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I. INTRODUCTION

Mission Statement of the Chicago Contract Bridge Association ("CCBA")

The Board of Directors ("the Board") of the CCBA will:

- Provide organized Bridge activities and services to satisfy the social, recreational, and competitive needs of the membership and the community
- Maintain the standards of the game on a high plane of ethics and sportsmanship
- Promote the development of clubs sanctioned by the American Contract Bridge League

- License or sanction and conduct tournaments
- Aid the American Contract Bridge League and any other organizations conducting tournaments
- Formulate, interpret, and enforce rules for the conduct of tournaments

The Board of Directors

The CCBA is governed by its By-laws. The Handbook supplements the By-laws by:

- Describing responsibilities attaching to various positions that are not specified in the By-laws
- Stating the responsibilities of the various standing committees of the CCBA
- Stating the current rules and procedures governing the behavior of the Board of Directors
- Suggesting policies and procedures that may be implemented to enhance the work of the CCBA
- Stating procedures for running tournaments and the responsibilities of tournament chairs and teams
- Listing special events which the CCBA manages
- Assisting Board members to carry out the various responsibilities that attach to membership

Members of the Board:

- Serve a consecutive three (3) year term
- Are expected to be familiar with the By-Laws and the Handbook (see Website)
- Are expected to know what information is on the Website
- Answer routine inquiries from any member (refer member to specific Board member if appropriate)
- Attend scheduled Board meetings
- Attend the Annual Meeting of the CCBA
- Serve actively on at least one CCBA committee
- Attend the CCBA's regional and sectional tournaments
- Wear name badges at CCBA tournaments
- Maintain membership in good standing in the CCBA and the ACBL

In addition to the above, Board members are encouraged to:

- Promote CCBA tournaments and other CCBA-sponsored events
- Promote the game of bridge
- Maintain proper etiquette and decorum at all bridge games and other bridge-related events
- Encourage all players to display proper etiquette and decorum as well
- Become involved in working on the CCBA's various tournaments
- Attend meetings of committees on which they serve

Responsibilities of Committee Chairs

- Hold meetings as necessary, but no less than once a year
- Report recommendations and decisions to the President and Board
- Prepare budgets as appropriate

II. ROLES AND STANDING POSITIONS OF THE CCBA

Elections

The election of officers, which takes place annually, is described in Section VI.2 of the By-laws. The election of the members of the Board of Directors is described in Section VIII of the By-laws.

Board of Governors Representatives

Elections to the Board of Governors are a district function, but are included here since the CCBA Board participates in the voting that determines the representatives.

Any CCBA member can run for the Board of Governors (self-nomination is common). The term is three years. Each unit votes in August of the years where the election is being held.

District Representatives

The Board of Directors appoints nine members from the CCBA as representatives to the District 13 Board of Directors. The President and five other members of the Board serve as District Representatives, as well as three people from the general membership. The term is 2 years. Elections are by majority vote. The President recommends a replacement to fill any vacancy occurring during a term. The CCBA Board may approve or decline the President's recommendation, but the Board may not appoint a person who was not recommended by the President.

Officers

The principal duties of all officers are stated in the By-laws. Additional responsibilities appear below.

President: Prepares for meetings by
 Sending out a call for items for discussion
 Preparing a meeting Agenda
 Ensuring that officers and chairs are ready with reports in a timely manner
Appoints chairs and members for all standing committees as soon as possible each year
 Additional assignments may be made at any time
Appoints Tournament Chairs for the year
Appoints an ACBL Liaison (President may do this him/herself)
Prepares annual ACBL Reports
Sends the Articles of Incorporation to the State of Illinois
Chairs the Executive Committee
Calls the Executive Committee into special session
Prepares and updates the Board Contact Information list, including putting it in Dropbox
Is a member of all standing committees (except the Nominating Committee)
Directs a committee chair to hold a meeting if s/he deems such action appropriate
Performs all executive functions needed to ensure the effective operation of
 the Board of Directors of the Chicago Contract Bridge Association

Duties of the President by month:

January:	Chair Annual Meeting Make committee appointments for year Corporate Resolutions and signature cards
February:	No time-defined responsibilities
March:	No time-defined responsibilities
April:	Tournament schedules for following year Oversee election of District representatives (bi-annually) Report election results to the District President
May:	No time-defined responsibilities
June:	Appoint Nominating Committee Chair Appoint Awards Committee Chair
July/August:	Ensure election of ACBL Board of Directors and/or Board of Governors representatives when applicable (triennially) Ensure that the Annual Meeting notice will appear in the September/October Kibitzer
September:	Begin budget discussions with Treasurer and others for upcoming year Ensure that Calendar ("club owners guide") is ready to be printed Ensure that the Annual Meeting notice will appear in the November/December Kibitzer

October: Ensure that Committee and Tournament Chairs have given the Treasurer (or the Finance Committee) a budget proposal for the upcoming year
Ensure that the Nominating Committee Chair is prepared to report a slate at the October meeting

November: Ensure that the Annual Dinner is being advertised

December: Hold the annual holiday party
Obtain final budget approval for the upcoming year
Ensure that officers are slated for the coming year
Ensure that Harmon Wilkes, Gran, and Service award winners are selected
If there are no nominees for an award for the year, ensure that that recommendation is made
Be sure Board considers Christmas bonus and/or merit raise for *The Kibitzer* Editor
Poll Board for committee preferences
Ensure that Invitational Pairs invitations are issued in a timely manner

Past Presidents of the CCBA: See Appendix A

Vice President: The duties of the Vice President are stated in the By-laws.

Secretary: In addition to the duties stated in the By-laws, the Secretary:
Distributes the Minutes of meetings to the Board
Sends new Board members a copy of the Handbook and Minutes of the most recent meeting
Notifies the Webmaster when Minutes may be posted on the website
Is a member of the Executive Committee
Prepares the annual schedule of Unit Games (Secretary has copy of procedure in .docs)
Places the Unit Game schedule in the clubowners' Dropbox file
Schedules annual Unit STaC games (3) and verifies District STaC dates with DIC
Approves "special game" requests for club owners as requested by the ACBL
Arranges for Director tests from the ACBL upon request
Adds new clubs to the club guide
Notifies the Webmaster of new and closed clubs

Treasurer: In addition to the duties stated in the By-laws, the Treasurer:
Receives, manages, tracks financial information (bank accounts, salaries, bills, reimbursements)
Files tax forms
Tracks committee charges
Reviews Expense Reports (respective Chairs MUST approve Expense Reports)
Reports bills to the Board (if requested)
Reports bank balances to the Board
Presents a detailed summary of cash disbursements at each Board meeting
Reports on any NSF checks where collection has been a problem
Prepares all checks
Fills out and submits the State of Illinois' annual report
Reviews tournament reports and distributes results to the CCBA Board and the ACBL
Reviews insurance reports (as appropriate)
Sets up payments online (two officers must approve all payments)
Bills *Kibitzer* advertisers
Prepares checks to pay expenses at the end of each tournament
Prepares the monthly check disbursement report
Holds the official CCBA mailing address
Chairs the Finance Committee
Is a member of all Regional tournament committees
This responsibility may be delegated to a member of the Finance Committee
Oversees tournament finances, including reviewing the hotel bill

Follows up on any "insufficient funds" checks
Creates a P&L Statement for each tournament
Manages the creation of the annual budget with input from the Committee, Tournament Chairs, and other members of the Board
Submits the proposed Budget for the coming year to the full Board in time for discussion at the December meeting (proposal should be distributed as early as possible)

All officers are elected annually by the Board. If a vacancy occurs during the year, the President may appoint a member of the Board to complete the term of the officer, subject to approval by the Board.

Resignation and Removal Policy

Resignation Any director may resign at any time by giving written notice to the Board of Directors. Any such resignation will take effect as of its date unless some other date is specified therein, in which event it will be effective as of that date. The acceptance of such resignation will not be necessary to make it effective.

Removal The Board of Directors may, by majority vote, remove a director for cause. "Cause" shall mean any of the following, as determined by the Board in its sole judgment:

1. Failure to attend at least three (3) consecutive regularly-scheduled board meetings
2. Failure to actively serve on any committee of the CCBA
3. Failure to actively promote CCBA tournaments and other CCBA-sponsored events
4. Failure to maintain proper etiquette and decorum at all bridge games and other bridge-related events
5. Failure to maintain proper etiquette and decorum at all board and committee meetings of the CCBA
6. The occurrence of any act which adversely impacts, impedes or otherwise disrupts a board or committee meeting of the CCBA
7. The occurrence of any dishonesty or misconduct of or by a director
8. The occurrence of any act which has a materially adverse effect on the CCBA's reputation, goodwill or membership relations
9. Conviction of a crime (other than traffic-related offenses)
10. The occurrence of an act of fraud, embezzlement or misappropriation of property
11. Suspension or discontinuance of a director's active membership, or loss of active membership in the CCBA or ACBL
12. A violation of any CCBA law or policy relating to confidential, proprietary, or other information or business operations.

Notwithstanding the foregoing, any behavior that reflects negatively on the CCBA is grounds for immediate dismissal.

Leaves of Absence Directors anticipating extended travel or medical disability must submit a request in writing to the Chair of the Board of Directors Review Committee (see below) stating the reason and expected duration of the leave. Requests will be dealt with on a case-by-case basis.

Board of Directors Review Committee A subcommittee of the executive committee of the Board of Directors shall be formed which shall serve to review, act and comment upon activities of the Board of Directors of the CCBA. Such subcommittee shall consist of four (4) members, the chair of which shall be a member in good standing of the CCBA who is not otherwise a member of the Board of Directors, and the remaining three (3) members of which shall be current CCBA Directors in good standing.

Review Process

A. It shall be within the purview of the Board of Directors Review Committee to review the acts or failure to act of all members of the Board of Directors. Each Director will be evaluated against the above criteria over a rolling twelve-month period. For the first (1st) and second (2nd) violations against the above criteria, the Chair of the Board of Directors Review Committee will notify the applicable Director by form letter within a reasonable period of time after the occurrence of the violation advising such Director that only _____ [*Insert 1 or 2*] more occurrences for the ensuing months will be allowed.

B. Upon the occurrence of the third (3rd) violation in a rolling twelve-month period or an action that prompts the recommendation for immediate dismissal, the applicable Director will be notified by the Chair of the Board of Directors Review Committee that the applicable Director's status has been automatically referred to the Board of Directors Review Committee Directorship for recommendation of removal from the Board of Directors. The applicable Director will be suspended from all duties on the Board of Directors from the date the third (3rd) violation or action is reported until the recommendation for dismissal is voted on by the entire Board of Directors.

C. After the third (3rd) violation or an action that prompts the recommendation for immediate dismissal, the applicable Director may request a hearing before the Board of Directors Review Committee. If the applicable Director elects not to have a hearing or does not in some other way justify the cause for dismissal, the Board of Directors Review Committee will recommend removal, effective upon approval by majority vote of the directors then in office.

Standing Positions of the CCBA

ACBL Liaison

The ACBL requires each Unit to designate a member to act as liaison. Currently the Communications Chair fills that function. The Liaison is responsible for sanctioning all tournaments with the ACBL.

Sanctions: Regional sanctions **MUST** be applied for **AT LEAST** three years in advance

Sectional sanctions need only one year

Note: The ACBL is strict about Regional tournament dates; standards for Sectional tournaments are not as rigid

Sanction application forms are sent to the District Coordinator (currently Peter Wilke) for approval

Schedules should be sent to the ACBL six months prior to a tournament start date (an old flyer may be used unless start times have changed; ads do not have to be approved in advance)

Contracts Coordinator

The Contracts Coordinator reviews and approves all contracts between the CCBA and tournament sites. The procedure is set forth on page 17. The Contracts Coordinator should be a lawyer.

STaC Coordinator (see page 26)

Recorder

The duties of Recorders are defined by the ACBL, and the Recorder follows stated ACBL policies. The Recorder:

- Maintains a record of all recorder slips filed against unit members
- Maintains a record of the results of Conduct and Ethics disciplinary actions against CCBA Board of Directors members
- Examines all new recorder slips that are filed against unit members and deals with them suitably

- Forwards items to the Conduct and Ethics Committee, District Recorder, or National Recorder as appropriate

Caddy Coordinator

The Caddy Coordinator:

- Staffs tournaments as needed and/or
- Arranges for renting electronic scorers
- Decides in cooperation with each Tournament Chair how many caddies will be needed
- Gives a schedule to the Tournament Chair and the DIC
- Maintains a list of potential caddies (name, address, e-mail address, telephone numbers, Social Security Number)
- Receives four (4) Free Entries for each Regional tournament that is staffed
- Receives two (2) Free Entries for each Sectional tournament that is staffed

Information about compensation for caddies is located in the Tournament Section.

Tournament Sites Chair

The Tournament Site Chair:

- Researches potential sites
- Presents findings to the Board
- Negotiates preliminary contract terms after the Board has approved a site
- Forwards preliminary contracts to the Legal Advisor
- Maintains a file of sites researched
- Maintains a file of names and phone numbers of people and organizations (e.g., convention bureaus) who have been or may be useful in recommending locations

Factors to consider in selecting a site are located in **Tournaments of the CCBA**.

The contract signing procedure is located in **Tournaments of the CCBA**

Kibitzer Editor

The Kibitzer Editor creates and distributes *The Kibitzer* newsletter.

The Kibitzer is compiled at regular intervals (number of issues may vary depending on Board directive) on desktop publishing equipment. **Upon completion, the Communications Chair and other volunteers proofread each issue.** Once approved by the Communications Chair, *The Kibitzer* is uploaded to the CCBA website. The Chair also manages mailing hard copies are sent to anyone requesting one.

The Editor:

- Creates attractive tournament announcements or uses designs from outside sources or CCBA flyers
- Creates lay-outs and formats each issue
- Organizes and types standard features:
 - Club news
 - Tournament results
 - NABC reports
 - Highlights of CCBA Board of Directors meetings
 - Other as approved (e.g., columns from members)
- Keeps a master list to ensure that required articles, such as election information and tournament publicity, are run at appropriate times and within specified deadlines
- Recruits material
- Maintains a reference file, including ads, maps, tournament announcements, past issues, etc.

The Editor may call on a variety of people for material, including personal friends, expert players, local tournament directors, and/or anyone else who is willing to help.

All material reflects on the Board of Directors as well as the CCBA as a whole and must be screened, first by the Editor and second by the Chair of the Communications Committee. Material should be reviewed for both accuracy and volatility. Material must be suitable for publication. Controversial material should be avoided. Final determination of what constitutes “controversial” rests with the Communications Chair.

If the Editor and the Communications Chair disagree on the suitability of any material, the decision of the Communications Chair prevails.

Before it goes on-line, each issue of *The Kibitzer* must be approved by selected proofreaders, one of whom is the Communications Committee Chair. Additionally, tournament schedules and advertising must be approved by the appropriate Tournament Chair. Phone numbers, game times, and event information **MUST** be accurate before anything appears on the Website or in print.

The Kibitzer Editor receives a per issue salary that is determined by the CCBA Board of Directors. The amount can be modified at any time by a majority vote of the Board. A performance review normally takes place at the December meeting; any raise or bonus is approved at that time.

Kibitzer Advertising Rates

Current *Kibitzer* ad rates:

- Full page: \$150
- Half page: \$90
- Quarter page: \$60
- One-ninth (a third of a column on a three column page): \$45

The above rates are for typesetting only

Yearly advertisers (six consecutive issues) receive a 15% discount

Rates are subject to change at any time

Advertisements:

- Client submits hard copy
- *Kibitzer* Editor sets all copy
- The Editor should be contacted immediately regarding deadlines
- The Editor determines the acceptability of ads for *The Kibitzer*
- An ad may be refused for any of the following reasons:
 - Lack of space
 - Timeliness
 - Inappropriate content.

A decision to refuse an ad based on inappropriate content must be reviewed and approved by the Communications Committee Chair.

Extra Charges:

Artwork and photos will be charged extra; costs will be determined individually.

Photos cost \$10-15 each. There is no difference in cost between color and black-and-white.

There is a discount for multiple issues, but the ad cannot be altered between issues. If an ad needs alterations (including updating), the full rate applies.

The above rates do not apply to nearby units. As a mutual courtesy we advertise in each other's publication free of charge.

Webmaster

The Webmaster is in charge of creating and maintaining the website of the Chicago Contract Bridge Association. The Webmaster may permit access to the website to anyone he/she chooses. The Webmaster's responsibilities include but are not limited to:

- Creating an attractive general appearance for the site
- Establishing and maintaining links to other sites
- Working with the Club Committee to keep club data up to date
- Publicizing CCBA tournaments
- Publicizing special events (Annual Dinner and Meeting, STaCs, etc.)
- Working with the Communications Chair and Tournament Chairs to ensure accuracy of information
- Working with *The Kibitzer* Editor to ensure its timely posting
- Posting a list of available area teachers

CCBA Calendar

The CCBA creates an annual calendar which is distributed at the Central States Regional tournament. Currently Tom Dressing manages the process, including:

- Requesting volunteers from the Board to
 - Check dates for Regionals in adjoining Districts, NABC's, ACBL-wide games
 - Check District Events with the District Coordinator (currently Peter Wilke)
 - Contact club owners about advertising
 - Contact teachers about advertising
- Sending out bills to advertisers and tracking payments
- Arranging for delivery of the Calendar to the Central States tournament
- Arranging for surplus copies to be given to clubs

III. COMMITTEES OF THE CCBA

Communications Committee

The Communications Committee is responsible for all materials published on behalf of the CCBA.

The committee:

- Acts as liaison between the Webmaster and the Board by
 - Providing material for publication on the website
 - Reviewing material provided by others for accuracy and content.
- Creates, proofreads, and distributes all tournament advertising
- Oversees the production of *The Kibitzer*
- Insures that ACBL sanctions, executed contracts, and advertising are consistent with respect to dates, times, and locations

The Chairman of the Communications Committee must review all written material for accuracy and content **BEFORE** it is circulated. Such material includes (but is not limited to) *The Kibitzer*, tournament flyers, and the Program for the Annual Dinner.

Additional duties may include (but are not limited to):

- Insuring that deadlines for advertising in the ACBL *Bulletin* are met
- Working with Tournament Chairs to create accurate and attractive tournament flyers (see Appendix B for a list of items that should be in all flyers)
- Verifying that the flyer has been published on the CCBA website, the District 13 website, and the ACBL website (Tournament Chairs should check this as well)
- Acting as liaison between *The Kibitzer Editor*, the CCBA, and any party doing business with *The Kibitzer*
- Producing the annual *Kibitzer* budget in a timely manner
- Managing the budget for *The Kibitzer*
- Placing the monthly ACBL In-Out Report in the CCBA Clubowners' Dropbox file (dues information is NOT included in the Dropbox version)
- Periodically placing the ACBL Membership Report in Dropbox
- Working with Tournament Chairs to produce copy for ACBL "blast" e-mails
- Sending each flyer to the ACBL before the tournament
 - For Regional tournaments a 1/2 page ad should be placed in the *Bulletin* 3 months before the tournament and
 - A 1/16 page ad should be placed in each of the next two issues of the *Bulletin*
- Working with the Invitational Pairs Chair to create invitations and name tags for the event
- Holding the CCBA telephone.

Clubowners Committee

The Clubowners Committee liaisons between the Board and the privately owned duplicate games in the Unit to deal with concerns and problems and ensure a good working relationship between the two groups. In addition to maintaining regular communication with clubowners, the Chair plans an annual meeting to discuss issues and suggestions.

It is recommended that the committee Chair be a clubowner.

Conduct and Ethics Committee

The Conduct and Ethics Committee receives complaints from various sources:

- Individuals
- Tournament Directors
- Club Directors
- Items initiated by the Unit Recorder

The Conduct and Ethics Committee follows the ACBL guidelines. The link to the Disciplinary Regulations currently is <http://www.acbl.org/play/disciplinarycode.html>. According to the ACBL's Code of Disciplinary Regulations (the "CDR"), the Committee should consist of an odd number of people (5 is recommended). No member should be a regular partner, close friend, spouse, significant other, or known enemy of any party charged by the Committee, or have a business or financial association with said party.

The President appoints a person to serve as the "Charging Party" who is responsible for setting forth the charges being brought at a hearing. The Charging Party does not advocate for the person charged. The Charging Party is not a member of the Committee.

The Committee:

- Investigates all conduct and ethics allegations that are brought to its attention
- Conducts hearings as appropriate
- Resolves issues according to the guidelines stated in the ACBL's CDR
- Informs the subject of the result of any investigation

Upon resolution of an issue, the Chair will inform the Unit Recorder of the following:

- The name of the member who was charged
- The specifics of the allegation
- The decision reached by the Committee

The ACBL, District 13, and Unit 123 have no jurisdiction over behavior at club-sponsored games except as specified in Sections 2.1.1(d) and 2.1.6 of the CDR.

A sample "charging letter" appears in Appendix C.

Education Committee

The committee:

- Actively engages in teaching Bridge to students at schools within Unit 123's geographic area
- Creates and maintains a list of teachers in the Chicago area
- Works with area bridge teachers
- Solicits people to teach
- Encourages teachers to share techniques and tips with each other
- Organizes a teachers' gathering once a year to encourage, promote, and thank teachers
- Helps teachers get started
- Contacts teachers to arrange for periodic competitions during the school year
- Manages competitions at schools (need not be a qualified game director to do this)
- Provides refreshments
- Distributes ACBL membership forms to students and teachers
- Keeps the Board and the general membership informed of ACBL Education programs
- Helps set up and promote ACBL programs in the area
- Works with the I/N Chair at Sectionals, Regionals and special events as requested
- Acts as education liaison between the ACBL and the Unit
- Sets up periodic Teacher Accreditation Programs (TAPs)
- Distributes information on local tournaments
- Selects trophies to give to winners
- Distributes bridge books
- Solicits new schools by visiting and/or introducing mini lesson while there
- Works with the I/N Chair to enhance and promote the purposes of both committees
- Works with the ACBL and USBF liaisons as appropriate
- Contacts teachers as soon as possible in the school year to set up game dates (4 or 5 per year)
- Keeps a master list of teachers' contact information (must have permission to share information)
- Distributes materials (e.g., playing cards) to teachers
- Holds a scholarship game each spring (the ACBL chooses the date)
- Provides students with the format to follow when applying for scholarships from the ACBL
- Informs teachers about items the ACBL may provide (money, books, T-shirts, trophies, etc.)

The CCBA shares the costs with the students to encourage them to play

Do not pay all the cost since there will be less sense of commitment

In its annual budget the CCBA may designate funds to provide opportunities for junior bridge players younger than 26 years of age. These funds may be used to provide partial support for bridge camps, travel to Youth NABCs, travel to team trials that select juniors to represent the USA in international competition, or other bridge activities supported by the CCBA Board. Letters of application for support should be submitted at least 30 days before the event for which funding is requested. In allocating funds the CCBA Board will give priority to applicants who demonstrate financial need in their letter of application, to those who have not been funded before, and to those who are either younger than 22 years of age or full-time students.

Executive Committee

The Executive Committee is made up of the four officers. It has no fixed responsibilities but meets as necessary to discuss issues of concern to the CCBA. The Committee has no authority other than the authority each member has by virtue of the office held. Each member provides guidance to the President as requested. Recommendations of the Committee are presented to the full Board for consideration as appropriate.

Finance Committee

The Committee:

- Prepares reports
- Collects data
- Analyzes budgets versus actual spending
- Prepares a budget once per year for the Board to discuss and approve
- Approves invoices to determine compliance with fiscal policies
- Oversees how the CCBA obtains revenue
- Performs other duties relating to the finances of the CCBA as necessary
- Makes itself aware of how the CCBA spends money
- Explores ways in which the CCBA may increase revenues and/or cut expenses
- Selects investments to be made with surplus funds. Moneys may come from the following:
 - Tournament entry fees
 - ACBL reimbursements from membership dues
 - Rent from property
 - Interest on investments

General Financial Policies:

- Committees with any responsibility for handling CCBA funds must account for those funds and related activities at each Board meeting
- Committee and tournament Chairs should review the Budget
 - Approve line items as proposed or
 - Explain why a specific line item is inappropriate
- The Budget for the upcoming year will be approved at the final Board meeting of each calendar year
- No payment for services rendered will be issued until said services are fully completed
- Reimbursements will not be made without proper documentation, to wit:
 - Date
 - Reason
 - Receipt or invoice
 - Amount
 - If tournament-related, a properly completed Expense Report
- All accounting source documents (checks, cancelled checks, invoices, receipts, etc.) for the CCBA will remain in a single accessible location. The Treasurer shall always have access to any accounting source documents.

The CCBA is a not for profit organization; all moneys eventually go back to the membership in one form or another.

Intermediate/Newcomers Committee

The Committee:

- Locates and initiates new players to duplicate bridge
- Organizes seminars and provides input about the organization of events at tournaments
- Attracts newcomers to bridge by:
 - Writing articles about “I/N type” tournaments
 - Contacting bridge teachers
 - Urging ACBL members to encourage their rubber-bridge friends to play duplicate
 - Handing out information on club games, especially those with games for newer players
- Selects trophies or prizes for I/N events
- The Chair approves invoices for awards and forwards them to the Treasurer.
- Awards trophies to winners
- Arranges for an I/N party at CCBA Regionals (at the discretion of the Tournament Committee)
- Runs at least one annual I/N Sectional Tournament
- Manages an I/N registration table at Regional tournaments
- Interacts with players to see what they want/need
- Makes sure partners are provided and no one is sent away
- Arranges for speakers before and/or after events
- Sets up special games (may make up separate flyer)
- Periodically publishes an informational flyer about the different games
- Makes sure players receive the following:
 - District I/N Newsletter
 - CCBA *Kibitzer*
 - Daily Bulletin (at Regional tournaments)

The I/N Committee works closely with the Education Committee to promote the goals of both committees. An excellent handbook for I/N activities is the ACBL’s *Handbook for Intermediate-Newcomer Coordinators*, which can be ordered from the ACBL.

The above list provides guidelines only; it is not required that they all happen at every tournament.

Scheduling Committee

The Scheduling Committee is responsible for CCBA tournament schedules. The membership consists of all Tournament Chairs each year, an area Director, and the Communications Committee Chair. The committee:

- Reviews all proposed schedules to determine their viability
- Suggests new events as appropriate
- Sets stratification levels
- Has schedules approved by the ACBL
- Determines the starting times for all events
- Prepares schedules (at least) one year in advance.

All proposed changes for upcoming schedules must be presented to the Board for approval.

Site Committee

The duties of the Site Chair are listed above. Factors to be considered in site selection and the contract signing procedure will be found in Tournaments of the CCBA (Section IV).

Tournament Appeals Committee

The Chair selects the members of the Committee. The Committee should be composed of the most competent, experienced people available, both Board members and non-Board members. The paramount consideration is knowledge of the rules and experience with the ACBL Appeals process. Committee members should be regular tournament attendees since their functions are performed entirely at tournament events. ACBL Appeals training is recommended but not required.

The Committee:

- Reviews all protests of Director rulings during CCBA-sponsored tournaments, as well as any conduct and ethics issues arising at said tournaments
- Reports ethics violations to the Chair of the Conduct and Ethics Committee
- Files a recorder memo against a player or players as appropriate. Behavior that may warrant a recorder memo includes not only table happenings but also decorum during the Appeals process
- Has jurisdiction only during CCBA sponsored events, including:
 - Regionals
 - Sectionals
 - Sectionals held in clubs
 - Unit games

The Tournament Appeals Chair is responsible for ensuring that s/he or a member of the Committee is present and available at all tournaments and is prepared to hold hearings on any matters that occur at any tournament.

The Recorder File may be consulted before sanctions are made if and only if it is established that a party is guilty of a "flagrant infraction" during a tournament.

Awards Committee

The Awards Committee screens candidates for the Gran Sportsmanship Award and for the CCBA's highest honor, the Harmon Wilkes Award, and presents them to the Board.

The Gran Sportsmanship Award

The Gran Award shall be given to a player who plays for enjoyment of the game. There is no requirement that the player be involved in "the betterment of bridge..." or have "considerable expertise at bridge" as required by the Harmon Wilkes Award. Players who meet the requirements for both awards should be considered for the Harmon Wilkes Award.

- Nominations for the Gran Award shall be made by club owners and players at large. Members of the CCBA board may not submit nominees for the Gran Award, nor should they urge non-board members to submit names on their behalf.
- Sitting members on the board are not eligible for either the Gran or Harmon Wilkes Awards.
- Nominees for both awards must be ACBL members in good standing at the National, District 13, Unit 123, and club levels.
- A call for nominations shall go out on or before September 1st. Nominations should be received no later than the October board meeting (typically early October). Board members will have the time from the October meeting until the December meeting to learn more about the nominees. In addition to placing a call for nominations in *The Kibitzer*, it is suggested that we mail club owners and ask for nominees. See Appendix G for suggested text to be used in *The Kibitzer*.
- During Executive session at the December board meeting, the board shall determine the Gran Sportsman of the Year and the Harmon Wilkes Award winner. Normally each award will go to a single recipient, although more than one Gran Award may be given if multiple deserving candidates are identified. The Harmon Wilkes Award need not be given in years when no deserving candidate is identified.

Nominees for both awards should exhibit the following behaviors:

1. Abides by the rules of the game: Part of good sportsmanship involves learning and playing by the rules of the game. When players enter a bridge event or club game, they are responsible for knowing not only how to play but how to play according to the ACBL rules.

2. Always plays fairly: Honesty and integrity should be an integral part of bridge. A player with good sportsmanship does not want a hollow victory that comes from unethical play or actions.
3. Respects the other players' efforts: Respect for other participants, regardless of their bridge abilities, is central to good sportsmanship. When opponents score well, good sportsmen accept their results. If a player out-performs other players, that player enjoys the victory but does not gloat, belittle the opponents, or minimize the efforts of opponents.
4. Offers encouragement to their partner and teammates: Good sportsmen praise their partners and teammates when they do well and comfort and encourage them when they make mistakes. Criticizing partner and/or teammates in the heat of battle negatively impacts team performance and lessens enjoyment of the game for everyone.
5. Accepts the judgment calls of the directors: People, including directors, make mistakes. Arguing with a director over a judgment call simply wastes energy. Good sportsmen may be upset by a ruling with which they disagree, but they focus their energy on the game and on doing their best for the rest of the game.
6. Ends the game smoothly: When the event is over, brooding, pouting, and cajoling have no place in the life of good sportsmen, who emphasize the joy of participating, regardless of outcome.

Harmon Wilkes Award

The Harmon Wilkes Award winner will embody the values recognized by the Gran Sportsmanship Award as well as the following key additions:

1. Has a genuine interest in the preservation and development of duplicate bridge and the maintenance of its good reputation. Members who receive the Harmon Wilkes Award are not only members of bridge organizations, they help build and contribute to the bridge community.
2. Competes at the highest levels of bridge and has in-depth knowledge of the game. Members who receive the Harmon Wilkes Award are experienced players who compete with other highly skilled players. When less experienced players seek their advice and expertise, they give their opinions graciously.

The list of past Harmon Wilkes and Gran Sportsmanship Award winners may be found in Appendix G.

Nominating Committee

The Nominating Committee interviews applicants to the CCBA Board of Directors and recommends candidates for slating to the Board.

The Nominating Committee Chair appoints the members of the Committee; no Board member whose term is expiring and who is re-applying may be on the Committee. As specified in the By-laws, the Committee includes three members of the Board and four members-at-large. The Board approves the choices.

Important! The President is NOT a member of the Nominating Committee.

The Chair sets a deadline for the receipt of applications; the date must be published in *The Kibitzer* far enough in advance that it can be met. Any CCBA member may apply. Applications must be in writing and submitted to the Nominating Committee Chair. After the deadline the Chair schedules a meeting of the full committee to interview all applicants. Candidates are usually presented to the Board for slating at the October meeting.

The Chair:

- Notifies each candidate that s/he has been slated
- Extends a personal invitation to each nominee to meet the Board at the annual Christmas Party
- Notifies Board members who have not been re-slated

Ad hoc Committees

Ad hoc committees are created for a specific, limited purpose and will be disbanded when the purpose is fulfilled. No vote is needed to disband an ad hoc committee.

IV. Tournaments of the CCBA

Site Selection

Factors to consider:

- Cost
- Convenience of access
- Size: Standard is 81 sq. ft. per table (9 ft. from center to center); 64 sq. ft. is minimum
- Chairs (the CCBA owns tables and equipment, not chairs)
- Number and location of electrical outlets
- Wall covering (for taping up signs and posters)
- Space in playing area for:
 - Directors' tables and equipment (at least three 8 ft. tables)
 - Water Stations
 - Book Seller (Regionals only) – may be in foyer also
- Foyer or hallway for the following functions:
 - Registration
 - Partnership Desk
 - Hospitality
 - Ticket Sales (as applicable)
- Lighting
- Washrooms (proximity to playing area, number of people who can be accommodated, general appearance, lighting)
- Room temperature and site temperature control policies
- Coat racks
- Drinks and snacks during games: See Tournament Hospitality
- On-site restaurant or snack bar and/or proximity to nearby restaurants
- Parking (number of spaces and rates, if applicable)
 - If there is a parking charge, try to negotiate a favorable rate or "in-and-out" privileges
- Room rates if applicable (if the site does not have rooms, Site Chair should go to nearby hotels and try to secure a favorable rate for the tournament dates)

Contract Signing Procedure

- Site Committee Chair negotiates contract terms
 - All contracts must include the CCBA "Standard Rider" (see Appendix D)
 - The CCBA P.O. Box is the contact address on contracts
- All contracts are sent to the CCBA's Legal Counsel for examination and approval
- Site Chair does not sign contracts, nor place his/her address or phone number on contracts
- After approving a contract, Legal Counsel sends it to the President who signs on behalf of the CCBA
- If the contract has not been signed by a site representative, the President will return the contract to the site contact for signature (the President may delegate this task)
- The site contact will be asked to return the fully executed contract to the President

- A Tournament Chair may be asked to verify the terms of a contract (e.g., accurate dates)
- Tournament Chairs have no authority to change the terms of a contract
- Site Chair verifies that the dates in the contract and the sanction dates conform
- President keeps original and sends a copy to the Treasurer and the appropriate Tournament Chair
- President notifies the Treasurer about payment dates

Upon receiving an executed contract, a Tournament Chair contacts the site to arrange a meeting.

Expenses

- Any room for which the CCBA will receive a separate billing or which will be presented as a line item on a summary billing must state the room's purpose and be approved by the Tournament Chair
- ALL items for reimbursement must appear on an Expense Report and be documented with receipts
- Exceptions to the receipt requirement: Per diems, mileage, tips
- Every attempt will be made to reimburse people for expenses promptly
- People who have stayed in rooms paid for by the CCBA pay all personal charges separately. Whenever possible, these charges will be paid at check-out so the CCBA receives only the room charge on its bill
- The following people may claim per diems at IRS-approved levels:
 - Tournament Chair
 - Hospitality Chair (Regionals only)
 - I/N Chair (Regionals only)
 - Partnership Chair
- The DIC signs each Director's Expense Report and gives it to the Tournament Chair for approval
- Transportation charges other than for ACBL Directors and equipment rental will not be reimbursed without the prior approval of the Board
- Caddies are paid in cash from tournament receipts after the final session worked. No other payments are made out of tournament cash without the approval of the Tournament Chair
- The DIC will deposit cash frequently into a designated CCBA bank account

Check Cashing Policy

Checks up to Five Hundred Dollars (\$500.00) per person per day may be cashed at CCBA-sponsored tournaments with the approval of one of the following people:

- CCBA President
- CCBA Treasurer
- Tournament Chair

Tournament Directors may not approve checks except for the exact amount of an entry.

Any individual with an outstanding NSF check may not play in any CCBA-sponsored event until the account is paid in full, including all penalties. A service charge of \$20.00 shall be collected in addition to the outstanding amount and in addition to any fees levied by the bank. If a player has had more than one NSF check, the CCBA may refuse to cash the player's check.

Playing Fees

Entry fees are set by the Board and may be changed at any time by majority vote.

Currently Regional game fees are \$14.00 per person, and Sectional game fees are \$11.00 per person. These fees are for members of the ACBL in good standing. Non-ACBL members pay an additional \$1.00. The game fee for students with valid ID is \$5.00. The Board may vary the student policy at will.

District 13 levies a \$1.00 per table fee on team games (Knock-outs and Swiss Teams) to help defray the expense of NABCs.

Free Plays

There are six separate coupon books for both Regional and Sectional tournaments: Tournament Chair, President, Hospitality, Partnership, Service, and Board Members. Coupons are kept in the Tournament Box.

The following people receive unlimited Free Plays at CCBA-sponsored tournaments:

- Tournament Chair
- President
- Treasurer
- Webmaster
- District 13 Board Representative
- District Board President
- Daily Bulletin Editor (Regionals only)
- Partnership Chair
- Tournament Hospitality Chair
- I/N Chair (Regionals only)

Free Plays may also be:

- Given to any person who is asked to play in order to fill out a movement
- Awarded as prizes or promotions

Unless otherwise specified (e.g., as an award), Free Plays are non-transferable.

Board members receive four non-transferable coupons at each Regional. To receive free plays, Board members must wear their CCBA nametags.

The Editor of *The Kibitzer* receives two Free Plays at each tournament run by the CCBA.

The following may distribute free plays at their discretion:

- Tournament Chair
- Tournament Hospitality Chair
- Partnership Chair

If a Director asks for a volunteer to fill out a movement, the volunteer should receive a coupon from the Tournament Chair or the Partnership Chair.

Complimentary Rooms

The following people receive a free room at all tournaments:

- President
- Tournament Chair
- Partnership Chair

The following people receive a free room at Regional tournaments:

- Hospitality Chair
- I/N Chair
- Editor of the Daily Bulletin

The following people receive a free room during WinterFest:

- Annual Dinner Chair (one night)

If a person does not use the room, it is not held and cannot be transferred. If a person is not going to use a room that they are entitled to, s/he should cancel in enough time that the CCBA is not billed. People receiving free rooms will be reimbursed for parking charged by the site.

Hotel rooms should be handled through the master account (preferred) or by direct payment to the hotel by an individual; if an individual pays directly, a copy of the hotel bill must be attached to the Expense Form.

Signs at a Tournament

The Tournament Chair should arrange for the following signs with the Communications Chair:

- Registration for Hospitality gift (usually at Regional tournaments)
- Information (usually at Sectional tournaments)
- Partnerships
- I/N Registration/Information
- Cell phone policy
- Clean up
- Directions (to a meeting room, e.g.) as needed
- Signs to washrooms as needed
- Entries (the place to buy entries) and cost
- List of stratifications
- Special events the Tournament Chair or Board wants to publicize

Signs may be different sizes and are either placed on easels or taped to walls (use masking tape).

Advertising for a Tournament

The Communications Committee is responsible for all advertising.

The Tournament Chair is responsible for ensuring that the Communications Committee has done the appropriate advertising.

Flyers/advertisements should appear in the following locations at least:

- ACBL Bulletin (Regionals only)
- *Kibitzer*
- Banner (for Regionals only)
- CCBA website
- District 13 website
- Websites of neighboring districts
- All unit and district tournaments
- Local club games (by owner permission)
- Send a flyer to the ACBL for a blast e-mail approximately 3-4 weeks before each tournament
- Give flyers to Bridge teachers to distribute to students (especially teachers of I/N players)

Duties of the Tournament Chair

Each Tournament Chair has total responsibility and authority to manage all aspects of the respective tournament. They report directly to the President and are ultimately accountable to the Board of Directors.

All the items below are important, but are not intended to be all-inclusive.

- ❖ Arrange to view site and meet personnel as soon as practical after receipt of fully executed contract
- ❖ Keep records of all arrangements
- ❖ Prepare function sheets (Banquet Event Orders)
- ❖ Be thoroughly familiar with the contract (often the site contact is not)
- ❖ If possible, set aside a room for the Directors. It should be lockable. If no room is available, make other security arrangements and tell the DIC about them
- ❖ Be sure site personnel understand the importance of proper temperatures in the room(s). If the thermostat cannot be controlled by the Tournament Chair, then someone from the site must be available AT ALL TIMES to adjust it
- ❖ Arrange for food during play-through events
- ❖ Use 8 oz. or smaller cups for coffee; if site does not have them, ask to bring them in
- ❖ Arrange for the following in the playing area and foyer:
 - Coat racks and hangers (should not hinder the flow of traffic)

- Trash cans
- Microphone (per contract)
- Tables for the Directors (at least three 8' tables)
- Water stations (cups if necessary)
- Monitoring and refilling water stations
- Partnership desk
- I/N desk
- Easels to display winners' names/photos
- Trash bags on tables (not the same as trash cans)
- Paper to cover mirrors if needed (a “mill end” roll is kept with the Tournament Box)
- ❖ Ask about requirements for fastening signs on wall surfaces
- ❖ Arrange with Communication Chair for signs (Hospitality Chair may do this instead)
- ❖ Be sure DIC has ACBL Membership forms available
- ❖ Arrange for caddies and/or AutoScorers with the Caddy Chair
- ❖ Be sure Caddy Chair gets Social Security Numbers for all caddies
- ❖ Either Caddy Chair or Tournament Chair must keep track of sessions worked
- ❖ Appoint a committee to manage major tournament functions at Regionals (Hospitality, I/N players, Operations, Partnerships)
[WinterFest is the only Sectional Tournament that includes a Partnership function]
- ❖ Keep track of Tournament Chair Free Plays
- ❖ Remind DIC to enter names of all people using Free Plays on the Tournament Recap Sheet
- ❖ Remind DIC to keep Free Play coupons with Tournament funds
- ❖ Find volunteers for functions as needed
- ❖ Review and sign all Expense Reports
- ❖ Give approved reports to the Treasurer
- ❖ Give any bills and statements received to the Treasurer
- ❖ Have flyers/information for nearby restaurants available
- ❖ Be sure site contact and personnel understand that our administrative tables should be left entirely alone overnight; cover tables if prudent
- ❖ Arrange for delivery and pick-up of tables, bidding boxes, stanchions, water coolers with Jackson Storage
[241 tables, about 95 bidding boxes in each of six cartons, 4 water coolers]
- ❖ Arrange for table and chair set-up with site or get volunteers to help
- ❖ Verify supplies with Director who brings them
- ❖ If there is a barometer event, determine whether a projector is needed
- ❖ Have a list of announcements for the Directors to make (remind them at each session)
- ❖ Be available during the tournament to address problems (appoint someone to stand in as needed)
- ❖ Know who the on-site contact is at all times (their shift times won't match our game times)
- ❖ Know tipping policies and procedures for the site (have sufficient cash handy)
- ❖ Be prepared to handle complaints from players and act on them quickly
- ❖ Arrange for Daily Bulletin (Regionals only)
- ❖ Prepare the post-tournament Assessment Report and Fact Sheet
- ❖ Deliver the Tournament Box to the Chair of the next tournament
- ❖ Monitor the inventory in the Tournament Box
- ❖ Make any decisions regarding number of matches and/or related matters

Note: For Regional Tournaments the Chair must appoint at least one other person to assist.

Hospitality (Regional Tournaments)

The Hospitality Chair:

- Works with the Tournament Chair and the I/N Chair to arrange entertainment

- Decides how the funds budgeted for hospitality will be spent
- Selects a registration gift as appropriate
- Joins Tournament Chair to view site and meet site personnel
- Discusses prices and menus with the catering department
- Prepares worksheets for the catering department
- Arranges for a concession stand or other food and drink sales as appropriate
- Arranges for a Hospitality Suite as appropriate
- Arranges for volunteers to staff the Registration desk
- Arranges for Directors to make announce daily hospitality events during games
- Arranges for announcements to be printed in the Daily Bulletin
- Sees that appropriate signage is prepared
- Selects fruit for morning and afternoon hospitality breaks and arranges for its delivery
 - Arranges with site staff for storage and containers as feasible
 - Arranges for cleaning and staging of fruit
- Works with other site personnel as needed

Fruit is a traditional CCBA hospitality item and is very popular with the players.
The Hospitality Chair provides support and back-up for the Tournament Chair.

Caddies

Caddy fees (currently \$35 per session) are set by the Board and may be changed at any time.

- If two consecutive sessions are worked, a \$7 meal fee will be paid
- If three consecutive sessions are worked, two \$7 meal fees will be paid
- Caddies are not reimbursed for parking
- Caddies do not receive free rooms at tournaments
- Caddies who arrive prepared to work will be used and paid
- If the Tournament Chair agrees, caddies who help with final clean-up may receive extra compensation

Caddies will be paid at the completion of work at the final session in which they work. The DIC will pay them after confirming the amount owed with the Caddy Chair and/or the Tournament Chair.

One caddy may be appointed “head” caddy (probably only during a Regional tournament, if at all). A “head caddy” would be responsible for caddy oversight. A head caddy may receive a bonus with the approval of the Tournament Chair.

Tournament Timeline

The functions below are important to every tournament. The Tournament Chair may delegate some or all of them to others.

Sanction: As far in advance as possible (3 years is not too soon, especially for Regional tournaments)

Contract: One year

Long-range (six months or more): Flyer – creation, distribution, all other advertising
 Appoint team, schedule planning meetings
 Get input on events and site usage
 Follow up with ACBL on selection of DIC
 Review staffing with DIC, including use of TA's
 Bookseller (Regionals)
 Registration gift
 Send schedule to ACBL
 Insurance
 Hotel costs

Mid-range (three-four months):	Meetings with site staff Send ad to ACBL for Regionals
Two months or less:	ACBL "blast" e-mail Arrange for fruit, schedule delivery if needed Hotel reservations Post-game activities Review BEO's Tournament Box Signs Table delivery Table supplies Check all arrangements with team and site contacts

List of Tournaments

WinterFest	Sectional	January (before Super Bowl)	Invitational Pairs Annual Dinner and Meeting
Stars of Tomorrow	Sectional	May	I/N
SummerFest	Regional	July	
Labor Day	Sectional	Labor Day Week-end	Only 4-day Sectional
Central States	Regional	Late October	Rental is tied to room nights sold
FallFest	Sectional	Mid-November	

V. SPECIAL EVENTS

The Annual Meeting and Dinner

The Annual Meeting is held in January as required by the By-laws during the WinterFest Tournament. While the WinterFest Chair is therefore in charge of the Annual Meeting, the Chair may delegate meeting responsibilities. The Chair may also appoint an Annual Dinner Chair to oversee the menu, site arrangements, invitations, and reservations.

Annual Dinner Preparations

- Choose menu as early as practical (preferably in time to include in the flyer)
- Give menu to *Kibitzer* Editor and Tournament Chair
- Meet with hotel staff no later than early January to go over set-up and sign off on BEO
- Check contract to see number of dinners that are guaranteed (the number should be conservative; it's easier to increase than to decrease)
- Find out what the site's "over-under" policy is
- Send written invitations to:
 - All members of the Board
 - *Kibitzer* Editor
 - Annual Meeting Emcee
 - All award winners (Harmon Wilkes, Gran, Bob Glenn, Art Glatt, Jan Ivory)
- Invitations are for recipient and a guest and are non-transferable (must be stated)
- One free drink ticket accompanies each free dinner (two per invitee)

- Free dinners are not given to the winners of the Mini-McKenney, Ace of Clubs, or Service awards
- Deliver invitations to Board members, etc. at December meeting
- Mail invitations to award winners as soon as names are known (January ACBL update)
EXCEPTION: The Harmon Wilkes and Gran Awards are a secret.
- Create a floor plan for site personnel
- Arrange for sound system (CCBA has mic, but it does not carry well beyond 40-50 feet)
- Plan centerpieces
- Tickets must be numbered and held for recount/reconciliation
- Establish a system to track ticket sales
- Keep tickets envelopes for pick-up on site
- Game Directors are invited to the dinner (no guests)
- Reserve "Table 1" nearest the podium for the President, Tournament Chair, Dinner Chair, Treasurer
- Remind the Board to spread out around the room and not look "cliquey" at one or two tables

If a raffle will be held:

- Ask *The Kibitzer* Editor to publish an article requesting prizes
- Tickets need to be 2-part (one section is taken at time of admittance; other is held for raffle)
- Make up baskets or gift bags (if desired)
- Board members and Directors do not participate
- Ask for donations for raffle gifts
- Make sure *The Kibitzer* Editor gets the names of all donors

Annual Meeting

The program for the meeting should contain the following:

Menu

Meeting Agenda

President's Annual Report

Annual Financial Report

List of Donors for raffle items and the IP winners' gifts (if appropriate)

List of Directors and Officers for previous year

List of Committees and Members for previous year

Prepare the "speech" the President uses to run the Annual Meeting (template is in the WinterFest file). See Appendix F for the list of points to cover.

Awards: Order annual Ace of Clubs certificates from the ACBL

Send certificates to the President for signature

Deliver signed certificates to winners

Select and deliver prizes to the annual Jan Ivory, Art Glatt, and Bob Glenn Award winners

Order plaques for Harmon Wilkes Award, Gran Sportsmanship Award, Service Awards

Order annual Mini-McKenney medallions from the ACBL

Deliver medallions to winners

Send results of Masterpoint races to clubs and to *Kibitzer* Editor

Awards of the CCBA

All awards of the CCBA are announced at the Annual Meeting.

In addition to the ACBL-wide MiniMcKenny and Ace of Clubs Awards, the CCBA presents these awards:

- | | |
|------------------|---|
| Art Glatt Award: | Given to the player who wins the most points in CCBA-sponsored Regional tournaments each year (see Appendix G) |
| Bob Glenn Award: | Given to the player who wins the most points in CCBA-sponsored Sectional tournaments each year (see Appendix G) |

Jan Ivory Award: Given to the player who garners the most Masterpoints during a calendar year
 who was not a Life Master on January 1 of that year (see Appendix G)
Gran Sportsmanship Award
Harmon Wilkes Award
Service Award(s)

Goodwill Awards

Nominations for the ACBL Goodwill Award are made annually by the District Director.

Invitational Pairs

The annual Invitational Pairs game is held during the WinterFest Tournament. It is a two-round event, a Qualifying Round and a Final Round. The Final Round, held in a Barometer format, takes place on the day of the Annual Meeting. The WinterFest Tournament Chair appoints the Invitational Pairs Chair. As the name implies, participation is by invitation only. Broadly, the winners of all CCBA Sectionals, Regionals, NAOP and GNT trials, and STaCs are eligible, as well as all ACBL members in good standing with 1300 or more Masterpoints. See Appendix H for the full Conditions of Contest. The cut-off date for eligibility depends on the final STaC each year (early December). Winners are announced at the Annual Meeting.

Club Sectionals (STaCs)

Clubs may run this event during any regularly scheduled game. Extra sessions are not allowed.

The club director must be non-playing; however, the director may play in a simultaneous side game. The game shall be in a regular pairs format, or stratified. There must be a minimum of three tables. Standard Mitchell session awards (30% of each direction).

The club director shall deliver results to the tournament DIC as soon as possible after the event has been run but no later than 24 hours after the event.

The DIC determines overall winners, establishes masterpoint awards, writes all reports to Memphis, and notifies club owners of results and overall awards. Club directors should send sanction fees to the CCBA office. Sanction fees are \$8/table. Clubs may charge whatever they wish. Sanction fees are used to pay the expenses of the tournament, including fees for Memphis, the director, and publicity.

The STaC Coordinator liaisons between the clubowners, the players, and the DIC.

APPENDIX A Past Presidents of the CCBA

Year	President	Year	President
2011-2012	Suzi Subeck	2008	Angie Clark
2009-2010	Carl Sharp	2004-2005	Lavern Wiebe
2006-2007	John Goldstein	2000-2001	Tom Dressing
2002-2003	Frank Chadwell	1996-1997	Jackie Addis
1998-1999	Ginny Schuett	1992-1993	Jack Oest
1994-1995	Pat Goldfein	1988-1989	Jerry Weinstein
1990-1991	Harriette Buckman	1984-1985	Daniel Bash
1986-1987	Adrienne Cohen	1981	Gerald Caravelli
1982-1983	Lou Ann Slaven	1977-1978	Gunther Polack
1979-1980	L. James Phillips	1973-1974	Dean Cohler
1975-1976	Barbara Nudelman	1969-1970	Leo J. Spivack
1971-1972	Daniel Bash	1964-1966	Arnold Levy
1967-1968	William Stickney	1960-1961	Robert Hemmings
1962-1964	Irwin Bloomfield	1956-1957	George Quilici
1958-1959	Woolf Guon		
1955	Arthur Mohl		

APPENDIX B Flyer information

All tournament flyers should contain the following information:

- Tournament chair
- Partnership chair (if applicable)
- Partnership web site information
- CCBA access information
- Host hotel information (Name and phone number)
- Location of tournament (name and address)
- A map (written directions may be included)
- Names and strata of events
- Times for all events
- Dates

Important! It is CCBA policy not to advertise a room rate in a flyer.

APPENDIX C Sample Charging Letter

Charges must be in writing; a copy of the charges must be included in the report to the ACBL. The following may serve as a template by the Charging Party when bringing charges based upon a complaint.

To: Chairman of Dog-paddle Unit Conduct and Ethics Committee

From: Dog-paddle Unit Charging Party

Date: January 1, 2000

Li'l Abner, ACBL number 1234567, is charged with Code of Disciplinary Regulations grounds for discipline 3.1, 3.2 and 3.7 based upon the attached complaint from Daisy Jones, ACBL number 7654321. Please notify the player charged, schedule and conduct a hearing, and report the decision in accordance with the procedures of the ACBL Code of Disciplinary Regulations. Thank you.

APPENDIX D CCBA Contract Rider

ADDENDUM TO CONTRACT WITH CHICAGO CONTRACT
BRIDGE ASSOCIATION (THE "CCBA") FOR _____
[INSERT NAME OF TOURNAMENT] TO BE HELD AT
_____ [INSERT NAME OF SITE] (THE "SITE")
ON _____, 20____ [INSERT DATES OF TOURNAMENT]

1. The CCBA will provide card tables for use during the tournament. The card tables will be delivered to the Site's loading dock on _____, 20____ [INSERT DELIVERY DATE], by 4:00 PM. The Site will provide four (4) chairs per each table at no additional cost to the CCBA.
2. The Site will unload the boxed card tables and containers holding the CCBA bidding boxes. Site staff will arrange the card tables per the diagrams approved in advance by the Tournament Chair.
3. The Site will re-pack the card tables and containers holding the CCBA bidding boxes and set them in the loading area for pick-up. The Site will load the boxed card tables and containers.
4. The Site will provide additional tables in varying sizes for use by the CCBA at no additional charge.
5. The Site will permit a bookseller to sell bridge books, supplies, and other related items in the playing area.
6. The Site will permit the CCBA to affix, temporarily, bridge scores and other related items on the windows and walls of the playing area using masking tape.
7. The Site will monitor and adjust the temperature in all playing areas to ensure a comfortable level during the bridge tournament.
8. The Site will provide sufficient trash receptacles throughout the playing area and will empty them from time to time as needed.
9. The CCBA will encourage its participants to keep the playing areas as clean as possible. Once the card tables are set up, the CCBA will attach one (1) garbage bag to each table. Following each session each day, the Site staff will empty or replace each trash bag as required.
10. The Site will supply sufficient iced drinking water stations throughout the playing area, as well as 4 or 6 ounce plastic cups. The Site will monitor the stations and replenish water, ice, and cups as needed.
11. The Site will discuss options for a concession stand serving food and beverages during the tournament. The hours of operation, items sold, and prices charged will be approved by the Tournament Chair prior to the beginning of the tournament. **[MODIFY, AS NECESSARY]**
12. The Site will permit the CCBA to bring in whole fruits and fresh vegetables at no additional cost. They will be delivered to the kitchen receiving area, so that the Site may store such items for set up by CCBA staff.
13. The Site will supply podiums as required by the CCBA at no additional cost.
14. The Site will monitor the men's and women's restrooms regularly to ensure that they are clean and supplied with toilet paper and paper towels.

15. [OTHER, IF APPLICABLE]

By: _____

Its: _____

Date: _____, 20__

CHICAGO CONTRACT BRIDGE ASSOCIATION

By: _____

President

Date: _____, 20__

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APPENDIX E Tournament Sponsorship Rates

Any person or entity (the "Sponsor") may sponsor or name any previously unnamed general event in a regional or sectional CCBA tournament. No multi-year sponsorships are permitted. The annual Invitational Pairs event is not open for honorary naming, absent special circumstances. If a sponsored event is terminated for any reason, the entire payment will be refunded.

An ad hoc committee will be appointed to deal with applications for a tournament or event. The Sponsor will submit a written application, the form of which will be prepared by the Sponsorship Committee, along with full payment. Absent rejection of an application or termination of the event, payment is non-refundable.

The Sponsorship Committee may accept or reject any application in its sole discretion, with or without cause; final approval rests with the Board. If an application is rejected, the entire payment will be returned. Any agreements concerning an application will be in writing; oral agreements are not binding. ACBL approval is not required.

If any adverse circumstance arises between acceptance of an application and the occurrence of the event, the CCBA Board of Directors retains the sole right to cancel sponsorship and refund payment to the Sponsor.

Rates

	Regional	Sectional
Entire Tournament	\$5,000.00	\$2,500.00
Full Day	\$3,000.00	\$1,500.00
Event	\$1,500.00 for a Knockout	\$ 750.00 for a Knockout
	\$1,000.00 for a 2-session pair event	\$ 500.00 for a 2-session pair event
	\$ 750.00 for a 1-session pair event	\$ 250.00 for a 1-session pair event

\$5,000.00 Regional Tournament Title Sponsor

- Naming rights for entire tournament
- Normal and customary tournament advertising
- Feature articles in Kibitzer and Daily Tournament Bulletin
- Logo placement and advertising in Daily Tournament Bulletin
- Mention of sponsorship on CCBA web site
- Banner at playing site

\$2,500.00 Sectional Tournament Title Sponsor

- Naming rights for entire tournament
- Normal and customary tournament advertising
- Feature articles in Kibitzer and Daily Tournament Bulletin (if any)
- Logo placement and advertising in Daily Tournament Bulletin
- Mention of sponsorship on CCBA web site
- Banner at playing site

\$3,000.00 Daily Regional Tournament Title Sponsor

- Naming rights for one (1) tournament day
- Normal and customary tournament advertising
- Feature articles in Kibitzer and Daily Tournament Bulletin for that day
- Logo placement and advertising in Daily Tournament Bulletin
- Mention of sponsorship on CCBA web site
- Banner at playing site

\$1,500.00 Daily Sectional Tournament Title Sponsor

- Naming rights for one (1) tournament day
- Normal and customary tournament advertising
- Feature articles in Kibitzer and Daily Tournament Bulletin for that day
- Logo placement and advertising in Daily Tournament Bulletin
- Mention of sponsorship on CCBA web site
- Banner at playing site.

\$1,500.00 Regional Event Sponsor

- Naming rights for one (1) knockout event
- Normal and customary tournament advertising
- Reference in Daily Tournament Bulletin for that day
- Mention of sponsorship on CCBA web site

\$1,000.00 Regional Event Sponsor

- Naming rights for one (1) two-session event
- Normal and customary tournament advertising
- Reference in Daily Tournament Bulletin for that day
- Mention of sponsorship on CCBA web site

\$750.00 Regional Event Sponsor

- Naming rights for one (1) one-session event
- Normal and customary tournament advertising
- Reference in Daily Tournament Bulletin for that day
- Mention of sponsorship on CCBA web site

\$750.00 Sectional Event Sponsor

- Naming rights for one (1) knockout event
- Normal and customary tournament advertising
- Reference in Daily Tournament Bulletin for that day
- Mention of sponsorship on CCBA web site

\$500.00 Sectional Event Sponsor

- Naming rights for one (1) two-session event
- Normal and customary tournament advertising
- Reference in Daily Tournament Bulletin for that day
- Mention of sponsorship on CCBA web site

\$250.00 Sectional Event Sponsor

- Naming rights for one (1) one-session event
- Normal and customary tournament advertising
- Reference in Daily Tournament Bulletin for that day
- Mention of sponsorship on CCBA web site

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APPENDIX F President's Agenda for the Annual Meeting

Thanks to retiring Board members

Election of new Board members (and welcome to the Board) by the general membership (voice vote)

Announcement of all awards

Mini-McKenny

Ace of Clubs
 Jan Ivory
 Art Glatt
 Bob Glenn
 Gran Sportsmanship
 Harmon Wilkes
 Service
 Full Board meets in Executive session to elect officers

APPENDIX G Awards of the CCBA

Art Glatt, a fine player who won several national events and many regional events in the 40's and 50's, was the technical advisor to the TV program "Championship Bridge."

Bob Glenn was a fine player. Always a gentleman, he quietly and cheerfully played at many CCBA tournaments. He exemplified the ideal partner in that he didn't give lessons at the table and never made his partner or the opponents uncomfortable

Jan Ivory, a well-known and popular area teacher and player, was a strong supporter of newer players.

Suggested text for article in *The Kibitzer* asking for nominations (for the July/August *Kibitzer*)

The Board of Directors of the CCBA solicits nominations for the Harmon Wilkes Award and the Gran Sportsmanship Award. Nominations should make the case for the nominee's suitability for the award based on the criteria below. Nominations should be submitted to [name of awards chair], chair of the Awards Committee, at [email] or [surface mail]. The deadline for nominations for both awards is October 1. Current members of the CCBA Board of Directors are not eligible for either award.

Harmon Wilkes Winners

Year	Winner	Year	Winner	Year	Winner
1955	Joe Stedem	1956	K. Higashuichi	1957	Eva Keenan
1958	Dr. and Mrs. McMillian	1959	Ann Diamond	1960	Milt Ellenby
1961	Mr. and Mrs. Martin Cooper	1962	Mary Bridegroom	1963	None Given
1964	Dick Revell	1965	Bernie and Carl Petersen	1966	Bill Rosen
1968	Leo Weiner	1969	None Given	1970	Mr. and Mrs. Arnold Levy
1971	Charlie Mostow	1972	Sam Van Blarcom	1973	Adele Mueller
1974	Frieda Arst	1975	Jan Cohn	1976	Don Rutstein
1977	Dan Bash	1978	Winnie Billings	1979	Arnold Leavitt
1980	Mrs. Dean Cohler	1981	Janet and Larry Johnson	1982	None Given
1983	Jan Ivory	1984	L. James Phillips	1985	None Given
1986	Steve Cheng	1987	None Given	1988	Bob Price
1989	Barbara Saben	1990	None Given	1991	None Given
1992	Jim Burt	1993	Adrienne Cohen	1994	Fred Buckman
1995	Tom Obermeier	1996	None Given	1997	Jim Stevens
1998	Jerry Goldfein	1999	None Given	2000	None Given
2001	Greg Gran	2002	Jim Humphrey	2003	Mary Gardner

2004	None Given	2005	Carol LaBarge	2006	None Given
2007	Ann Hayes	2008	Eleanor Shadur	2009	Tillie Ott
2012	Jeff Miller	2011	George Jacobs	2012	Ralph Katz
2013	Cheri Bjerkan				

Gran Sportsmanship Award Winners

2010	Bob Spielman	2011	Judy Isenberg
2012	Joy Eckerling	2013	Dan Driggett; Russell Rojakovich (posth.)

Service Award Winners

1982	Bobbie Shipley
1987	Jim Chiszar
1985	Mike Slaven
1990	Art Gran; Carl Sharp
1991	Gloria Harris, Phil Katz, Stan Katz, Ricki Sheade
1992	Wynn Kamps
1993	Craig Gardner
1995	Ginny Schuett
1996	Gerry Szymiski
1997	Richard Rhoad
1998	Jack Oest
2000	Barbara Nudelman
2001	Tom Sucher
2002	James Kolb
2003	Suzi Subeck; Stan Subeck
2004	Tom Dressing; Harriette Buckman
2005	Jeff Miller
2006	Ellen Wiebe; Lavern Wiebe; Barbara Harris
2007	Katherine Rehak; Emily (Skip) Anderson
2008	Leo Pusateri; Richard Jahn
2010	Jean Faeth and Central States Hospitality Committee (Bill Harris, John Kinst, Sally McConnell, Aurora Miller, Tony Miller, Paul Primeau, Kelly Sullivan, Loretta Sullivan, Elaine Vandenberg, Craig Wakefield)
2011	Jackie Addis
2012	Kay Hathaway
2013	John Goldstein; Gerry Landy

APPENDIX H Invitational Pairs Conditions of Contest

Eligibility:

- 1300 or more Masterpoints (any ACBL member with 1300 or more points is eligible)
- Placing 1st in an unlimited one-session event at a CCBA Sectional
- Placing 1st or 2nd in an unlimited two-session event at a CCBA Sectional
- Placing 1st in Flight B or Stratum B at a CCBA Sectional if the top MP restriction is 1000 or more
- Placing 1st or 2nd in the top bracket of a CCBA Sectional Knockout
- Placing 1st in the second bracket at a CCBA Sectional Knockout
- Placing 1st, 2nd, or 3rd in the District Grand National Teams, Championship Flight
- Placing 1st, 2nd, or 3rd in the District Grand National Teams, Flight A
- Placing 1st or 2nd in the District Grand National Teams, Flight B
- Placing 1st, 2nd, or 3rd in the District NAP, Flight A
- Placing 1st or 2nd in the District NAP, Flight B

- Placing 1st in the Unit NAP, Flight B
- Placing 1st, 2nd, or 3rd in an unlimited event at a CCBA Regional
- Placing 1st or 2nd in Flight B or Stratum B of a CCBA Regional if the top MP restriction is 1000 or more
- Placing 1st in any Regional single-session open game, including BAM
- Placing 1st or 2nd in senior events at CCBA Regionals (Stratum A only)
- Placing 1st in a Senior event of a CCBA Sectional if the top Masterpoint restriction is 1500 or higher
- Placing 1st or 2nd in the top bracket of a CCBA Regional Knockout
- Placing 1st or 2nd in the second Knockout bracket at a CCBA Regional (1st only if only 2 bracket)
- Placing 1st in the third KO bracket at a CCBA Regional (unless it is not the bottom bracket)
- Continuous Pairs are considered an open Regional event; the first 3 places overall qualify

The word "Sectional" refers to either a regular Sectional tournament or a STaC

Winning the following does not make players eligible for the Invitational Pairs:

- Flight B Sectional and Flight C Regional events that are restricted to players with fewer than 500 MPs
- Winners of the Future Master Pairs event

Side games at Regionals (such as Charity Pairs, Speedball Pairs or Midnight games)

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APPENDIX I Tournament Advisor

Tournament Advisor

The Tournament Advisor ("TA") supports the Tournament Chairs and teams in planning and managing tournaments by providing information and the benefit of his/her experience. As of February, 2013 the position is vacant; it is not expected to be filled unless circumstances warrant it.

The TA:

- Reports directly to the President and/or Treasurer
- May form a committee of people with knowledge, experience, and expertise to enhance the CCBA's ability to manage tournaments
- Is a member of all tournament committees
- Manages post-tournament reports
- Culls information from the reports to improve each tournament in the future
- Maintains the Tournament Box and oversees its passage between Tournament Chairs

Pre-tournament

Tournament Chairs will meet with the TA in a timely fashion to identify information, help, and support the Tournament Chair will need with respect to budgeting, contractual, promotional, and operational issues.

Each Tournament Chair and the TA should meet again to review and finalize all function orders and BEO's no later than two weeks before the tournament begins.

Post-Tournament

The Tournament Chair is responsible for the following reports:

1. Assessment: What was done well and what needs improvement.
2. Fact Sheet: Includes but is not limited to site specifications, contacts, phone numbers, principal contract terms, special arrangements with site personnel, specific hotel information.

ACBL STRUCTURE

