

UNITED STATES POWER SQUADRONS[□]

DISTRICT 16

MEETING GUIDELINES

FOR SQUADRONS



19 JANUARY 2009

(Revised)

The guidelines are in continual review and update. Comments are sought. Please send comments directly to:

DISTRICT ADMINISTRATIVE OFFICER

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GUIDELINES OVERVIEW

The requirements for Conferences and Councils are identified in the Operations Manual and the District bylaws. Squadrons within the District are appointed the task of hosting the meetings.

These guidelines are based on the experiences of a number of individuals who have acted as chairpersons of District meetings. The guidelines contain a wealth of information that can answer questions and provide assistance in the planning and conducting of a district meeting.

There are 4 basic sections in this guideline:

- **F**irst, a schedule of hosting squadrons for meetings in the future as well as in the recent past.
- **S**econd, a general section applying to all meetings.
- **T**hird, a section addressing Councils and Educational Seminars.
- **F**ourth a section on Conferences.

Each meetings Chairperson is also requested to file a brief report with the District Meetings Chairperson upon completion of your meeting. That information will be added to this guideline so that following **Squadron** Chairpersons can have current material to work with.

SECTION 1

SAMPLE - DISTRICT MEETINGS HOSTING SQUADRONS AND LOCATIONS

<u>Event Year</u>	<u>Event</u>	<u>Host Squadron</u>	<u>Location</u>
2002 Feb	Spring Council	Bellevue S & PS	Senior Center Mercer Island
2002 Mar	Spring Conference	Everett S & PS	Best Western - Icicle Inn Leavenworth, WA
2002 Oct	Fall Council/Conference	Olympia PS	The Senator Marriott Olympia, WA
2003 Feb 8	Spring Council	Possession Sound PS	Edmonds Yacht Club Edmonds, WA
2003 Mar 21-22	Spring Conference	Bellevue S & PS	Embassy Suites - North Seattle Lynnwood, WA
2003 May 17	Ed Seminar	Deception Pass S&PS	Senior Center Whibey Island
2003 Oct 10-11	Fall Council/Conf	Bellingham S&PS	Lakeway Inn Bellingham, WA
2004 Jan 31	Sp Council	Seattle SPS	Queen City YC
2004 Mar 19*20	Sp Conference	Spokane PS	Davenport
2004 May 15	Ed Seminar	Skagit Bay	Elks Club
2004 Oct 22*23	Fall Counc/Confer	Bremerton PS	Red Lion, Silverdale
2005 Feb 5	Sp Council	Friday Harbor PS	Senior Center

I will get the current information and add to this page.

SECTION 2 GENERAL

RESPONSIBILITIES

The requirement to hold District Meetings are called out in the Operations Manual and in the District bylaws. The bylaws have some specific requirements as to when meetings are to be held. District 16 holds five regular meetings a year; two Councils, two Conferences and an Educational Seminar. The overall responsibility for the meetings resides with the District and is principally managed by the District Commander. He/she delegates most of the activities to others. The following information describes the key responsibilities of those closely involved with the District 16 meetings.

DISTRICT - The District Council and Conferences have the responsibility to schedule and set the agendas for the various meetings. Bylaws require two Councils and two Conferences. Upon recommendation by the District Educational Officer an Educational Seminar is also scheduled.

DISTRICT COMMANDER - The District Commander is responsible for the actual conduct of Councils and Conferences. He/she appoints a District Meetings Chairperson who serves within the Administrative Department. This Chairman acts as the District focal point for questions regarding meetings. The District Commander, or if he/she delegates the action to the District Meetings Chairperson, must be given a preliminary budget at least 3 months prior to any regular meeting

The District Commander is responsible for all correspondence with the Chief Commander's Representative. He/she should send information to the representative about the conference as soon as the representative is appointed by the Chief Commander. He/she acts as host unless circumstances require an aide to act for him/her. He/she also provides to the Editor of CARDINAL POINTS biographical information about the representative.

The District Commander is responsible for approving all guests. He/she must convey to the host squadron information on the number of guests who will attend and which activities are to be provided to the guests free of charge. This information must be provided prior to the completion of the meeting budget so that the host squadron can cover the financial obligations during the planning period.

HOST SQUADRON - The host squadron is the sponsor of the Conference. ~~It is~~ **They are** responsible for the planning and implementation of the conference excluding the actual meetings.

CONFERENCE CHAIRPERSON - Selected by the Host Squadron, the Conference Chairperson is responsible for the Conference. He/she forms the committees, does the planning, prepares a budget, gets approvals and endorsements from the District Commander (District Meetings Chairman), prepares publicity reports to Councils and Conferences, is the interface with Commanders, Editors, CARDINAL POINTS, etc. Location of the site, negotiation of arrangements with the site, signing of a contract, registration and all other activities are the responsibility of the Chairperson. He/she is expected to provide all the facilities, food and entertainment for the Conference.

EDITOR - CARDINAL POINTS - The Editor of CARDINAL POINTS has the responsibility to include in the issue preceding the Conference the Call to Meeting, information about the Conference activities and registration information.

The Editor obtains the information from the Conference Chairman. Additionally, information about the Chief Commander's Representative is to be included. The Editor obtains this information from the District Commander.

SQUADRON COMMANDERS - Squadron Commanders are responsible to pass publicity and other information, supplied by the Conference Chairman, to the squadron membership. The Commander must be aware of the time constraints of meetings and publications in his/her squadron and make sure the information is distributed in a timely fashion. The Commander should press members attending to fully support meeting activities; at times alternate lodging has been arranged by squadrons which has undermined the financial success of conferences.

SQUADRON EDITOR - The Squadron Editor publishes the information supplied by the Conference chairman.

Financial Management for District Events

10 Easy Steps

1. Obtain your squadron's copy of the District 16 *Meetings Guidelines for Squadrons*.
2. Prepare a draft budget for approval by the District Commander at least 6 months prior to the event for conferences or 60 days for councils. The Budget should contain ALL anticipated sources of revenue and expenses.

Helpful Hints:

- a. The District Treasurer will provide a standard list of accounts to use when you receive the "seed money" budgeted by District for your event.
 - b. The amount charged to attending membership for meals should be sufficient to cover ALL event expenses. Do not rely on raffles, silent auctions, etc. However, you may use fund raisers to attempt to offset the cost of attendance. If so, you should budget that conservatively.
 - c. District must provide you with a list of guests whose rooms and/or meals will be paid for out of event funds. (No charge to the guest)
 - d. Your draft budget should include details and explanations for each income and expense item. (See item #7)
3. Every income and expense item *must* flow through a separate event checking account. (Note: A separate checking account will not be required for one day, short duration events such as the Educational Seminar or Spring Council). Each transaction item *must* have a corresponding receipt or invoice. Member registration forms that are accompanied by a check may be used to verify income from the membership. Do not count registrations that are not accompanied by a check. Silent auction items must be verified with the name of the winner and the amount of the winning bid. The bid sheet can be used as documentation. Income from raffle ticket sales should be verified by a count of the retained ticket stubs. ALL raffle tickets must sell for the same amount (do not use "buy 5 get 6 tickets", etc.).
 4. If you incur "out-of-pocket" expenses they must be reimbursed through the event checkbook and accompanied by a receipt that clearly shows the purpose of the reimbursement.
 5. There is no expectation of repayment of "seed money" to District per se. At the end of the event if there is *excess revenue* (including "seed money") the total of the *excess revenue* will be split evenly between the host squadron and the district. If there is a *net loss* of revenue (including the "seed money") the District Treasurer will reimburse the squadron for the amount of the *net loss* PROVIDED THAT the event budget had been submitted to and APPROVED by the District Commander, per item 2 above, and no major deviations from the budget had occurred.

Squadrons that do not obtain prior budget approval will not be eligible for reimbursement of any losses; however, they *will* be required to split evenly any *excess revenue* with district.

6. If the host squadron chooses to run a "side business" such as a Ship's Store, dessert sales, etc., a separate draft budget of income and expenses must also be submitted to the district along with the event budget and requires approval by the district. The resulting income and expenses from a "side business" shall *not* be run through the event checkbook. Rather, it is recommended that the "side business" be run through your squadron checkbook. Sound accounting practices, as outlined above, should be used for that event as well. District will not share in any profit or loss from the side business.
7. Obtain, as early as possible, a written contract from the hotel or facility where the event is being held, including explanations of any possible overages for such things as minimum revenue requirements for a lunch or dinner bar arrangement, extra coffee service, minimum room reservations needed to acquire services, etc. You will need this information to compile an accurate draft budget. It is better if you can work with hotels starting at least 1 year out.
8. Following the event, the host squadron must issue a final report to the District Treasurer. This report shall include a reconciliation of expenses and income as compared to the original approved budget and copies of the reconciled bank statements. The host squadron must retain all income and expense documentation, including reconciled bank statements, for future review by the District Treasurer and/or District Audit Committee as requested. The event report should also be sent to the district meetings chair to update this document..
9. The host squadron must issue final checks, including squadron and district shares for *excess revenue*, reconcile the final bank statement and close the account. In the event of a *loss*, obtain a check from the District Treasurer (*or your squadron treasury if the budget was not approved by the District Commander*) for deposit to achieve a zero Balance, reconcile the final bank statement and close the account.
10. Present a final report to the next council meeting recapping the event.

SECTION 3 - COUNCILS AND EDUCATIONAL SEMINARS

SPRING AND FALL COUNCIL, EDUCATIONAL SEMINAR

This guideline will give you some help in the basic activities you should undertake when hosting a Council or Educational Seminar. Remember, this is a guideline only; you may deviate as you see fit. However, if you do make changes, assess their effects and please ensure anyone affected is aware of what you are doing. Excellent sources of information are the prior hosts and the District Meetings Chairman.

Planning

Councils and the Educational Seminar are usually one day events. Occasionally, their location is such that hotel reservations are desired. (The need for hotel accommodations will be covered at the end of the guideline. Advanced planning will be your key to a successful event.

There are four important dates the host squadron must support: The date of the activity; 60 days prior you must have submitted your budget to the District Commander; 30 days prior the District Secretary or District Educational Officer must mail announcements to the Council or expected Educational Seminar participants; and 30 days after the event a final income and expense report must be submitted to the District Commander

How do you plan? First select a Chairman more than a year prior to the event and give him/her a copy of this guideline. **Have him/her read these guidelines and report back to the Squadron Executive Committee on his/her plans.** His/her plans should include the following:

One year prior

Attend the prior year activity and make written notes of the good and bad features.

9 to 12 months prior

- Confirm the actual date with the District Secretary or, for the Seminar, the District Educational Officer.
- Build a detailed plan and schedule.
- Select a committee and establish specific responsibilities.
- Establish Committee meeting times.
- Estimate the probable number of attendees.
- Determine if any audio-visual equipment will be required.
- Contact potential sites by letter identifying specific requirements and requesting bids on total funds necessary to handle the event.

6 to 9 months prior

- Review sites, negotiate space commitments, negotiate lunch and bar.

- Review commitment with Squadron Executive Board; with approval, sign contract with site.
- Determine from District Commander or District Educational Officer if any guests will be included.
- Establish budget (remember District normally provides nominal funds for early start cost, deposits for example, otherwise district pays nothing).
- If hosting a Council, again attend the Council meeting prior to yours, noting the good and bad points. Adjust your plans if necessary.

2 to 6 months prior

- Send the budget to the District Commander. Request comment or acceptance. (The budget should be approved before sending prices to others)
- Assemble logistics information and send to the District Secretary or District Educational Officer. For example, driving directions, prices, any selections, special information.
- Confirm the schedule for the day with the District Commander or District Educational Officer.
- Check the specific agreement with the site to make sure the schedule is supported. Resolve any differences.
- Confirm with the District Commander or District Educational Officer who will invite any guests.

Month prior

- Confirm arrangements with the site, in person. Walk through the areas you have contracted for to ensure they are still in acceptable condition. Review the times; make sure all conditions are written into the contract.
- Request a list of who will be on duty from the site.
- Give the site the name of the squadron member who will be the only person authorized to modify commitments.

Week prior

- Check with District Commander or Educational Officer to make final review of plans.
- Confirm that the District Secretary is providing all agendas.
- Confirm with the District Flag Lieutenant who is providing the flags.
- Again check the facility and confirm the arrangements.
- Confirm your committee members have everything ready.

Day before

- Last check on committee members. Registration, set-up supervision, etc.

Day of activity

- Committee on site early as scheduled.
- Meeting room properly set up. Plenty of leg and hip room.
- Registration table set up. Change available
- Agenda's available at registration table
- Table for mailbox available.
- Water and glasses on the head table.
- All audio-visual working properly.
- Heating, ventilating and air conditioning okay and adjustable.
- Key site employees there and accessible.
- Check with District Commander or District Educational Officer for any last minute changes.
- Ready with verbal instructions for the members.
- Cleanup conditions known.

1 month after

- ✓ All bills paid.
- ✓ Financial report sent to the District Commander.
- ✓ Summary report to the District Meetings Chairman including attendees, guests, original budget, final income and expense records, comments on problems, recommendations for future meetings.

Detailed Information

The section of the guideline covering the detailed planning and activities for conferences should be reviewed; many added items applicable to Councils and the Educational Seminar are covered there. Some specifics are mentioned here.

Location

You can pick any location agreeable to your squadron and the district. Generally, it should be convenient to you and easy to reach by the members. It does not have to be a hotel or motel. Some overnight accommodations do need to be convenient since there are normally some who must stay overnight.

Finances and Budget

The costs associated with hosting a Council or Educational Seminar is straight forward. Generally, the costs are limited to lunch, guests, a few incidentals including postage and printing. Your committee should determine what your budget requirements are. An example budget could look like this:

Example Budget

Assumptions and identified costs are:

1. Expect 70 paying members and 1 guest
2. Printing will be limited to tickets only; other printing will be done by members with access to copiers.
3. Expect mailings to the D/C, D/Sec, site, commanders, and editors will total about 45.
4. No decorations will be provided.
5. Coffee and rolls will be served in the morning. Coffee costs \$135.00 per 100 cups; hotel will provide regular and decaffeinated. Rolls are 90 cents. Tax and gratuity charged in addition
6. Selected lunch is a buffet and costs \$14.50, tax and gratuity charged in addition.
7. No special audio-visual equipment to be rented.
8. No afternoon refreshments.

Budgeted Expenses

Item	No.	Cost	Tax	Grat.	Price	Total
Lunch Buffet	71	14.50	8.9 %	20 %	18.69	\$ 1332.99
Coffee	100	135.00	8.9 %	20 %	174.00	\$ 174.00
Rolls	75	0.90	8.9 %	20 %	1.18	88.50
Printing		5.00	8.9 %		5.45	\$ 5.45
Postage	45	.375			0.375	<u>\$ 16.88</u>
Total						\$1617.82
				Less District Funds		<u>\$150.00</u>
				Net Cost		\$1467.82

The above assumes full attendance of 70 plus 1 guest. If the worst case attendance occurs, the budgeted expenses would look like this:

Item	No.	Cost	Tax	Grat.	Price	Total
Lunch Buffet	61	\$ 14.50	8 9%	20 %	18.69	\$ 1440.09
Coffee	100	135.00	8 9%	20 %	174.00	\$ 174.00
Rolls	75	0.90	8 9%	20 %	1.18	\$ 88.50
Printing		5.00	8.9%		5.45	\$ 5.45
Postage	45	0.375			.385	<u>\$ 16.88</u>
Total						\$ 1550.92
				Less District Funds		<u>\$150.00</u>
				Net Cost		\$1400.92

To generate sufficient income, the price of the buffet to be charged to members would have to be at least:

For 70 paying members - $\$ 784.42/71 = \$ 20.67$

For 60 paying members - $\$ 700.22/60 = \$ 23.35$

The budget as shown has no contingency. You might want to add a small amount. Generally, fund raisers such as raffles are not used for the one day events so you can't expect that offset. You should review all costs and try to prevent exceeding your budget. The cost of the luncheon is easily controlled and won't be a problem unless your guarantee exceeds attendance; be safe in the number you give the site. By choosing the type of food you serve, the site can usually accommodate a considerable number over the guarantee. Things like coffee can get out of hand if the site "refills" and then bills you for a second 100 cups.

The District budget may identify funds for meetings. Before assuming these funds are available, contact the District Commander and determine the details. The funds may not be available for your meeting, They may be earmarked for a specific activity (such as room costs) or may be for direct use in the general funds for the meeting. Do not assume the funds are for your use. Verify!

Bars

Many members will when signing a contract including a bar. Many hotels require a minimum number of drinks to be served over a given period of time and frequently have a minimum time for the bartender. If this is the case, make arrangements to use the regular bar. Advise the hotel of the added load they will have and exert pressure for them to have sufficient and experienced staff.

Hotel accommodations

If you are hosting a meeting where many will be staying overnight or for the weekend, the location will probably be a hotel/motel. It is tempting to base part of your budget on the number of guest rooms occupied since the hotel/motel will base their services on the total revenue generated by the meeting. Unfortunately, the hotels that have the kinds of facilities we need usually have a higher guest room rate. As a result, there are members who will come for the meeting and stay in another place. You must provide accommodations for those who wish them, but be cautious as to guaranteeing hotel rooms. The D/C can assist by explaining the financial impact of staying elsewhere.

Call to Meeting

The District Secretary issues the official Call to the Meeting. District Bylaws require this Call to be sent out 28 days prior to the meeting. You must get to the Secretary all needed information well before that time, so the call can be produced and printed.

In the case of the Educational Seminar, there is no requirement in the District bylaws; however, it is advisable to follow the same guidelines; have the information in the hands of the DEO so the mailing can go out at least 30 days prior.

Publicity

The best publicity for Councils and the Educational Seminar occurs within the Squadrons. The key information needs to be provided by you: site locations, costs, directions, hotel accommodations, etc. Send information to squadron commanders and editors. Make sure the information you are sending is reviewed with the D/C or DEO before it is sent. If you want it to get into squadron publications in time, you need to get it to editors at least 60 days before the meeting; 90 days is better. Also ask the D/Secretary to pass the information onto the district webmaster and have the information added to the district site. In communicating to squadrons let them know of the Web information and ask squadron secretaries to request their webmaster to add a link to the district information on the Web.

Reservations

Reservations have never worked for Councils or the Educational Seminar. Since they are one day meetings, most attendees feel they can just walk in and you will be able to take care of their every need. You are encouraged to figure out a way to solve this problem. Two things can help you: first, the records of prior meetings indicate the range of attendance and second, squadron commanders have a pretty good idea of how many of their members will attend. If you want commanders to get a count, you must give them plenty of time, since they will want to poll people at executive board and general meetings.

Summary report

Upon completion of the meeting, please complete the report form shown on the next page and submit it to the District Meetings Chairman with copies to the District Commander and District Administrative Officer. This information will be used to provide background to others who host meetings. The report may be done at the conclusion of the meeting and submitted at that time. Additionally, a financial report is to be submitted within 30 days of the meeting's completion. It should be submitted to the same individuals as well as a copy to the District Treasurer.

COUNCIL/EDUCATIONAL SEMINAR REPORT

To: District Meetings Chairperson

cc: District Commander
District Administrative Officer

Subject: Council/Educational Seminar Report

1. Meeting (Council or Educational Seminar)
 - Date:
 - Location:
2. Host Squadron:
 - Host Squadron Chairperson:
3. Number Attended
4. Number at lunch
 - Lunch cost per person:
5. Any refreshments during the day?
 - If so, what and when?
 - Any charge for the refreshments?
 - If so, what was charged?
6. Comments: (Problems, successes, recommendations)

Submitted by: _____ Date _____

SECTION 4 - CONFERENCES

Planning

The Chairperson of the Conference has the responsibility of arranging for the Conference and associated events. There are a multitude of activities that must be considered. The dates of the conference are not flexible; other commitments by National Officers, conferences of D/32 and CPS occur about the same times. In order to conduct a successful conference, a detailed plan and a group of reliable supporting members are a necessity. It is recommended the Executive Board of the host squadron require the chairperson to prepare a detailed plan and report back to them. Read and follow the Financial Management for District Events located on page 9. The following are the types of things that should be in the plan:

One year (or more) prior

- Confirm the actual date with the District Commander and District Secretary.
- Build a detailed plan and schedule.
- Contact potential sites by letter identifying specific requirements and requesting bids on the total funds necessary to handle the event.
- Attend the prior year activity and make written notes of the good and bad features.

9 to 12 months prior

- Select a committee and establish specific responsibilities.
- Establish committee meeting times.
- Estimate the probable number of attendees.
- Establish a preliminary budget.
- Determine from District Commander or District Educational Officer if any guests will be included.

6 to 9 months prior

- Review sites, negotiate space commitments, negotiate lunch and bar.
- Make arrangements for entertainment, non-member activities.
- Determine if any special equipment (audio visual) will be rented.
- Establish final budget.
- Review commitment with Squadron Executive Board; with approval, sign contract with site.
- Prepare for registration; records, responses and tickets.

- Prepare information to hand out at preceding conference.
- Attend the conference prior to yours, noting good and bad points. Adjust your plans if necessary.
- Provide information to prior conference: publicity, special requests, etc.

3 to 6 months prior

- Send the budget to the District Commander. Request comment.
- Assemble registration and logistics information. Send to the District Bridge, Squadron Commanders, Squadron Newsletter Editors and Editor of CARDINAL POINTS. Include how to get there, prices, any selections, lodging reservations, other special information.
- Prepare handout for Council Meeting. Extra copies for CPS Liaison, others.
- Prepare artwork for Banquet program. Have approved by District Commander
- Review and approve all committee plans. Carefully review all, with special care to the non-member activities.
- Confirm the conference schedule with the District Commander.
- Arrange with the hotel the specific location of the Chief Commander's representative's room, any anticipated complementary rooms. District Commander should review planned rooms (incoming D/C should also review for Spring Conference).
- Send invitation to others. Confirm with District Commander, District Liaison, USCGA Liaison and CPS Liaison who will write letters.
- Check the specific agreement with the site to make sure the schedule is supported. Resolve any differences.
- Confirm with the District Commander or District Educational Officer who will invite any guests.

Month prior

- Prepare a detailed final plan with explicit assignments by name. Include date and time for completion.

Frequent meetings of the committee

- Confirm arrangements with the site, in person. Walk through the areas you have contracted for to ensure they are still in acceptable condition. Review the times; make sure all conditions are written into the contract.
- Obtain a list of who will be on duty from the site.

- Give to the site the name of the squadron member who will be the only person authorized to modify commitments.
- Review registration by squadrons. Any conspicuous absences, call the Squadron Commander. Keep District advised of status.

Week prior

- Check with District Commander and make final review of plans.
- Confirm that the District Secretary is providing all agendas
- Confirm with the District Flag Lieutenant he/she is bringing the flags.
- Confirm Color Guard arrangements.
- Confirm entertainment.
- Again check the facility and confirm the arrangements.
- Confirm the guest list. Arrange for guest hosts. Prepare place cards.
- Commitment to site for food service guarantee.
- Confirm your committee members have everything ready.

Day Before First Activity

- Last check on committee members. Registration, set-up supervision, etc.
- Review actual site activity sheets for any deviation from schedule.
- Confirm instruction to site the only person who can authorize any cost change.
- Confirm Chief Commander's Representative's hotel room and any complimentary rooms are as planned.

Days of Activities

- Committee on site early as scheduled
- Key site employees there and accessible.
- List of site staff, phone numbers. Name and phone of manager on duty. Name and home phone of general manager.
- Registration table set up. Change available. Handouts of agenda, directions, maps, etc., available.

- Check with District Commander or District Educational Officer for any last minute changes.
- Direction and welcome signs in place. Friday evening room properly set up. All hors d'oeuvres, bar, etc., in place.
- Dinner ready as scheduled.
- Saturday special rooms ready; hospitality, breakfasts.
- Coffee and rolls ready.
- Non-member activities chairperson supported.
- Meeting room properly set up. Plenty of leg and hip room.
- Table for mailbox available.
- Water and glasses at the head table.
- All audio-visual working properly.
- Heating, ventilating and air conditioning okay and adjustable.
- Breakout rooms ready. Local directions available.
- Luncheon, banquet counts from registration for final notification.
- Luncheon room, no-host bar ready.
- Ready with verbal instructions for the members. Emphasize need tickets to be served.
- Afternoon break ready; soda pop.
- Flowers, decorations, place cards, entertainment, Color Guard ready for banquet.
- No-host, banquet properly set up
- Cleanup conditions known.
- Settle financial arrangements with site.

1 month after

- ✓ All bills paid.
- ✓ Final financial report sent to the District Commander.

Summary report to the District Meetings Chairman including the number of attendees, number of guests, the original budget, the final income and expense records and comments on the problems encountered and recommendations for future meetings.

Detailed information

Specific information relating to the preparation of the conference is included in this section. The information, in most cases, is generic enough to apply to most of the formats used in the past. If you depart from these basic concepts, consult with the District Commander.

Location

Meetings are normally located near the host squadron. The following are items that should be considered in choosing the location.

1. Site with correct type of facilities.
2. Convenience for the members coming to the conference.
3. Convenience for the host squadron.
4. Ability to get an attractive price from the hotel.
5. Facility or location that will attract people to the conference. (A vacation destination?)

Selection of Site, Negotiations & Contract

The selection of possible sites should start well before the activity. Contact potential sites a year or more in advance and determine if the dates desired are available. If you would like to consider a site not in proximity to your squadron, you may do so. In fact, it might attract a wider range of members if the location is “out of the box.” Keep the D/C informed.

You should write a letter to the Sales Manager of the facilities you are considering. Outline what you want and request a response to specific questions. Write the letter in a fashion that the hotel believes they are in competition for the event, even if you are only considering a single location.

Include dates and times requested, number of attendees at each function and food and drink would be served by the hotel. Request a list of their recommendations and the revenue they would require to provide the services you request. In addition, ask when the last date is they would hold the facility without formal commitment from you.

The following is a brief outline of what might be included in a letter to a hotel:

1. Brief description of USPS and D/16. Non-profit Boating Educational, etc.
2. When the conference would be held.
3. Activities expected Friday evening; registration needing area and table, no host bar in room for x people, possibly a dinner, etc.

4. Saturday activities; hospitality room, breakfast for D/Cs, SEO's, Cdrs, registration, displays, meeting room, possible breakout rooms, lunch for members, possible lunch for non-members/spouses, evening no-host and banquet. Approximate numbers of people for each event should be included.
5. Sunday activities, if any are planned.
6. Expected number of hotel rooms required.
7. Hotel position on courtesy rooms.
(A sample letter is included in the appendix)

When you receive letters back from the hotel, compare the responses, visit those who seem suitable. You may want to include your squadron commander and, if it is the Spring Conference, the incoming D/C. Any key committee members can be included if you desire, but it is usually best to have no more than two or three people for the first visit. Examine the facility, ask questions, but do not commit without taking time to carefully review what they offer versus what you must have.

During negotiations, it has been noted that many hotels will comp a certain amount of rooms for a certain number sold. It has been the experience that it is 1 for each 25 or 50 rooms booked. Try to negotiate this as well as free conference space. If the rooms are comped, it has been customary in recent times at spring conference to give one to the incoming DC, outgoing DC and if there is a 3rd, use it for a hospitality room or the chairperson's room.

When you have resolved all questions, including menu and costs, then a commitment can be made. Once you sign, your negotiating power is much less. Remember, the hotel will want you to sign sheets that delineate the specific activities. This is okay as long as you have included all your agreements. The hotel will work from these activity forms, not your written correspondence. Take time to be absolutely sure you have all items covered. You should have a separate written agreement on the revenue that must be generated to cover the uses of the facility. Do not accept prices for individual events except the price of the meals served. (See Budget and Finance section).

Guests

Guests are one of the most difficult areas to control. It seems everyone has someone who should be extended an invitation to the event. It is the responsibility of the D/C to decide who will be our guests. You need to reach agreement with the D/C on how many guests will be invited and to which activities. There will be requests for changes; however, you cannot readily adjust your budget after prices have been quoted to the members. You must force decisions early and make people stick to their choices. Names may be changed but the totals must remain the same.

Determine who will extend the invitations; normally it is the D/C. Make sure the D/C is explicit in how the invitation is extended. It should be apparent what is and is not being paid for.

The following is a list of people who might be included on the guest list:

Spring Conference

1. Chief Commander's Representative and Spouse-At all events they are our guests except they are expected to pay for their hotel room (can claim as expense). If there is no formal Friday evening dinner,

they are still our guests for a dinner, and budget should be identified. The outgoing D/C is expected to pay for their food and drink from the time they arrive until they depart. While some D/Cs pay for some activities out of their pocket, the Conference Chairman should establish what portion is considered part of the conference budget.

2. D/C Pacific Mainland South and spouse-Normally we extend an invitation for the spouse to attend spouse activities; the D/C is invited to be our guest at the Saturday luncheon and both for the Saturday banquet. All other costs are borne by them.
3. D/C Pacific Mainland North and Spouse- Same as D/C Pacific Mainland South and Spouse.
4. D/C Vancouver Island North and Spouse- Same as D/C Pacific Mainland South
5. D/C Vancouver Island South and Spouse- Same as D/C Pacific Mainland South

Note: The CPS Districts have been very good to us and invite our reps as their guest to all activities during the COW's. Therefore, it is a nice touch to extend the same to them, including Friday evening. This is up to the DC and needs to be part of the approved budget.

6. Pacific Marine Center (NOAA) - Usually the senior USPS civilian Coop Charting contact & wife are invited to be our guests at the banquet. We have, at times, invited them to the Saturday luncheon but frequently the D/C can schedule them so they need be present during the afternoon only.
7. USGCA - Luncheon only, occasionally to the Saturday banquet. If invited to the banquet the spouse also should be included. Usually you can find a senior member of the Auxiliary who is also a USPS member and no guest costs are required.
8. USCG - Frequently a senior officer of USGC District 13 is invited. If so, the D/C can decide when, during Saturday, attendance is required. On occasion both rep and spouse have been invited to the banquet, frequently rep only to the luncheon.

Fall Conference

1. Chief Commander's Rep and Spouse - At all events they are our guests except they are expected to pay for their hotel room (can claim as expense). If there is no formal Friday evening dinner, they are still our guests and budget for their dinner should be identified. The D/C is expected to pay for their food and drink from the time they arrive until they depart. While some D/Cs will pay for some activities out of their pocket, the Conference Chairman should establish what portion is considered part of the Conference budget.
2. State Parks - Usually the USPS contact at State Parks is invited to the Fall conference. Often, only for luncheon, although we have had both the rep and spouse as guests for the banquet.

Councils

Normally no guests but you must check with the D/C.

Educational Seminar

Sometimes the State Parks rep., check with the DEO.

Finances and Budget

Accounts

The handling of the finances is straight forward, if the system is put in place early and then followed. If you choose to have a separate account, there must be provisions for at least two authorized signatures on the account in case one becomes incapacitated or worse. At the conclusion of the

Conference, when all bills are paid, this account should be closed, an audit performed, and, if there are any excess funds, they should be transferred to the sponsoring squadron account.

At the conclusion of the Conference, when all bills are paid, this portion of the squadron account should be audited.

All expenditures against the account should be made by check with proper receipts or invoices for records. No-one should be allowed to expend funds without specific approval. Make your committee stick to the budget.

Make sure to deposit all checks promptly so the members can reconcile their accounts before the event books are cleared.

If there are any excess funds, one-half of the excess is transferred to the district. The rationale is that the members of the district paid the extra money so that some should be returned to the parent organization with the remainder staying with the host squadron since they did the bulk of the work.

The establishing of a budget is not difficult. Sticking to it is very difficult. There is a copy of a budget in the Appendix and an example is worked out at the end of this section.

The budget basics are simple: what are your expected expenses and what are your revenues. When you develop your budget it is exceedingly important to identify all the costs you expect to incur. The following is a description of some of the cost areas commonly expected.

1. Printing and Mailing - You will need to print many fliers for communication to editors, commanders, and your committee members, as well as maps, agendas, directions, programs, etc. You should try to find a member who can have the xerographic copying done for free. Don't let your committee run down to the corner store and bill the conference 10 cents a copy or you will find you have a big problem. You should carefully plan the program for the banquet for the Spring Conference. If you don't know anything about paper, camera ready art, etc., find a member who does or go talk to a printer. Mailing costs are not an incidental cost. You will mail two or three fliers to each commander, each editor, the district bridge, members in D/32, etc. Make a careful estimate and include it in your budget.

2. Registration - You will have to print tickets, have envelopes for the tickets, write a few letters to people who have made errors or wish refunds. In addition, you may want to have name tags available for those who do not show up with their own. You will need pens, pencils, paper, etc.

3. Friday Evening No-Host - The Friday evening No-Host does not need to be an expense. If it precedes a dinner, it can be just a stand-up bar in the same room. If you choose to supply hors d'oeuvres, then the costs should be zero. It is a good idea to charge something for this activity to generate funds. If you have the hotel supply any food or purchase from some source, then you will have to charge. Most people will be going out to dinner so something simple is in order.
4. Friday Evening Dinner - If you have a dinner, the costs are more than the menu price. Make very sure you understand how the hotel will bill you, i.e., how they compute tax and gratuity. Generally they add the gratuity on after they compute the tax. When you compute the needed revenue for this event make sure you add the costs for guests (normally only the Chief Commander's Representative and spouse).
5. Saturday Registration - See # 2 above. Normally there are no added expenses for Saturday Registration.
6. Saturday Hospitality - This activity can be handled either by the hotel or by members. If you have an Auxiliary, they may be willing to take it on. If so, costs should be no more than coffee, juice, cups, etc. If you have the hotel handle it, costs need to be closely watched and again the hotel method of computing cost plus tax plus gratuity understood.
7. Special Breakfasts - Should be no costs. But be careful and make sure all understand they must pay. In particular, watch the SEO and Commander activities; they need to be aware that the Continental Breakfast (or whatever) is to be paid by them. Many are new and don't know. Get the D/C and DEO to ensure the costs are collected. The P/D/Cs has been doing this for a long time and will not be a problem. The "Jr" / Immediate Past District Commander are the contact for this breakfast arrangement.
8. Non-Member activities - This can be a fairly detailed undertaking. Watch the costs with an eye to the completeness of the event. Frequently there is transportation, lunch, entertainment, prizes, decorations, etc., all in this one event. It should stand alone. Remember to include the guests when calculating the price for each attendee.
9. Saturday Meeting - You may have to rent some extras. There may be special audio-visual equipment, additional risers for the platform, extra chairs, things the hotel or host squadron cannot provide. You also may wish to provide a coffee break in the morning. If you have the hotel furnish the coffee, make sure you know what you have to pay for. Again, hotels usually charge tax and gratuity on top of their advertised charge. Some boating retailers may provide some funding; make sure you have a written understanding.
10. Saturday Luncheon - Costs are for the food served; remember to include tax and gratuity. Remember the guests when calculating the price for members. Unless the hotel is charging you for bar service, the bar costs you nothing. The funds generated by the bar are normally counted by the hotel as offsets against the meeting rooms and other services you request. There have been occasions where this has not been the case; make sure you address it during contract negotiations. If you choose to have decorations, don't forget to include the costs. Sometimes place cards are used for a few reserved seats; small cost but include. Agree to pay the hotel based on the tickets they pick up, not on the number of meals they say they served.
11. Saturday Afternoon Meeting - Costs should be zero unless you decide to have a refreshment break in the afternoon.

12. Saturday Banquet - A number of costs here that may not be apparent. Normally at the Spring Conference, corsages are given to the ladies on the bridge or spouses of bridge officers and to the spouse of the Chief's Representative. Also, at the Spring Conference, there should be a Color Guard. If the Color Guard is not USPS, you will be expected to give a donation to the organization. Entertainment may be included; obviously, some cost would be included. There will be a number of guests; their costs must be included in the price charged for members. Place cards are needed for the bridge and most guests. A program is expected for the Spring Conference.

13. Sunday Activities - Usually minimal, but need to be considered. If a big event is planned, for instance, a breakfast, include all costs expected in the expense category before trying to establish a price to charge.

Budget Example

The costs associated with hosting a Conference can be fairly involved. Your meeting committee should determine what your activities will be and then carefully plan a budget. An example follows.

Assumptions and identified costs:

1. Squadron will furnish all items for the No-Host; costs will be zero but will charge a nominal amount to help offset other costs.
2. Hospitality room will be handled by the squadron; \$135. Has been pledged from the squadron treasury to assist.
3. Coffee and rolls will be served in the morning. Coffee costs \$135.00 per 100 cups. Rolls are 90 cents. Tax and gratuity charged in addition.
4. Non-member activities are handled separately; the actual billed costs are inclusive. Price needs to be adjusted to cover guests.
5. Luncheon is \$14.50 plus tax and gratuity.
6. Soda pop will be served at the afternoon break. Cost is \$0.90 per can plus tax and gratuity.
7. Banquet is \$30.00 plus tax and gratuity.
8. Entertainment is fixed at \$400.
9. Bid for the Program printing is \$260. Including tax.
10. Mailing and printing is estimated to be \$140.
11. Budget for decorations is \$150.
12. Flowers for spouses of "Head Table" budget is \$75.
13. Budget allowance for the Chief's Rep on Friday night is \$50.
14. Donation for Boy Scout Color Guard is \$25.
15. Allocate some funds for contingency.

(The calculations for budgets can be readily done but can be simplified if you have access to a spreadsheet program on a computer. It is worth doing a few “what-if” calculations to determine what you should charge and what happens with varying attendance estimates. One “what-if” example is shown, you probably would work several.

Budgeted Expenses

Activity	#	Quote	Tax	Grat.	Cost	Total
1. Hospitality Room						\$ 135.00
2. Coffee	200	1.35	8.9%	20%	1.74	348.03
3. Rolls	120	0.90	8.9	20	1.16	139.20
4. Non-Member Activities	38	27.50			27.50	1045.00
5. Luncheon	125	14.50	8.9%	20%	18.69	2336.25
6. Soda Pop	125	0.90	8.9	20	1.16	145.00
7. Banquet	180	30.00	8.9	20	38.67	6960.60
8. Entertainment						400.00
9. Program printing						260.00
10. Mailing and Printing						140.00
11. Decorations						150.00
12. Flowers						75.00
13. C/C Rep Dinner Friday						50.00
14. Color Guard Donation						<u>25.00</u>
Sub-total						<u>12,209.08</u>
15. Contingency and Miscellaneous						200.00
16. Total Expense Budget						<u>\$ 12,409.08</u>

Budgeted Income

Activity	#	Quote	Tax	Grat.	Cost	Total
A. Friday Night No-Host	90	15.00				\$ 1350.00
B. Non-Member Activities	35	35.00				1225.00
C. Luncheon	120	19.00				2280.00
D. Banquet	170	42.00				7140.00
E. Lighthouse Donation						100.00
F. <u>District Funds</u>						<u>450.00</u>
Total Expected Income						\$ 12,545.00

The Expense Budget is based on the best estimates and firm quotes you have. The Income Budget is based on the need to generate the required funds. Adjust the income categories until you generate the funds required. Take into consideration what activities should underwrite others. Note the ability to make use of volunteers and reduce some of the expenses.

To determine the effect of reduced attendance on the finances, determine which costs cannot be changed. In the expenses shown, probably items 1, 2, 3, 6, and 8 through 14 would be difficult to change at the last minute. Unless you have over-guaranteed the non-member activities, luncheon and banquet, They are all pay-as-you-go and you need pay only for those served.

What-if Review

Income with reduced attendance:

Activity	#	Quote	Tax	Grat	Cost	Total
A. Friday Night No-Host	60	15.00				\$ 900.00
B. Non-Member Activities	25	35.00				875.00
C. Luncheon	105	19.00				1995.00
D. Banquet	165	42.00				6930.00
E. Lighthouse Donation						100.00
F. <u>District Funds</u>						<u>450.00</u>
Total Expected Income						\$11,250.00

Expense with reduced attendance:

Activity	#	Quote	Tax	Grat.	Cost	Total
1. Hospitality Room						\$ 50.00
2. Coffee	200	1.35	8.9%	20%	1.74	348.03
3. Rolls	120	0.90	8.9	20	1.16	139.20
4. Non-Member Activities	28	27.50			27.50	770.00
5. Luncheon	110	14.50	8.9	20	18.69	2055.90
6. Soda Pop	125	0.90	8.9	20	.97	121.25
7. Banquet	175	13.00	8.9	20	38.67	6767.25
8. Entertainment						400.00
9. Program Printing						120.00
10. Mailing and Printing						40.00
11. Decorations						100.00
12. Flowers						40.00
13. C/C Rep Friday Dinner						50.00
14. Color Guard Donation						25.00
Sub-Total						\$ 11,026.63
15. Contingency and Miscellaneous						<u>200.00</u>
Total Expense Budget						\$ 11,226.63

The Contingency and Miscellaneous category has been reduced to \$ 76. But you are still in the black. This kind of “what-if” analysis should be run for several conditions until you are satisfied with the budget.

The biggest upset to the budget is in food. If you guarantee more than you need, you pay. Pick the food wisely, some food can be stretched so you can guarantee fewer. Also, watch the number of guests; don’t add guests after the prices are established. Each guests requires full food costs, a big impact on small contingency funds.

Activities Descriptions

A planned Guideline included in the Appendix describes one Conference’s activities.

Friday Evening

Registration should be open early Friday from about 1700 until 1930. Locate a table for easy access of the members. It is helpful to provide local maps and directions. Directions to restaurants, locations of meeting rooms, local attractions, all make the arriving member feel more relaxed.

The Conferences normally have some activity on a Friday night. The activity may be a No-Host cocktail party to meet the Chief Commander's Representative and spouse and/or an informal dinner. While there is no hard rule, Friday dinners are usually held at the conferences where most attendees stay for the weekend.

If a No-Host cocktail activity is the only activity planned, hors d'oeuvres are expected.. You can have the hotel or the host squadron furnish them. If the host squadron furnishes them, you should make sure the hotel concurs. The best way to address this is to include it as a condition before signing a contract. This no-host activity can be used to generate funds.

If a Friday dinner is planned, a no-host bar is usually included so members can circulate and meet the Chief Commander's Representative and spouse. The dinner should be informal with a table set aside for the Chief Commander's Rep and spouse, the D/C and spouse, host Commander and spouse, Conference Chairman and spouse, and if the Spring Conference, the incoming D/C and spouse.

If a dinner is not held, coordinate with the D/C to decide what will be planned for the Chief Commander's Representative and spouse. Frequently a small dinner is arranged for the Representative, the District Bridge, host Commander and Conference Chairman and spouses. In this case, the D/C picks up the cost of the dinner for the Representative and spouse. The D/C may be reimbursed from the Conference account, by the District or absorb the cost. Make sure you know if the conference pays. All others pay for their own dinner.

Saturday Registration

The registration is open Saturday morning in time to handle all arrivals prior to the scheduled start of the conference. If breakfasts are being held for Commanders and SEOs, you should consider having registration open early enough so they may complete registration before their breakfast. Registration should remain open until all normal arrivals are accommodated. Consider ferry schedules for those meetings held in the Puget Sound region. Non-member registration may be done separately, if you choose.

Saturday Hospitality

Prior to the start of the meeting, it has become customary to serve coffee and rolls. The member hospitality can be done in or adjacent to the meeting room. If the non-members room is separate, that activity should be continued long enough to provide access to as many as possible. The coffee and rolls can be furnished by either the hotel or the host squadron. Again, if you furnish them, negotiate this before signing a contract.

Special Breakfasts

It has become the practice to hold one or more closed breakfasts. The P/D/Cs always have a breakfast meeting and, for the past few years, there have been closed breakfasts for the squadron commanders and

SEOs. As Conference Chairman you must make arrangements for these activities. The costs are borne by those attending the breakfasts; they should not be a part of the conference finances. In each case, the breakfasts should be located to provide some privacy. It is expected the P/D/Cs will order from a menu, and for that reason, they frequently are given space in the restaurant, usually in an adjoining room. The Commanders and SEOs usually have a Continental breakfast in a small meeting room. The contact for the P/D/Cs is the most junior P/D/C. He will notify the P/D/Cs of the time and location after working out the details with you. The D/C and DEO are the contacts for the other two meetings. For the Spring Conference, the District Executive Officer may extend the invitations to the incoming Commanders. By the Council meeting prior to the Conference all details should be firm. If the council and conference are held on the same weekend, all details should be firm 30 days in advance.

Non-Member Activities

Non-member activities include a luncheon and something additional. The luncheon may or may not be in the same hotel as the Conference. Usually there is a package which includes luncheon, transportation and entertainment. The activity normally starts after the Conference has convened in the morning and ends not later than the recess of the Conference in the afternoon. Those squadrons with an active auxiliary can call on them for this portion of the conference, those without need to form a special committee for it. Budgeting, registration, planning, etc. for the Non-Member Activities should be included in the overall Conference plans.

Saturday Meeting

The time of the meeting must be coordinated with the D/C. Several people will be publishing the times including the D/C, District Secretary, Editor of CARDINAL POINTS, editors of the squadron newsletters and probably others. You should get the information from the D/C and have him/her also inform his/her bridge. This will allow you to have the hotel forms reflect the proper instructions to their staff.

The meeting room must be arranged to accommodate all you expect plus at least 20%. Make sure there is plenty of room between chairs and rows. The members will sit there all day; make it comfortable for them. It is wise to have one committee member arrange the set up of the meeting room. Find out who will, or how to, adjust the heating and air conditioning.

Arrange for the raised platform. The platform is one of the frequently fouled up items of meetings. You must have sufficient length and depth for people to both sit and move around; better to big than too small. There should be a speaker's stand plus adequate room for the bridge and Chief's Representative, a total of seven. There should be water and glasses for the bridge. Observe protocol for seating; the D/C should specify.

A PA system is required. (District 16 has one) There may be a need for other audio-visual equipment. You must check out all equipment prior to the meeting and get anything broken fixed and know how to adjust them.. You should correspond with all members of the bridge to see if they or any members of their committees need special equipment.

You need to provide tables for displays. For instance, the Fall Conference has the Teaching Aids competition. Make arrangements for several tables around the periphery of the room whether or not you have a specific need. A small table needs to be located near the District Secretary for the mailbox.

If you have a coffee break in the morning, you must decide where to hold it. You may have room in a foyer, use the back of the meeting room, etc. The D/C should know what is going to happen. If you use the meeting room, try to plan so as to disrupt the meeting as little as possible.

Breakout sessions may be required. Again, you must coordinate this with the D/C. You should try to get information from him/her prior to signing the contract with the hotel. If the decision has not been made, tie up some rooms and cancel later. If it is possible to get a commitment from the D/C, try to get an idea of the number who might attend the various breakouts so you can determine room size and chair/table requirements. You can expect some audio-visual equipment will be required for breakouts. The D/C will identify the chairperson of each breakout and you can ask them for their needs.

Saturday Luncheon

The luncheon may be preceded by a no-host bar. It is advisable to have two bartenders since most members will want refreshment before lunch. Check the financial side of multiple bartenders. The bar may stay open during lunch. Normally lunch is from 1200 until 1330. Round tables are the preferred seating. Occasionally there may be requests for special seating. At the Council preceding the Conference, you should make a request that any group needing special seating contact you. Special seating should be limited to guests or working committees such as Nominating, Planning and Budget.

Saturday Afternoon Meeting

The Saturday afternoon meeting will be a continuation of the morning session. Breakout sessions may be held either during the morning or afternoon, the D/C is the source of the schedule. If refreshments are served during the afternoon, use an approach similar to the morning coffee break.

Saturday Commercial Displays

Sometimes appropriate marine vendors have been allowed to display at our Conferences. In exchange they donate funds for coffee. You must coordinate with them to ascertain if and when they are coming and the level of financial participation. You may need to arrange for a table for their display but coordinate this with them.

Additional commercial displays can be considered. Before making arrangements for others, get the approval of both your Squadron Executive Committee and the District Commander. If commercial displays are considered, we should get something in return.

Ship's Store

The USPS Ship's Store can be a great member benefit to the conference, it generally doesn't make much of a profit. You can obtain a package of items from the Ship's Store, display and sell them. The seller gets to keep a small percentage of the sale. You must make arrangements early to get things shipped to you. Contact Headquarters at least six months in advance.

Saturday Banquet

You must make arrangements for a Color Guard if one is desired. Frequently the Boy Scouts or some organization like that will be glad to participate. Usually a small donation is given. A recording of the

National Anthem is used. If there are Canadian guests, the Canadian Anthem is also played. Copies of these are available in the District; if they can't be located public libraries have recordings which may be checked out. You will need to play the recordings. Work out the details before the banquet.

Decorations are frequently used at the banquet. There is a limited amount of time between the meeting and the banquet to get the room decorated. Care should be exercised to ensure the time and decorations match.

Corsages should be considered for the Spring Conference and be available to give to the ladies of the bridge (or spouses) and other special guests.

For the Spring Conference, the incoming Commander will often have some special guests. A table should be reserved for them near the head table. Place cards are appropriate.

The head table should be raised. It should provide space for the District Bridge and the Chief Commander's representative. There should be room to move around on the platform; swearing in is done on the platform if possible. Awards are presented, flags handed out, etc., and space is needed.

The entertainment needs to be coordinated. Plan on getting the entertainment into and out of the banquet room with the least disruption. Be prepared to pay them on the spot if they so desire. A member should be delegated this task.

Place cards should be made up before the banquet and a plan for their location made. Have extra place cards for last minute guests, misspelled names, etc. Find someone who does a good job; this really helps make the banquet look first class.

The No-Host bar should be set up prior to opening the room. The bar may be either closed or remain open during dinner and entertainment. Make sure you know the impact on costs.

Seating at the head table should observe protocol. The Operations Manual addresses the correct placement. The D/C should participate in the seating arrangements. At the Spring Conference, the incoming D/C should also be involved. It is wise to consider guests from D/32, CPS, etc.; also, place cards are a fine way to show respect.

A PA system is required. Check it out prior to the meeting and know how it operates.

Before the afternoon session of the meeting recesses, advise the members they will need their tickets for the banquet. You may choose to distribute the guest tickets at the banquet or place them at the guests' table.

Advise the site personnel you will pay for the meals by ticket count number only. It is wise to check the ticket count against registration and to count heads at the banquet.

If you wish, you may make arrangements to serve wine at dinner on a cash basis. If you do so, make sure all know it is cash and not part of the dinner.

Generally the Saturday night activity is the official end to the Conference.

Reports

A budget must be submitted to the District Commander at least 30 days prior to the activity. This is different than the approval budget submitted 3-6 months out. Realistically, the budget needs to be approved by the D/C prior to any prices being presented to the membership. Note that budget approval will probably be delegated to the District Meetings Chairperson. Submit the proposed budget to the District Meetings Chairperson with a copy to both the District Commander and the District Administrative Officer.

Upon completion of the meeting, please complete the report form shown on the next page and submit it to the District Meetings Chairperson with copies to the District Commander and District Administrative Officer. The information will be used to provide background to others who host meetings. The report may be done at the conclusion of the meeting and submitted at that time. Additionally, a final financial report is to be submitted within 30 days of the meeting's completion. It should be submitted to the same individuals as well as a copy to the District Treasurer.

CONFERENCE REPORT

TO: District Meetings Chairperson
cc: District Commander
District District Administrative Officer

Subject: Conference Report

1. Meeting: (Spring or Fall Conference)
Dates:
Location:
2. Host Squadron
Host Squadron Chairperson:
3. If you had a Friday night activity, what did you have?

How many attended?
What was the cost per person?
4. What special Saturday morning activities did you have? (PD/C breakfast, SEO and/or Cdr breakfast, etc.)

How many attended each?
What was the cost per person?
5. Was there a hospitality room? Was it open to all or only non-members?
6. Were there any non-member activities? If so, what were they?

How many attended?
What was the cost per person?
7. What was the attendance at the Saturday general meeting?

If you had breakout sessions, how many? What were the subjects?
8. Were there any guests at the Saturday general meeting? How many?
Representing whom?
9. How many attended the general meeting lunch? What was the cost per person?
10. If you served any refreshments to the general members, when and what did you serve?
11. Was there a Saturday evening dinner/banquet?
How many attended? Number of guests?
What was the cost? Was there entertainment?
12. Were there any Sunday activities? If so, what were they and what costs were involved?

13. How many rooms were rented at the hotel? What was the cost/room/day?
Were any courtesy rooms provided? How many?

14. Comments: (Problems, successes, recommendations)

Submitted By : _____ Date: _____

NOTES: