	25'7"x44'x9'6"	1037	90	60	22	28	75	70
Brulé	26'1'x56'3"x9'6"	1735	175	100	48	52	140	120
Brulé A	25'7"x44'x9'6"	1072	90	60	22	28	75	70
Brulé B	25'7"x27'11"x9'6"	663	70	40	16	22	50	50
Richard	26'10"x65'8"x9'6"	1557	175	100	48	52	140	120
Richard A	26'3"x29'2"x9'6"	664	70	40	16	22	50	50
Richard B	27'3"x39'11"x9'6"	885	90	60	22	28	75	70

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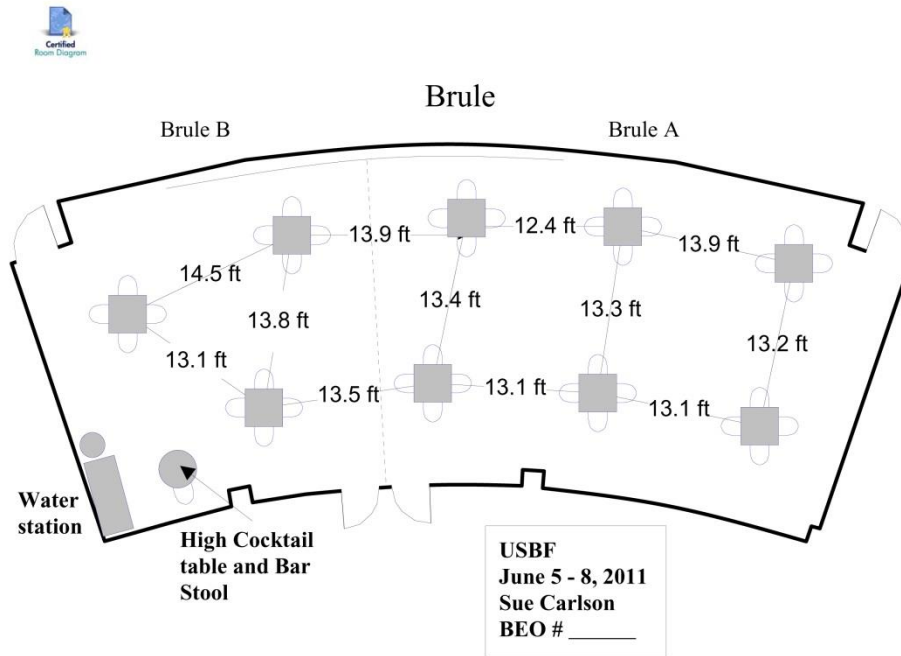


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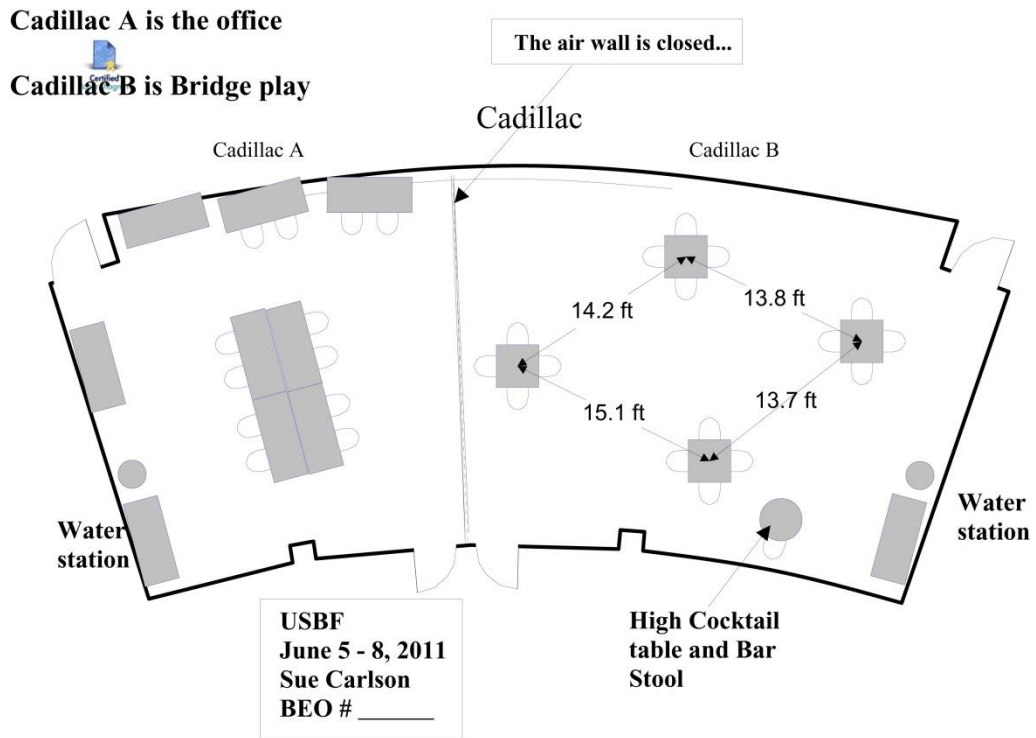


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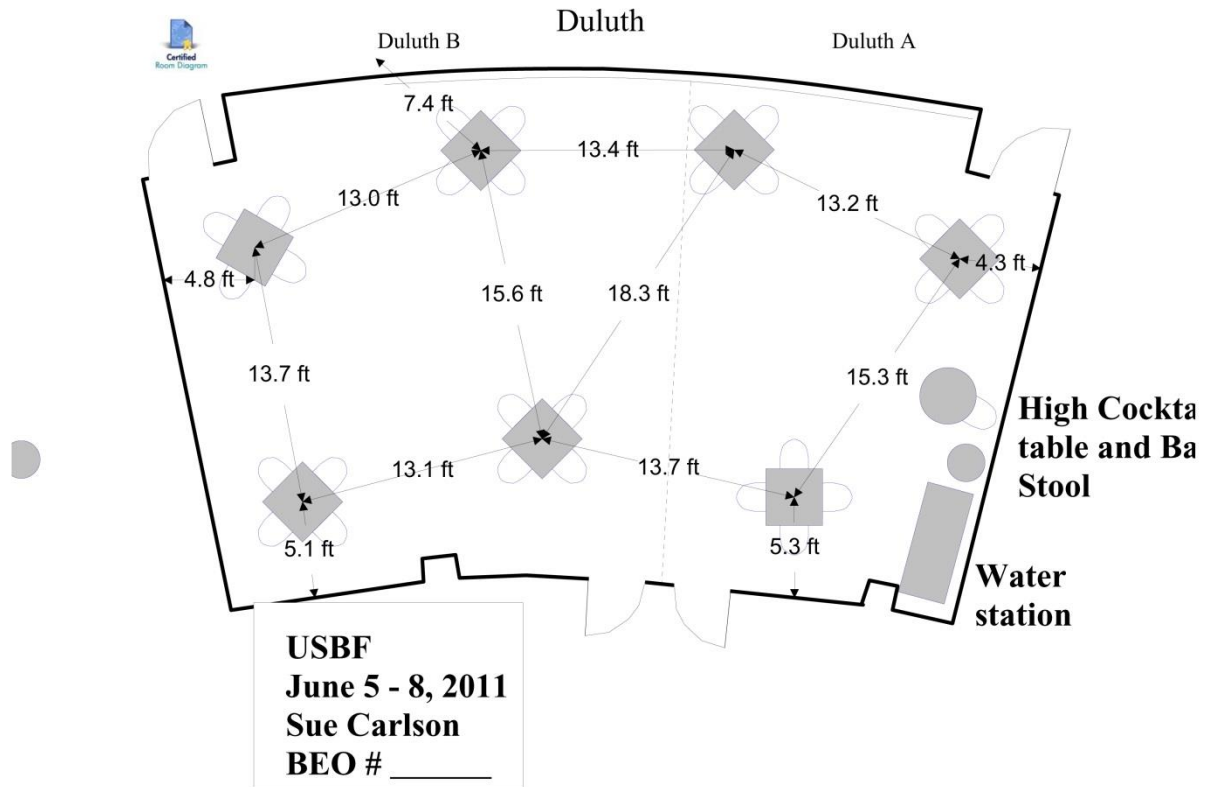


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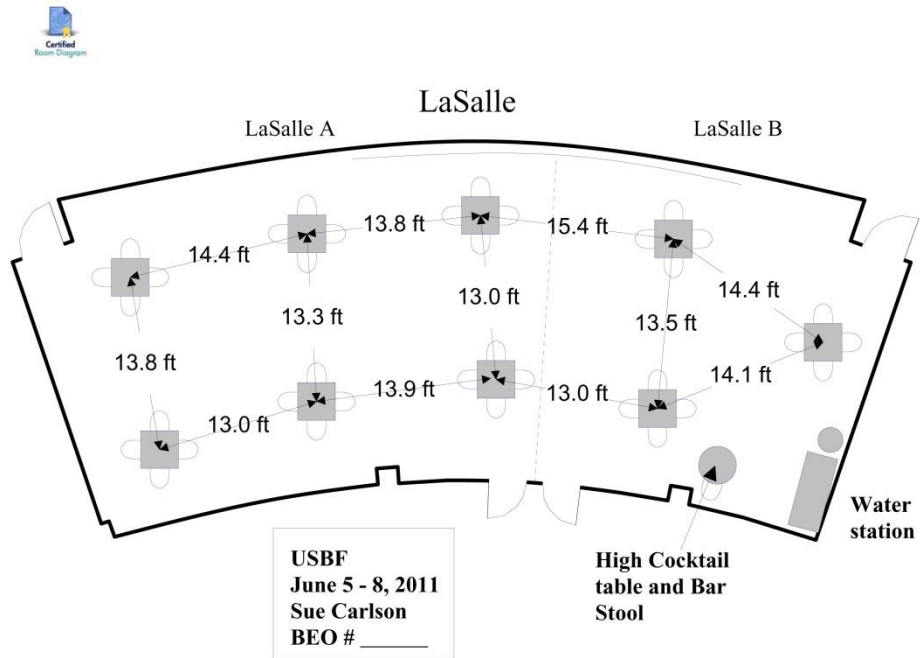
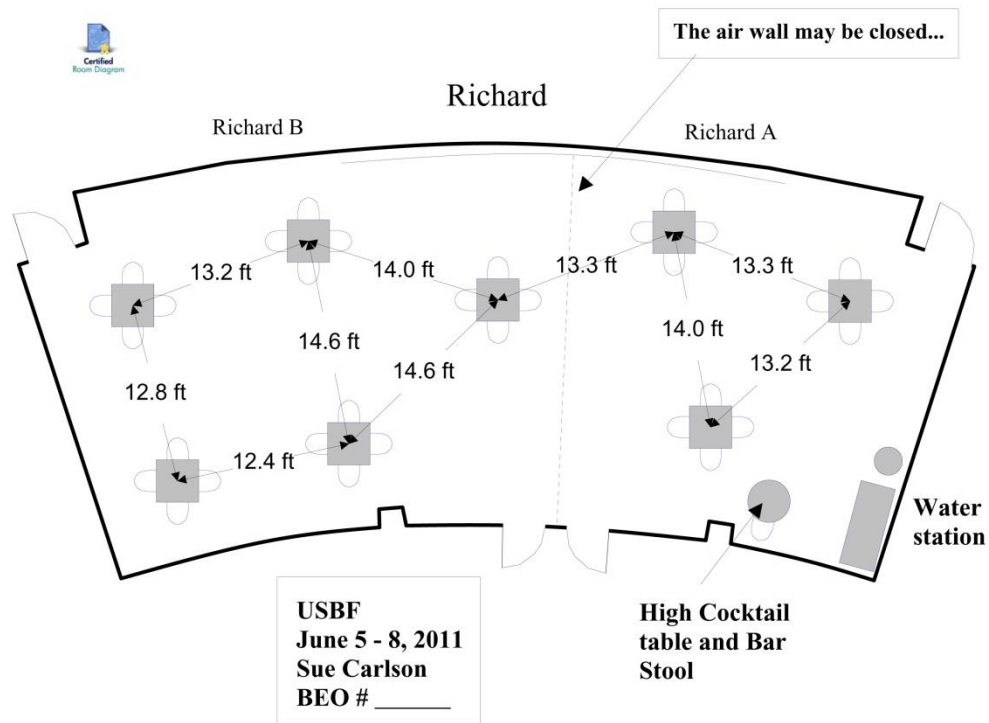


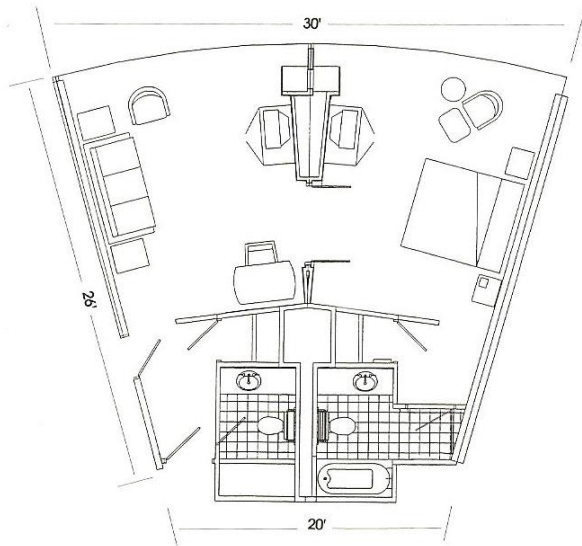
IMaGe Monograph #26:
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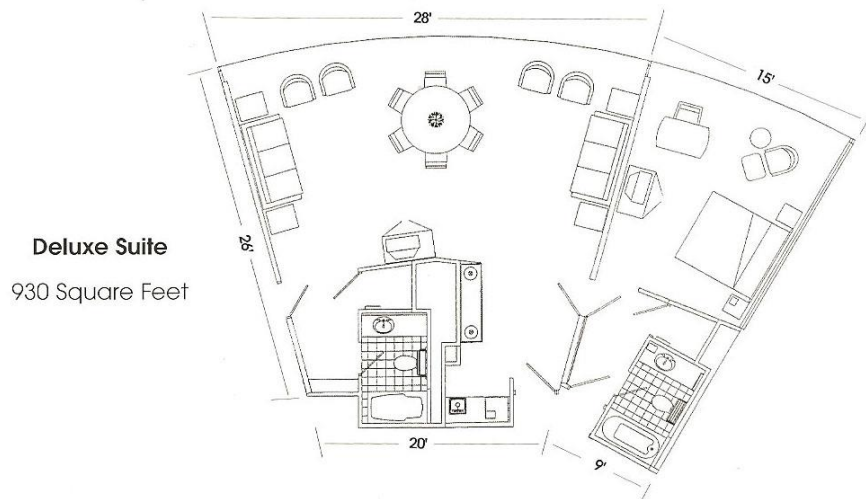
Beginning mid-week, 12 Deluxe Suites become available. Floor Plan for those is given below.

DETROIT
Marriott
RENAISSANCE CENTER

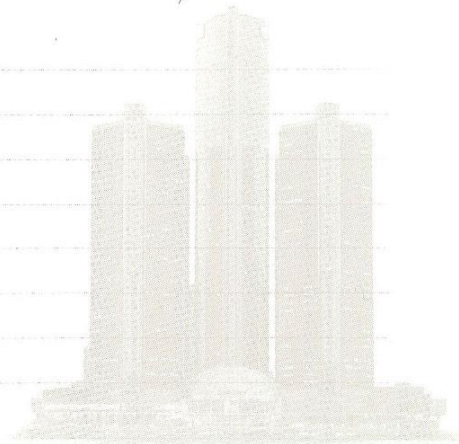
S W E E T S U I T E V I E W S



Junior Suite
640 Square Feet



Deluxe Suite
930 Square Feet



Entry to the Hotel, for Trucked-in Supplies

The material below is from Sue Carlson at the Marriott, regarding security regulations for entry to the Marriott (from trucks)—given proximity of this hotel to an international border.

Just a friendly reminder that trucks can't be taller than 13'ft and/or longer than 40'ft for the bridge supplies coming in.

Directions to the North dock:

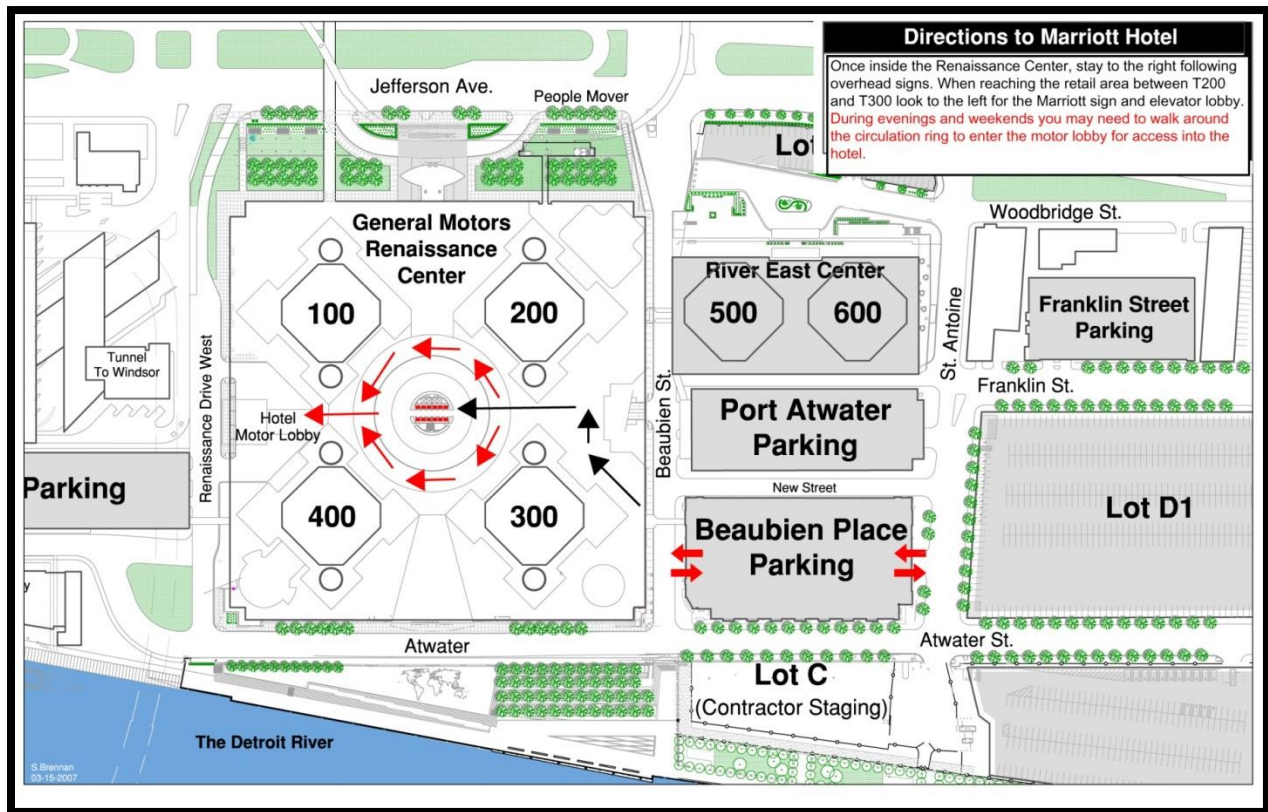
- 1) Upon arrival to the general Renaissance center area, go directly to the screening area (at Rivard and Atwater streets, 2 blocks East of the Ren Cen) to have the vehicle x-rayed.
- 2) Once you have received the screening placards, your vehicle needs to be at the Franklin Security booth in less than 5 minutes (Franklin and St. Antoine Streets). If you surpass 5 minutes, the screening process needs to be started over
- 3) The entry point to the building (to get to service/dock level) is the security booth (Franklin gate) at the corner of St. Antoine and Franklin streets. Provide your screening placard to the officer at the Franklin gate - drive down the ramp to the service drive, turn left. Follow the service drive around to just past the North dock (around three corners - the North dock is under Jefferson Avenue).
- 4) The entry to the freight elevator is just to the right of the dock office. If you provide them with car keys and your driver's license, they will allow you to use

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their flatbeds.

The North dock office hours are 6am-6pm Monday-Friday and Saturday from 9am - 12pm. The screening hours are the same - however, late night deliveries are accommodated by going directly to the Franklin gate and pressing the button on the call box at the gate. The security mobile unit will need to do a vehicle inspection, but then will open the gate and allow you through.

Diagram attached includes directions inside of the building to hotel from Beaubien Place parking. Includes after hours directions.



Advance preparation

NABC 2008

The fact that we had recently hosted an NABC meant we still had a clear tap of talent available. The Local Co-Chairs for the USBF in 2011 were the same local Co-Chairs for the NABC in 2008. There were clear leads to groups of volunteers who had enjoyed working on the NABC and appreciated the opportunity to work once again. Still others who had missed out earlier appreciated being included later. Thus, a continuing stock of volunteers evolved. Thus, the USBF might consider locations for these events that not only are near major air hubs, but also near locations of recent NABCs that have had plenty of willing and pleasant volunteers.

Trip to Chicago

The USBF event is different from an NABC. It is, to be sure, much easier to run one of these USBF events than it is to host an NABC. While the NABC experience alone was very helpful, it was also useful to study a USBF hosted event. Thus, Bill and I travelled to Chicago to study hospitality at the Open Teams Trials the year before the Detroit USBF event.

Website

About 1 year out, we created a website that we hosted, pro bono, and the USBF linked to it. We pointed our volunteers toward it, both on Bill's District Director's website and

by word of mouth, and the USBF pointed their website readers to it.

As we did for the 2008 NABC, we kept this website live, for about a decade, so that others wishing to learn from our experiences could do so.

Business cards

About 1 year out we produced (at local expense) 1000 two-sided business cards advertising the trials. Bill and Sandy took supplies of them to NABCs and distributed them on card tables in events likely to draw folks playing at a level appropriate to participating in the team trials. We ordered them from OvernightPrints.com, the same firm we had had earlier success with for similar items for the NABC.





Excel spreadsheets

We kept a series of spreadsheets documenting plans, adding menu planning detail, volunteer listings, and so forth. A sample is attached on this [link](#). In all, there were 20 revisions of this document. The linked sample is an intermediate stage between the existing material we had used for the NABC and the final event that actually took place in 2011. It's included here to suggest how process from one thing to another might evolve.

Pens

About 6 months prior to the event, we ordered 500 pens with USBF information on the side. We worked with Jan Martel to generate what she thought best-suited to her needs. These pens were given to players and volunteers for use and as souvenirs. We ordered them from DiscountMugs.com and had good success.

Laptops

We supplied our own personal laptops for use in the suite. While this strategy worked very well, it was stressful and I would not generally recommend. It was the only place where I had to get a bit tough with some of the players, who no doubt assumed that these were USBF laptops and just walked over and started fiddling with them. Both are machines that I use professionally and I really did not want anyone else touching them.

Beyond that, make sure to allow enough time to get the setup working properly for VuGraph. It took 5 hotel-quality techy-types 2 days...I had asked in advance if there were a block placed on the TV system to prevent live wireless internet access. I was told by the head of technology for the hotel that there was not and that it would be straightforward to hook up the laptops. Clearly, that was not the case. But it all worked and it worked quite well once set up...no problems there, but I know from giving hundreds of presentations using a computer that one must always allow more time than one thinks, and test the system carefully in advance, to make sure that when showtime comes, all will work well.

Nametags

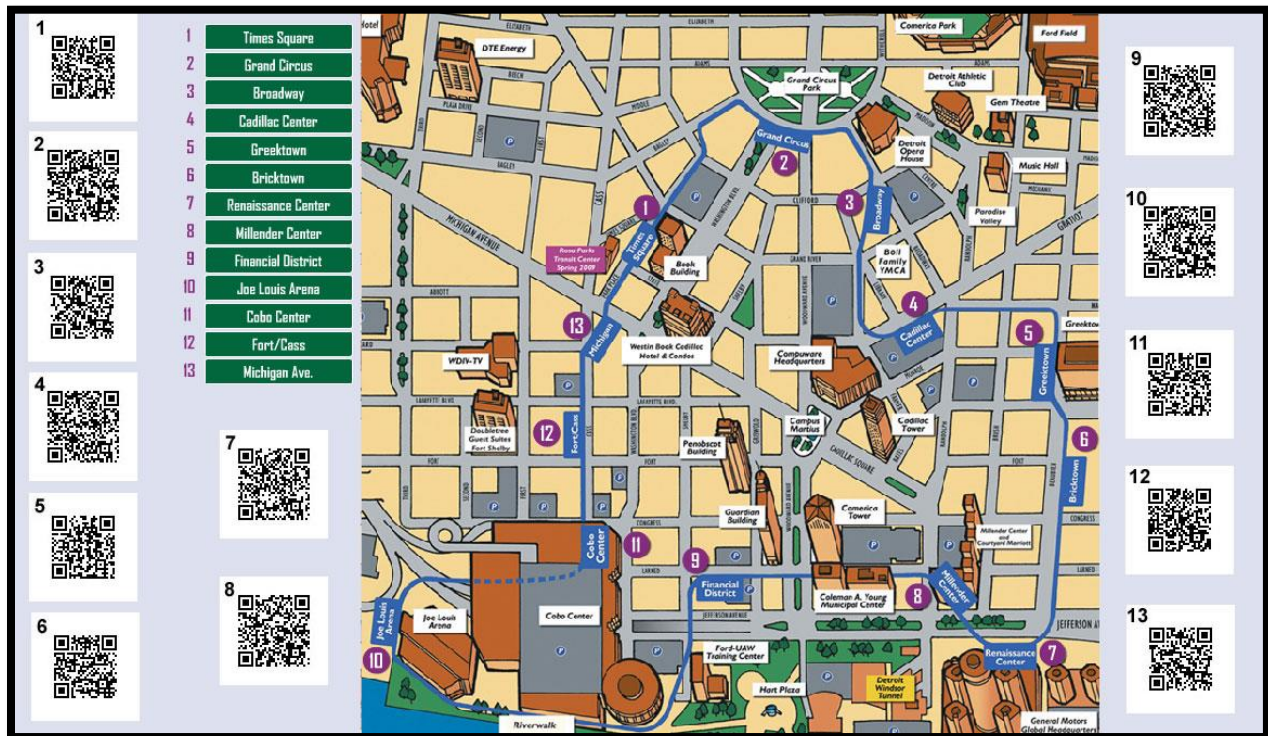
In the month prior to the tournament, I worked with Jan Martel so that she might generate an appropriate set of nametags. They were very nice and the volunteers appreciated them as souvenirs.

Restaurant Guide and Local Flyers

We talked to the hotel in advance. Sue Carlson was wonderful to work with at the NABC and she continued to be wonderful to work with here. Bill and I get along very well with her. She arranged to have packets of materials ready for us when we arrived: one with coupons for discounted parking at an adjacent garage and the other with flyers about local restaurants, maps, and so forth. We kept these on a table at the suite entry, along with copies of the Subeck's fine newsletter that Suzi wrote and that Stan delivered early each morning (before 8am) as we were preparing breakfast!

In addition, I had made two 3 foot by 3 foot mounted posters of the People Mover for the NABC. I was able to re-use them and also add QR codes so that links to restaurants at each stop could be read directly from the poster using a smartphone camera as a scanner (when equipped with an app suited to reading QR codes). A copy of that map is included below; on the mounted poster, the QR codes were actually pasted on the People Mover stations whereas in the display below they are put at the sides for display purposes in a document.

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People Mover map posters with associated restaurant QR codes.

Party for Nadine

In Louisville, I noted to Joan Gerard that Nadine had wished to come to Detroit but in some way apparently did not feel welcome. So, Joan arranged for her to come (without expense to Nadine), and to honor her for her many wonderful years of service to the USBF (and bridge). It was a pleasure to plan the party (USBF expense), order a special cake and provide sparkling wine. Only problem was getting Nadine to stay out of the suite so we could surprise her after the Monday night game! But, in the end about 85 people came and had a fine time. I am confident that Nadine did, too. A copy of the

certificate that I made for her, in advance (but that Joan presented to her at the party) appears below. It was done using Microsoft PowerPoint.



Volunteers

We found that we could not recruit easily using titles like “bathroom monitor” so we called all of them “Director’s Assistants.” We were able to recruit what was needed.

The term "Director's Assistant" covers all running and monitoring functions.

Ginny Poulter	ginny99@comcast.net		Director's Assistant
Barbara Jur	bannjur@yahoo.com		Director's Assistant
Jerry Thornton	jerryt@umich.edu		Director's Assistant
Mike Crane	bridgecentralstation@yahoo.com		Director's Assistant
Myles Maddox	mvmaddox@gmail.com		Director's Assistant
Marilyn Maddox	mvmaddox@gmail.com		Director's Assistant
Jim Reed	JimReed214@aol.com		Director's Assistant
Barbara Reed	JimReed214@aol.com		Director's Assistant
Bob Forster	bobphotobug@aol.com		Director's Assistant
Rhonda Monro	MonroMOM@aol.com		Director's Assistant
Bill Goodman	billgoodman43@gmail.com		Director's Assistant
Marty Goodman	marthagoodman44@gmail.com		Director's Assistant
Jim Bloom	Jbloom4352@aol.com	248 613 0721	Director's Assistant
Cheryl Bloom	Jbloom4352@aol.com	248 613 0721	Director's Assistant
Gary Hann	yragannah@gmail.com		VuGraph Operator
Mary Smith	marybridgemary@yahoo.com		VuGraph Operator
Jerry Grossman	grossman@oakland.edu		VuGraph Operator
Gordon Parnes	gorsue44@hotmail.com	810-233-5843	VuGraph Operator
Kathy Newman	KathyNewman4LAND@sbcglobal.net		VuGraph Operator

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Shelley Boschan	sehb23@aol.com		VuGraph Operator
Kurt Dasher	kdasher@buckeye-express.com		VuGraph Operator
Jim Bloom	Jbloom4352@aol.com	248 613 0721	VuGraph Operator
Cheryl Bloom	Jbloom4352@aol.com	248 613 0721	VuGraph Operator
John Koschik	jkoschik@gmail.com		VuGraph Operator
Zachary Wasserman	zachwass@gmail.com		VuGraph Operator
Dick Temkin	rtemkin@twmi.rr.com		VuGraph Operator
Rob Boughton	rbought@yahoo.com		VuGraph Operator
Bill Landrum	Bill_Landrum@ugaalum.uga.edu		VuGraph Operator
Beverly Gardner	bevgardner@msn.com		VuGraph Operator
Bill Arlinghaus	arlinghaus@ltu.edu	734.546.4565	Local Co-Chair
Sandy Arlinghaus	sarhaus@umich.edu	734.546.5057	Local Co-Chair
Ron Horwitz	horwitz@oakland.edu		Local Co-Chair

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HOMEMADE Cookies

Marilyn Maddox, Head

1. Marilyn Maddox	27 dozen	210
Oatmeal cookies		
brownies		
black and white macaroons		
chocolate chip (no nuts)		
Chocolate peanut butter balls		
pecan sandies		
lemon bars		
lemon sours		
chocolate walnut		
2. Mike Giordano	5 dozen	50
sugar cookies		
filled cookies		
3. Joyce Burns	17 dozen	100
Snickerdoodles--sugar cookies no nuts		
oatmeal cookies no nuts		
chocolate oatmeal peanut butter		
4. Diane Kendall	7 dozen	60
chocolate brownies		
5. Patti Becker	10 dozen	80
Toll House bars		
Total expense, paid by ACBL Unit 137:		500

Technology

It was important to have good technological capability for a variety of reasons. Bill is a member of the ACBL Technology Committee and Sandy is its Chair. Bill is also Chair of the Steering Committee for the rebuild of ACBLscore. Stan Subeck knows a lot about computing in various contexts. These skills came in handy in a variety of ways.

- Good laptops available in the suite
- Good communication with the not-too-flexible hotel tech-staff.
- Creation, design, and maintenance of a custom-made local website
- Use of various forms of electronic communication in planning the tournament—
Word and pdf for ease as e-mail attachments—reports such as this one.
- Microsoft Excel for event planning and keeping track of finances on the fly—
bring up the file on the TV screen and share with others running VuGraph (Jan,
for example).
- Scanned images (receipts and such) support financial analysis
- Microsoft Excel for keeping track of volunteers on the fly
- Smartphone technology for ease in communications within the hotel—both
email and text messaging as well as conventional voice communication
- Mapping technology and digital plotters produce large format posters (3 foot by
3 foot).
- QR codes convert posters into tools for linking to the internet to create an

online, real-time, restaurant guide association with the printed, mounted poster.

Suite 6910: Hospitality for Players and Volunteers

This suite, a “Governor’s Suite,” is located on the 69th floor with fabulous views of the US and Canada. A typical reaction on entering the suite for the first time is a loud “gasp!!” Or “Wow!!” I even heard one player say, “now this is more like it...the kind of thing world-class players should have!” I agree...the best for the best.



View from 6910: Canada on the left. Looking downstream on the Detroit River, an important part of the St. Lawrence Seaway System.

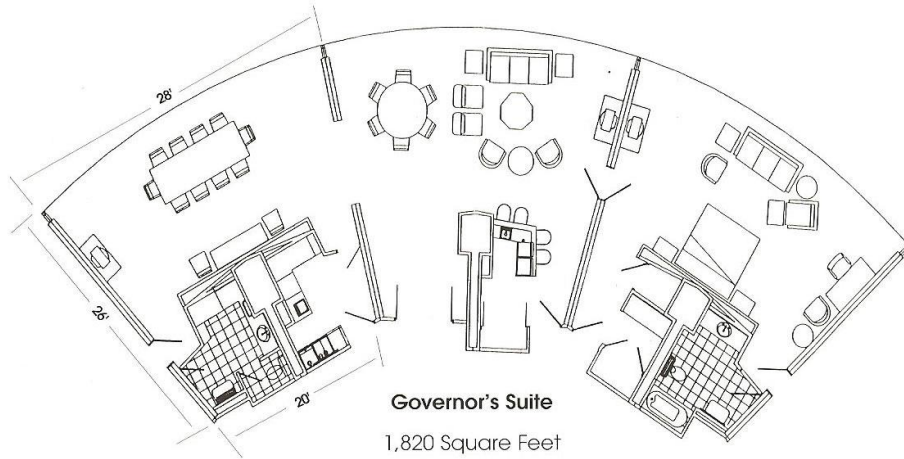
I found it useful that I already knew this suite and its equipment; it had served as the headquarters suite for volunteers and others at the 2008 NABC. I knew not merely that it had a refrigerator but what it looked like, what the interior layout was, and so forth. That’s a big advantage when thinking about organizing food. This suite was a one bedroom suite with 1800+ square feet, a kitchen with a full-sized (not giant-sized)

refrigerator-freezer, a good quality full-sized microwave, good cabinet space, and a small single sink. In addition, there was a bar area at the other end of the open area. The bar had good closet storage, a bar-sized refrigerator under the bar, and a separate ice-maker that held lots and lots of ice. All the appliances were in good shape and worked well. The suite had much of the same furniture as when we were there before, except in the living room area where sofa and chairs had been replaced with a grouping of chairs around the round table. There were two large flat-screen TVs in the open area, one at either end. Thus, two different matches could easily be shown and each had its own seating area. A large dining room with a big table (to seat 8 in sit-down mode) also had two buffets with lots of storage in drawers and cabinets in each. This suite was ideally suited to the crowd that came to it. See the next image for a floor plan of the suite; our Suite, 6910, was a Governor's Suite.

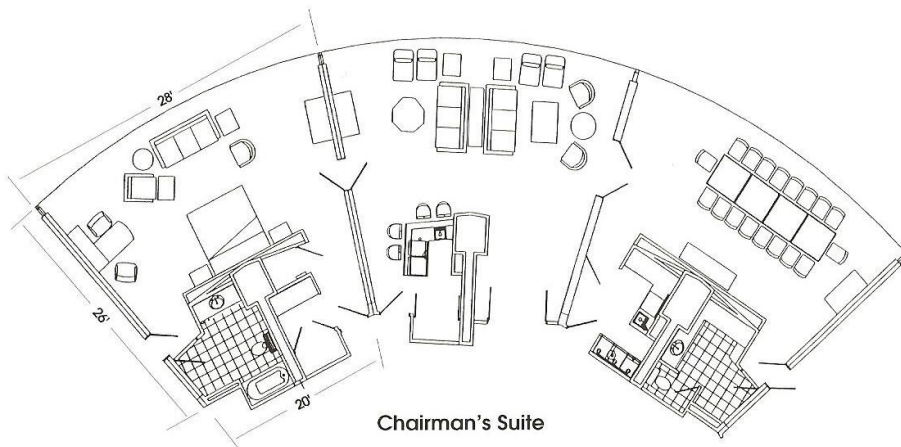
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DETROIT
Marriott
RENAISSANCE CENTER

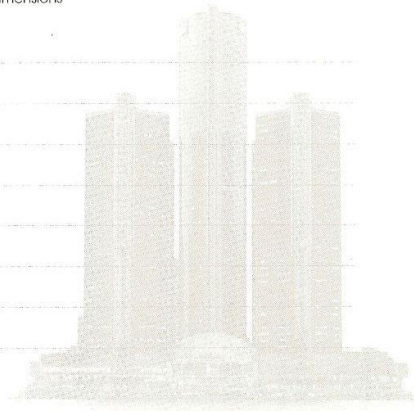
S W E E T S U I T E V I E W S



Each Bay has the same dimensions



Each Bay has the same dimensions



Floor plan of 6910 at the top.

We arrived in the suite on the Friday before the events began. That way, we had the time to set up the suite and organize the food and drink that we brought in. We had a number of general principles within which we worked to develop detail. These are enumerated below.

We worked from the general to the specific so we always have a handle on the whole project; if detail changed in one area, as it will, the entire applecart did not get upset. We tried always to put people in jobs doing what they liked to do and what they did best. Thus,

- Sandy did the overall organization and planning and much of the execution.
- Others filled in to complete the program, doing what they liked to do. In this case that meant:
 - Bill went out of the suite to do whatever needed to be done as he drives and knows about bridge stuff—so, he did the majority of shopping, running around to restaurants, filling in what we ran out of, and so forth. Sandy went along on a few large shopping trips, as well, but Bill went on all of them.
 - Bill handled the large coffee maker and made the coffee
 - Bill washed large dishes in the bar-area sink, away from the food preparation area in the kitchen
 - Bill handled the cash; he is accustomed to doing so.

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- Bill made the microwave popcorn; he liked to do that.
- Bill (and Stan Subeck) helped with computer issues when hotel staff was present; it was easier to have a man with these lower-level computer people who think women can't do such things...not the time to give lessons on "it's wrong to discriminate..."
- Nadine—she came to be honored, but of course she didn't know that—she wanted to work so we tried to give her things to do that could be performed at her pace, rather than ours, and which she could do sitting down.
- Nadine cut the bread slices in half for lunch.
- Nadine helped split apart English muffins and other bread items for breakfast
- Nadine took tuna and related ingredients to her room to make "her" tuna salad that many love to have.
- We encouraged Nadine to welcome folks.

Each morning we had a brief planning session for Sandy to explain general strategy and for the three of us to work out detail of what Bill needed to get from the store, and such.

- We tried to use current packaging technique to advantage. We favored reduction of labor over reduction of cost. A tired worker is not a happy worker and therefore perhaps not a pleasant host. Thus, for example,
- We bought melons already cut up, rather than whole melons that needed to be cut up in the suite.
- We bought paper and plastic dishes, silverware, serving vehicles, and so forth. In the latter category, deli tubs, large and small, were helpful. The goal was to

minimize the need to do dishes. We used the sink as a place to wash berries and such and kept a plastic colander in the sink much of the time.

- We used the microwave to make on-demand foods: hot dogs and popcorn.
- We brought in cooked food that could be efficiently packaged in plastic zip-lock bags and stored compactly in the refrigerator (hard boiled eggs; quinoa). Cooking is frowned on in this hotel.

Generally, the large refrigerator was filled with things that could be stored compactly either in plastic bags or in the boxes they came in (cream cheese bricks, for example). We took advantage of our local knowledge of where to buy food; thus, instead of Costco or Sam's Club which everyone knows about, we favored one of our local/regional restaurant supply stores, Gordon's Food Service (generally cheaper than either Costco or Sam with more interesting variety). We filled in with food from nicer chains such as Trader Joe's and Hillers (a local chain). We bought fruit from Hillers rather than from elsewhere because, even though it cost a bit more, it was higher quality. Also, it was important to shop where the shopper was comfortable doing shopping and familiar with the store...it all goes along more easily and then the shopper is not stressed out but is ready to go serve as a host when he gets back to the hotel.

We kept public health issues in mind:

- No food was to be put into the refrigerator uncovered; if it was, it was thrown out.
- Insofar as is possible, one person used the kitchen—that way, all bacterial or other issues traced back to a single source. In this case, I was clearly the primary kitchen

user. Bill used the microwave to make hot dogs and popcorn. Nadine seldom used it—she stayed in the dining room near where the bread was stored at the far end of the dining room.

- Do not hesitate to throw out small quantities of food that are left over. If part of a quarter pound of butter is left over from breakfast, throw it out before lunch; if there is leftover jam in a service dish from breakfast, throw it out. It's just a swell substance on which to culture bacteria.
- Throw out any salad or other with mayonnaise in it.
- Penny-wise IS pound-foolish in this sort of an event.
- We tipped the maids and the porters well, especially at the beginning. We tipped the maid 20 dollars a day; she was very happy. We had the same team of two maids all days but the first Sunday. We got institutional garbage cans on wheels for the Suite--two of them, from the maids. They fill up quickly.

Bar area:

- We got a mix of diet and regular soda pop and beer.
- We got lots of bottled water.
- We got a mix of wines; red and white. We got Charles Shaw, and Freixenet as our “champagne.”

Balancing the load: tradeoffs between human energy levels and funding levels. The crowds were larger at the beginning and smaller at the end. Thus, in the first half, we brought in the cold cuts, sliced tomatoes, potato salad, and so forth. Later, we brought

in food already made from local restaurants. Local hosts should know how to find interesting things at reasonable prices. We had PizzaPapalis (313)259-7232 deliver Lasagna for 85 people at a cost roughly equivalent to the earlier cold cuts buffets. We also had large salads delivered from the same Greektown restaurant. If I were doing it over, I would order all the salads from them and not mess with any lettuce myself. The only produce I would deal with, where I would do anything with it other than wash it, would be strawberries and tomatoes.

- We took advantage of current ways of marketing food:

Many hotels have concierge suites which have nice breakfasts; we struck a balance between what was offered there and what was offered in the suite. In our case, the concierge suite had hot oatmeal; we did not even attempt hot cereal.

- Coffee:

Most hotels have fine coffee stands in the lobby...Starbuck's or whatever.

Coffee may be served in the playing area.

We did use a giant coffee maker; that may have been more trouble than it was worth; many brought in their own anyway.

- Equipment:

We used very little of the USBF-supplied equipment. I brought, from home, my favorite knives, cutting board, colander, hard boiled egg slicer, cork screw, and a few other items so I knew I would have enough good things to do what I needed to do. Knives are the most important—without good knives, I would have felt lost.

- The USBF equipment we did use was:

The two refrigerators

The large coffee maker (but I might not do that again...it borders on “illegal”).

A small coffee maker for tea.

We wished to stay within the “legal” limits of the contract. Hence, we used only the equipment that came with the room. We did not cook anything outside the microwave...no hotpots, no hotplates, no slow cookers. When I made meatballs, I cooked them at home, bagged them, and reheated them in the microwave. That way, we could welcome hotel staff to the suite and enjoy a continuing fine relationship with the Marriott.

In the future, if there is a local donation of funding, some of it might be used to purchase something from the hotel as a good faith gesture of some sort.

- Issues of honor:

I would recommend “retiring” tuna salad as a dish to serve, for a few years. Let people remember with great relish Nadine’s tuna salad and move forward with a variety of other dishes made by others.

Thus, we had a homemade cookie program. Marilyn Maddox coordinated bringing in 66 dozen homemade cookies from a team of 5 bakers. She made 27 dozen herself!!

- Signature dishes—use these for “memorial” as well as competition purposes. For example, when you come to Detroit, you will have homemade cookies and a chance

to see our beautiful trophies from which we served fruit. Players enjoyed reading the names of many now well-known players inscribed on these Unit 137 trophies.

What “signature” program will you offer if the USBF comes to your location?

- At the end:

We did not ship food and drink around; that is not cost effective. We gave it away, to the maid or others, as leftover unopened food. Leftover food in the refrigerator, or elsewhere, was offered to the maid while we made it clear that the food is not unopened. Leftover alcohol (of which there was very little) was given to volunteers.

Food distribution

The Suite was open from 8am to midnight, every day, June 6 to 11; June 5 in the afternoon.

- Available all the time:

Homemade cookies

Candy

Nuts

Rice crackers: soy and sesame seed

Fruit: apples, oranges, grapes, bananas

Water

Soft drinks

Coffee, tea.

- Available on demand
 - Popcorn
 - Hot dogs
 - Salty snacks and dip
- Breakfast: available in the Suite on a daily basis from 8am to 11am. USBF funded.
 - Cereal bars
 - Cold cereal
 - Berries in season (blueberries and strawberries, here)
 - Fruit
 - Bagels, English muffins
 - Bagel spreads; Cream Cheese, jelly/jam, butter.
 - Coffee cakes
 - Fruit juices (apple, orange, cranberry, V8)
 - Coffee, Tea, Milk, Water.
- Lunch and Dinner
 - Cold cuts, high quality, wide variety
 - Breads and rolls
 - Cheeses
 - Tomatoes and lettuce
 - Condiments
 - Salads: potato, macaroni

Quinoa, black bean, veggie salad

Nadine's Tuna Salad

Egg salad

Fruit

Angel food cake, sometimes, with Sanders fudge sauce.

Food from Greektown: lasagna, Greek salad, Italian salad

- After the game, 10:30 to Midnight

Meatballs in sauce

Salty snacks and dip

Cheese and crackers

Candy

Beer: regular and light

Wine: Cabernet Sauvignon, Merlot, Chardonnay, Pinot Grigiot, Sauvignon

White.

Comments, from Players and Volunteers and Others

I just wanted to take the opportunity to thank you so very much for the amazing hospitality you displayed last week. To even offer the week's time from your lives was amazing, and then to work the entire time, always with big smiles, was so very nice.

Cheers to you! Jill Meyers

You guys made a tough week much easier. I am very grateful.

Sincerely, Jill Levin

Hi all,

I would like to second Jill's sentiment. Great hospitality and such willingness to humor our little unusual request like lime in V8. Thank you so much!

-Geeske

Thanks for including me in the follow up email. I was more disappointed than you can imagine to cancel due to my unexpected illness that week. I do hope we have future opportunities. Glad it went so well. Fondly, shelley boschan

Dear Sandy - Every time I use one of the coasters I think of you, Bill and your Mother - Love them!!

What an excellent time during the USBF convention - It was really nice to have you and Bill back with us - Made it feel more comfortable knowing that you were here and knew what the hotel could do. It was so much different that the ACBL - I'd love to have Jeff, Wendy and Ken again - with you, of course!

I rarely get over to Ann Arbor, but please know that when my plans take me to that area, I'm giving you a head's up!!

Give Bill a hug for me... And your darling Mother!

Sue

Hi Sandy,

It was fun. and I would do it again.

John

Thanks

Jim

IMaGe Monograph #26:
Arlinghaus, S. L.; Arlinghaus, W. C.; and Horwitz, R. M.
Event Planning Using Spatial and Temporal Master Plans: A Detroit Case Study

Bravo! to you and Bill for all you hard work. You did a super job!! I enjoyed the opportunity to be there .
Thanks, Ginny

Hi Sandy and Bill

Congratulations on a highly successful recent event, the USBF Women and Senior Trials, in Detroit.

While our local teams did not fair as well we were watching the Vu graphs constantly. We were glued to the BBO Vu Graphs especially when it got very interesting towards the end(with 6 boards to go) and a vanishing big lead for the Kasle Team in Senior Trials. It was indeed an exciting finish for our readers.

You deserve our thanks and gratitude for all the efforts both preceding and during such an event.

Posh Gulati, MD, FRCP(C)
Unit 203 President and Echo Editor

PS: Sandy, Please write a small piece for our newsletter, Echo and our local Bridge Fans. I will be sure to include it in our next issue due in Sep-Oct time slot.

Phone call from Jim Fatka, complimenting us on the tournament and noting particularly how impressed he was with the performance of the VuGraph operators...he was not in Detroit but rather was following events on BBO from the western part of Michigan.

Notecard from Marilyn Maddox, Head Cookie Baker:

“Dear Sandy, Can’t thank you enough! It was very dear of you to share what your mother made with me. I shall use the coasters often, and have warm memories of dear friends. We are so glad the WBF Trials are such a success. Thanks to you and Bill! Hugs and love, Marilyn and Myles.”

She enclosed recipes for two kinds of cookies:

Lemon Bars

Crust:

1c flour

½ c melted butter

¼ c confectioners sugar

Mix flour, butter, sugar. Press into buttered 8 by 8 pan. Bake at 350 degrees for 15 to 20 minutes until lightly brown.

Filling:

2 beaten eggs

1 c sugar

2T flour

½ t baking powder

Juice of 1 lemon

Mix beaten eggs, sugar, flour, baking powder, and lemon juice. Pour over baked crust, bake 25 minutes at 350 degrees. Sprinkle with confectioners sugar after baking.

(May be frozen)

Note: Lemons vary in degree of tartness. May use juice from another half lemon for more lemon flavor.

Pecan Sandies

1 c butter

¾ c sugar

1.5 c flour

½ t baking powder

½ t baking soda

½ c finely chopped pecans

Cream butter and sugar, stir in dry ingredients, stir in pecans. Roll dough into small balls—roll in granulated sugar—flatten cookies, sprinkle with granulated sugar. Bake at 350 degrees; cookies will puff up. When almost flat (about 8 to 10 minutes) and very lightly brown, remove from oven.

Note: the easiest way to flatten is to use the palm of your hand.