



Institute of
Transportation Engineers

Western District



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INTRODUCTION

The major event of the ITE Western District is its Annual Meeting. Since 1948, the Annual Meeting has traveled among cities throughout the District (See Appendix A). Over this period, a considerable body of knowledge has evolved on how to plan and conduct these meetings. In recent years, individuals involved with the Annual Meetings have prepared detailed reports outlining their experiences, including their successes and failures. In addition, the District Board has adopted general policies regarding Annual Meetings. Unfortunately, the collective wisdom gained from previous meetings and the specific Board policies have not been brought together in a single document. As a result, meeting organizers are at a disadvantage since they are not able to benefit from the previous experiences. This can lead to inefficiencies, and enhance the opportunities for errors and omissions. Prudent engineers, who pride themselves on organizational skills, should find this situation intolerable. This document, prepared at the request of the District Board, is intended to formalize the major issues related to Annual Meeting organization and conduct, and to discuss some of the less obvious procedures and pitfalls.

It is not a trivial matter for ITE Section members to host the District's Annual Meeting. From start to finish, it typically requires three years of work by a dedicated group of individuals to plan and conduct one of these meetings. The District has been extremely fortunate over the years to have volunteers willing to undertake this important task on behalf of the District and its' members. The excellent attendance (often 200-250 professional registrants), the quality technical programs, the favorable comments from attendees, and the popular social programs have reflected their success. A prime indicator of the quality of Western District meetings is the compliments from International ITE officers who have had occasion to evaluate our meetings in comparison with those in other Districts.

The District Board, especially its President, has certain responsibilities associated with the Annual Meeting. However, the principal responsibility rests with the Local Arrangements Committee (LAC). It is the intent of the Board to grant considerable autonomy to the LAC, subject to the constraints and policies discussed in this document. The Board recognizes the opportunity for innovation in the planning and presentation of District Annual Meetings; however, operations that differ significantly from past practice must be brought before the Board for review and approval. This would specifically include any items/costs that are needed beyond those outlined in the previously proposed and approved LAC budget.

A major concern of the Board and the District Membership relates to the financial aspects of the Annual Meetings. It is inherently difficult to predict in advance the actual income and expenses for these meetings. Technical and social expenses for recent meetings have been in excess of \$200,000, or over \$400-450 per professional registrant. In the past, the District has accumulated a surplus in the Annual Meeting fund, a fact that has generated some consternation among the membership. The guidance provided in this document is intended in part to help the LAC plan a meeting that is affordable and will simply break even financially, unless directed otherwise by formal action of the Western District Board.

At approximately four to five year intervals, the Western District has the opportunity to host a joint International/Western District ITE Annual meeting. In nearly 60 years of holding meetings for the entire Institute, the Headquarters staff in Washington, D.C. has developed substantial expertise, and an extensive set of regulations, for organizing the International meetings. The Headquarters staff and the International officers work closely with the Local Arrangements Committees for these meetings, and assume responsibility for many of the tasks that are performed by the LAC at the normal Western District meetings. The policies, guidelines, and recommendations contained in this document do not necessarily apply to International ITE meetings held in the Western District. However, Appendix B, based on the experience of the

1989 San Diego LAC, the 1995 Denver LAC, the 1999 Las Vegas LAC, and the 2003 Seattle LAC offers some useful guidelines. For the District's other Annual Meetings, ITE Headquarters is willing and able to assist the LAC with preparations, primarily hotel contract review and through the provision of mailing labels for District members. The phone and fax numbers for ITE headquarters are 202-289-0222 and 202-289-7722, respectively. The website is www.ite.org.

The General Chairperson of the LAC should copy and distribute this document to all Committee Chairpersons and others that will play an integral role in planning and hosting the Annual Meeting.

OVERVIEW

As a wealth of information has been assembled over the years, it is imperative to be able to access it quickly and to be able to concentrate on individual events and responsibilities of the LAC members in a quick and concise manor. In order to aid the LAC, this document has been assembled to focus in on each of the individual aspects of the Annual Meeting from the time that a Section offers to host a meeting through the final report. This document not only provides the roles and responsibilities of the individual LAC members but also covers the structure of the Annual Meeting. While each LAC may have different key personal, the overall structure of the meetings remains remarkably consistent.

In order to encourage Annual Meetings of the highest possible quality, to comply with International ITE requirements, and to promote an appropriate level of Annual Meeting consistency, the Board has adopted numerous policies. These policies range from overall meeting structure to budget items to meeting specifics. As the policies of the Board encompass many of the aspects of the Annual Meeting, each of these policies is listed "*in italics*" under the appropriate section. As these policies and procedures play an integral role in the District's Annual meeting, these policies are also listed in their entirety in Appendix C.

To accommodate the opportunity for innovation by a LAC, the Board may consider requests for deviations from Board policies on a case-by-case basis. The LAC should describe such exceptions in the initial offer to host the meeting, or as early as possible in the planning process.

OFFERING TO HOST AN ANNUAL MEETING

In an effort to provide an opportunity for all District members to attend an occasional Annual Meeting, the meeting sites are changed each year. Since California accounts for just over half of the District membership, every second meeting is normally hosted by one of the California Sections. In alternate years, any interested Section from outside California may offer to host the meeting.

To facilitate planning by both the LAC and potential attendees, meeting sites are normally selected at the Annual Meeting five years in advance of the Annual Meeting. Sections interested in hosting an Annual Meeting must notify the current District President of their intentions, and make a formal presentation to the Board. The proposal should include a tentative designation of a hotel, guestroom rates, and meeting dates.

SELECTION OF A HOTEL

As of 2007, the District is using the services of a professional meeting planning company; Experient, based in Hillsboro, OR. They are a resource for the LAC to use in selecting a location and hotel, and subsequent hotel contract negotiations. Details of their services are listed in Appendix O. It is preferable to select more than one hotel, as it is often possible to negotiate between hotels. Regardless of the number of hotels, it is imperative to select a hotel that will accommodate all of the functions associated with the District's Annual Meeting (see Hotel Requirements). Based on past meetings it is preferable that all functions (i.e., technical, vendor area, banquets, etc) with the exception of the Monday Night venue and technical and spouse/guest tours be held on site. Verification that the hotel is large enough to accommodate all the requirements of the District's Annual Meeting is essential. Favorable consideration will also be given to family friendly hotels.

MEETING DATES

Dates of the District's Annual Meeting vary depending on location, hotel availability, etc. However, the Districts meeting typically are held in July.

The Annual Meeting of the ITE Western District will be held in July, unless it is held in conjunction with International ITE's Annual Meeting or approved for a different month by the Western District Board. Consideration of a June meeting will be given for the hotter regions of the Western District or when hotel room costs warrant a June meeting.

These factors, along with the availability of air transportation and the enthusiasm of the local section, will be considered in site selection. Preferably, the General Chairperson selected (drafted) by the Section should make the presentation.

PRESENTATIONS

Presentations (typically a verbal PowerPoint accompanied by a written report for each of the Board members) are given during the Annual Board meeting on Sunday in conjunction with the Annual Meeting. If your Section is planning on giving a PowerPoint presentation, coordination with the Western District President and current LAC is highly recommended. It is often possible to obtain audiovisual equipment (i.e., screen, lap top, projectors, etc) from one of the rooms that hosts the technical sessions in order to save your Section the expense of renting such equipment from the hotel or needed to travel with bulky AV equipment.

AFTER BEING SELECTED

Once your Section has been selected to host a future annual meeting, the major activity during the following year will involve the negotiating a contract and establishment of the Local Arrangements Committee. It is prudent to start the planning process as soon as possible.

Committee activity will intensify in the period 24-12 months in advance of the meeting. A written or oral progress report must be provided to the Board at its meeting two years in advance of the meeting. The General Chairperson is responsible for keeping the District President informed on the status of the planning for the meeting.

HOTEL REQUIREMENTS

Making arrangements with hotels for convention services is outside of the purview of most transportation engineers. It is imperative that the hotel that is selected be large enough to accommodate all of the various aspects of the District's Annual Meeting. In addition, a family oriented hotel is highly beneficial.

SPACE REQUIREMENTS AND SETUPS

One of the most important aspects of selecting a hotel is to choose one that is not only centrally located but also has all of the space requirements needed to host the District's Annual Meeting on site.

Each Annual Meeting is unique and incorporates a unique flavor of the location. However, all Annual Meetings must incorporate certain functions within the structure. The Western District Board is required to hold a variety of meeting and luncheons in order to conduct business of the District within the structure of the Annual Meeting. Therefore, it is imperative to ensure that each of these events will be properly scheduled and space requirements are met.

While LACs have considerable leeway in the scheduling of events at Annual Meetings, the Board expects that the following sessions will be scheduled:

- a. The Semi-Annual Meeting of the ITE Western District Board on Sunday afternoon.*
- b. A Get-Acquainted Reception for attendees and accompanying persons on Sunday evening.*
- c. A Kick-Off Luncheon on Monday.*
- d. A Traffic Bowl on Monday afternoon.*
- e. A Family Oriented Event on Monday evening.*
- f. A Section Leader's Breakfast on Tuesday.*
- g. The Annual Business Meeting on Tuesday.*
- h. An Annual Awards Banquet on Tuesday evening.*
- i. The Western States Luncheon on Wednesday.*

The room requirements for each of these events as well as a brief description of the event or special needs are also described. The times and dates that are listed correspond to those of a typical Annual Meeting. The Appendix provides typical room setups for many of these functions and those functions, which have room layouts, are listed in Appendix D. Typical seating for the head tables is listed in Appendix E.

Western District Board Meeting Sunday, 10:00 am to 5:00 pm

The semi-annual meeting of the Western District Board occurs on the Sunday prior to the Annual Meeting. A meeting room that can accommodate a "U" shaped table setup and seat approximately 30-40 people is required. (See Appendix D). Additional seats placed around the periphery of the room are preferable for additional attendees. Sufficient electrical outlets are needed for multiple laptops for participants.

A small table will need to be located in the middle of the "U" table setup in order to hold a laptop and projector for LAC presentations. Sufficient electrical outlets are needed for multiple laptops on the central table. In addition, a screen may be needed. These items should be reserved and the need checked with the Western District President prior to the meeting.

Additional tables will be needed along the wall or at the end of the room for morning coffee and muffins, lunch and mid-afternoon refreshments.

A sign outside the room for this event is required.

James H. Kell Student Competition
Sunday, 1:00 pm to 4:30 pm

A “Student Request for Proposal Competition” or the James H. Kell Student Competition was established in 2002. It is scheduled on Sunday afternoon. ITE students are placed in a group with an ITE member mentor. About eight professional ITE members are needed to participate in the groups and another three to five professionals are needed to judge the competition. A group of students will be awarded \$1,000 for the best oral presentation. The Western District ITE Career Guidance Chair shall coordinate this competition. (Adopted February 1, 2002)

Approximately 30-40 students participated in this competition. Typically two separate spaces are needed. During the initial part of the competition, a meeting room is required and is set up in a “round table” format with laptops at each table. This event shall be coordinated with the Western District ITE Career Guidance Chair.

For the second part of the competition, space is needed for a “track” approximately 100 feet in length and 20 feet in width. Setting up the track in the vendor area and having the competition portion of this event held in conjunction with the Get Acquainted Social is beneficial, provided that no other entertainment is already scheduled.

A sign outside the room is required for the first part of this event.

Get-Acquainted Social
Sunday, 6:00 pm to 9:00 pm

The Get-Acquainted function on Sunday evening is usually well attended, since the cost of this event is included in the registration fee and free to everyone registered or not. It typically lasts about two hours.

Combining the Get-Acquainted Social with the Vendor Exhibit Opening is beneficial. Past LACs have held a NASCAR-like remote control car race to raise funds for student initiatives. If the remote control car races were not held, then it would be beneficial to hold the second part of the student competition during the Get Acquainted Social. Revenues from the race are to go directly to the District Secretary-Treasurer.

While no formal presentations at this event, limited seating for attendees to dine is preferable. In addition, tables for food and beverages are required. At least two bars are typically provided. Once drink tickets have been expended, the bar must have the ability to accept cash.

As this event is free to all, no door monitors are needed. However, signing outside the room is still required. In addition, signing for beverage pricing is highly recommended.

Opening Session

Monday, 8:30 am to 10:00 am

This function has been set up in a formal setting with a table and chairs to an informal setting with padded armchairs and a coffee table. The “preferred” style should be coordinated with the Western District President. At minimum seating for the Western District President, Executive Director, the featured speaker(s) and the LAC Chair should be provided.

Typically AV equipment is also required. AV equipment needs should be coordinated with the District President and the featured speakers.

Signing outside the room is required. Nameplates all participants at the head table are also required. Lettering should include the participant and appropriate title.

Kick-Off Luncheon

Monday, 12:00 pm to 1:30 pm

The room set up for this function is comprised of a head table and rounds for the audience (see Appendix D). Seating for the head table is typically on a stage. Seating will need to be coordinated with the Western District President, but typically includes the Western District Board members, the featured speakers and the LAC Chair.

Typically, AV equipment is also required. AV equipment needs should be coordinated with the District President and the featured speakers. In addition, at least two LAC members to take tickets at the door are needed.

Signing outside the room is required. At least two LAC members need to be stationed at the door. Table tents with large print for all at the head table are required.

Family Night

Monday, 6:00 pm to 9:30 pm

This event is typically held off site at a local attraction that is unique to the area. Transportation for attendees is required as part of the cost. For children under 12 years of age, this function is free, to further encourage families to attend the meeting. At least two LAC members to aid delegates in boarding the transportation are required.

At least two LAC members to take tickets/check name badges for delegates entering the event are required. There are no formal presentations at this event.

Tables for delegate seating and for food service are required. Entertainment is also needed.

Leadership Breakfast

Tuesday, 7:00 am to 8:30 am

This event enables leadership from around the District and International a forum to share information. A large meeting room is needed with a "round table" format for approximately 70 people (See Appendix D). A sit-down breakfast or buffet style breakfast is to be served. This event is via invitation by the Western District President, but is typically open to all leadership in the District in addition to International leadership.

Appropriate signing is required outside the room.

Business Luncheon

Tuesday, 12:00 pm to 2:00 pm

The District's Annual Business Meeting may be combined with a Tuesday Luncheon, subject to the following conditions:

- a. At least two hours are allotted for the Business Meeting and Luncheon.*
- b. Meal service can be conducted in an inconspicuous manner.*
- c. Time shall be provided for an ITE presentation, typically by the International President.*

Candidates for International Vice-President may also attend the Western District's Annual Meeting. They are traditionally offered the opportunity to address the membership at the Business Meeting or other prominent occasion, and they may also appear on the technical program.

This room needs to be set in round tables for the audience and a head table for the District officers, spouses/guests and speakers. The head table is located on a set of low risers and typically seats about 12. A podium, microphone, screen and projector are typically required. Placement of the podium and microphone is located in the center of the head table next to the Western District President. A flag is also required at this event. Refer to Appendix D for room set up.

Plan the Head Table in advance and have a placard for each person. A typical seating chart is provided in Appendix E.

At least two LAC members need to be stationed at the door. In addition, signing is required.

Traffic Bowl

Tuesday, 3:45 pm to 5:00 pm

A Traffic Bowl has been a part of Annual Meetings since 1994. It is the policy of the Board to include this activity in all Annual Meetings. Student participation in the Traffic Bowl should be considered and is encouraged. Specific guidelines and sample questions can be obtained from the District Administrator.

The Traffic Bowl requires a large room with seating for the audience and a raised platform with three tables and seating for three teams (typically 5 players per team). Equipment needed for the Traffic Bowl is usually shipped approximately nine months before the event.

A podium and microphone are required for the Emcee. A separate table is required for the laptop and projector to project the Jeopardy style format software at a screen located at the front of the room. In addition, another table is needed for the three judges.

Refreshments and drinks need to be provided. In addition, signing and at least two LAC members stationed at the door are needed. There are no formal presentations at this event. However, a raffle is typically part of the activities.

Several formats for room set up have been utilized over the years. However, all needed features must be included. Appendix D presents a typical layout for the Traffic Bowl.

President's Reception
Tuesday, 5:30 pm to 7:00 pm

There may be anywhere from 50-75 guests at this reception. This event is held in the President's suite or another room that is large enough to accommodate the President's guest list. Drinks and food are provided. **This event is not publicized as is not to be included in any printed material. It is by the President's invitation only.**

Annual Awards Banquet
Tuesday, 7:00 pm to 11:00 pm/midnight

The Annual Awards Banquet must provide an opportunity for the District President to formally recognize the contributions of various Western District award winners.

During the President's Reception, a general reception for the delegates is scheduled just prior to the Awards Banquet. Typically this event is held in the lobby outside the ballroom for the Banquet. Appropriate signing is needed. Drink tickets for the bar are to be provided.

The Annual Awards Banquet follows the receptions. The large banquet room is decorated utilizing the LAC theme for the evening. This event provides for distribution of awards and entertainment after the meal.

There is usually no head table at this function. However, a table for the awards, and a podium, microphone, screen, projector and electrical outlet are needed for this event. Typically the podium is either on a platform or on the dance stage.

Three to four tables in the front near the podium need to be reserved. The Western District Board members and International Officers and their respective spouses/guests utilize the tables.

At least two LAC members will need to take tickets/check name badges at the door. This event will also need to be signed.

Provisions of separate entertainment for the youngsters during the banquet have been well received. During this event (and the prior receptions) childcare is provided. A separate room for childcare is required. In addition, meals and activities for the children will need to be coordinated.

Previous meetings have successfully provided a variety of activities for youngsters, including child-care facilities for the very young during the banquet and immediately prior social hours. These functions have been well received, contribute to the family atmosphere of the meeting, and allow technical attendees and their accompanying persons to take full advantage of the meeting activities. LACs are encouraged to provide these functions at a reasonable cost (or free of charge) or provide a reference list of reputable child care providers.

LAC Round Table Discussion
Wednesday, 7:00 am to 9:00 am

This is an event in which current, past, and future LAC members can talk about lessons learned, make suggestions, and ask questions. Either the LAC room or other such room is needed. Often this meeting is held in one of the banquet rooms.

Western States Luncheon

Wednesday, 12:00 pm to 2:00 pm

The Western States Luncheon must provide the opportunity to acknowledge the contributions of those who have provided service to the District during the preceding year. Also at this Luncheon, the senior International elected officer will formally install the District Officers for the coming year.

The Western States Luncheon on Wednesday requires special coordination. The set up for this event is similar to the Business Luncheon (see Appendix D). However, the head table is larger (over 30-36) and requires varying height risers. Plan the Head Table seating in advance and have a placard in large print for each person (See Appendix E).

The podium and microphone, as well as electrical capabilities need to be located at the end of the head table next to the Western District President. A small table to hold the awards is also needed. It is essential to place the stairs adjacent to the podium for easy access during the awards presentation.

The large Western States flags hang on the back wall behind the head table. The small Western States flags are placed in the center of each table. The previous LAC will ship these items to the current LAC. In addition, an American flag is also required.

Experience suggests that attendance at this function is less than for the Kick-Off Luncheon on Monday. Refer to the Appendix F and LAC reports for historical attendance.

Vendor Area

A large ballroom area is required for the vendor exhibits. Typically three sizes of booths are provided and are priced accordingly. Double check with the Fire Marshal to ensure proper set up including clearance aisle widths. Security for this event is required.

Additional Space Requirements

In addition to the normal rooms needed for technical sessions and meals, the LAC should arrange for a small conference room that can be used by speakers to preview their PowerPoint presentations and by District Committees to hold meetings. Also, sufficient room for a registration desk in the foyer is needed. A secure area adjacent to the registration desk to store registration materials, etc during non-registrations hours is a huge benefit.

Continental Breakfasts are also typically held in the lobby of the hotel. Seating for delegates is needed.

Hotel Contract and Negotiations

Once a hotel has been identified to have the proper size requirements to hold a Western District meeting, and meeting dates confirmed by the Western District Board when awarded an Annual Meeting, the next step is to begin preliminary negotiations with the hotel. It is best to identify at least two potential hotels, as hotels are often more willing to offer more when competing with another hotel. In the past hotels have been very willing to work with the District and have offered items that are beyond those that have been obtained in the past. A checklist of hotel negotiations has been written to aid in initial hotel negotiations (See Appendix G).

Review minimum hotel guarantees and associated penalties for non-attainment very closely to minimize adverse financial impact. With some negotiating, hotels will provide discounted rates for guest rooms, one free guest room for each fifty, and free use of meeting rooms. One of the scariest parts of meeting planning is estimating the number of persons who will attend the meal functions, but hotels will normally permit a final guarantee to be made 24 hours in advance of the function. They may also request references; simply tell them the hotels where the past two or three meetings were held. If this is not sufficient for the Hotel, the District Secretary-Treasurer can help provide credit references. Be sure to get the agreement (especially dates and room rates) in writing, since there seems to be an amazing level of personnel turnover in hotel convention staff.

Hotels normally begin to seriously plan for the meeting only during the last week or two before it occurs. However, they may have the best data on the projected attendance because even those who do not pre-register for the meeting will make hotel reservations. These reservation numbers can help the LAC plan for the event commitments. Another useful source of information is the aforementioned reports from the previous meetings. Guarantees for meal service should usually be on the low side, since hotels will generally plan for 5-10% more than the guarantee. Check previous LAC reports for previous meal and attendance numbers. Making commitments for transportation is a more serious problem, since accommodating 5% more attendees can require an additional bus. Having a passenger van available as a backup could take care of a small number of extra participants.

The hotel contract should be submitted to the Western District President and the International ITE Executive Director for review prior to final acceptance.

Upon finalizing the hotel contract, the contract will need to be sent to the Vice President for his/her signature.

THE LOCAL ARRANGEMENT COMMITTEE STRUCTURE AND RESPONSIBILITIES

Most traffic engineers have not had the opportunity to organize a meeting of this type. The local Convention and Visitor's Bureau can often provide excellent guidance and assistance on meeting organization. Keep in mind, however, that the Bureau will probably not understand some of the unique aspects of ITE meetings.

Policy decisions regarding the operation of Annual Meetings are within the purview of the District Board. The primary point of day-to-day contact between the Local Arrangements Committee and the Board is through the Western District LAC liaison and the Western District President.

Previous Annual Meetings have successfully used a variety of structures for their Local Arrangements Committees, so it is not possible to specify a perfect committee organization. The best structure will depend on several factors, including the number of individuals who are willing and able to participate in the planning and presentation of the meeting. Recent meetings have used the following committee structures.

PAST LAC STRUCTURES					
LAC Member	2004 Sacramento	2003 Seattle (Joint)	2002 Palm Desert	2001 Albuquerque	2000 San Diego
General Chair					
Co Chair/Vice-Chair					
Western District Liaison					
Financial					
Hotel Arrangements					
Publications/Website					
Publicity					
Registration					
Social/Family Activities					
Technical Program					
Technical Tours					
Transportation					
Traffic Bowl					
Vendor /Exhibits					

The list of committees partially suggests the various tasks that need to be accomplished. The absence of a specific committee for a particular meeting simply means that one or more of the other committees performed the function. It is therefore not possible to uniquely define the responsibilities of each committee. There is a valid reason for each of these committees, and the use of more committees tends to distribute responsibilities among a broader group of individuals. Regardless of the structure that is used, however, the most important factor is to have a dedicated and reliable group of committee chairpersons who will accomplish their tasks in a timely, coordinated, and professional manner.

MAJOR COMMITTEE RESPONSIBILITIES

The following table identifies major activities that normally need to be accomplished in planning for the District's Annual Meeting. It is certainly possible to expand the major activity list to include additional items. However, regardless of the completeness of the list, it is still easy to overlook some small but important tasks. These activities are not necessarily equal in priority or complexity; some include some very important subtasks. They are not listed in the exact order in which they must occur; in fact, many overlap considerably. One of the LAC's first jobs is to establish the responsibility and timing of these tasks.

MAJOR LAC ACTIVITIES

ACTIVITY	PRIMARY COMMITTEE
•Preliminary Agreement with Hotel	General Chairperson
•Maintain Continuing Communication with District President	General Chairperson
•Secure Loan from District; Open Checking Account; Close Checking Account	Finance
•Identify Actual Activities and Deadlines	General Chairperson
•Prepare / Revise Meeting Budget	Finance
•Develop Logo and Letterhead	Publicity
•Develop <i>Western</i> ITE and ITE Journal Publicity Schedule	Publicity
•Call for Abstracts	Technical
•Develop Tentative Technical Program	Technical
•Investigate Social Program Options	Family Activities
Finalize Technical Program <ul style="list-style-type: none"> ▪ Select and Notify Speakers ▪ Request Technical Papers ▪ Arrange for Compendium of Papers ▪ Identify Session Moderators 	Technical
•Implement "Best Paper" Award Review- coordinate with District Technical Chair	Technical
•Finalize Family, Accompanying Person and Youth Programs	Family Activities
•Develop Financial Accounting System	Finance
•Define Refund Policy	Finance
Prepare Package for Mailing to District Members <ul style="list-style-type: none"> ▪ Obtain Mailing Labels from ITE Headquarters ▪ Develop Meeting Description Materials ▪ Prepare Meeting Registration Form ▪ (Get Guest Room Reservation Cards from Hotel) 	Registration
Printing <ul style="list-style-type: none"> ▪ Registration Package ▪ Event Tickets ▪ Pocket-Sized Program ▪ Compendium ▪ Name Tags ▪ Attendance Rosters ▪ Appropriate Posters ▪ Head Table Placards 	Various
•Early Registration	Registration
•Plan / Organize Registrant Package	Registration
Preliminary Commitments for Events <ul style="list-style-type: none"> ▪ Special Hotel Requirements ▪ Meal Service ▪ Transportation ▪ Entertainment 	Hotel Arrangements
•Final Hotel and Function Arrangements	Hotel Arrangements
•Registration at the Meeting	Registration
Conduct District Annual Meeting <ul style="list-style-type: none"> ▪ Get Acquainted Function ▪ Technical Sessions ▪ Annual Business Meeting ▪ Accompanying Person Events ▪ Youth Events ▪ Traffic Bowl 	General Chairperson
Prepare / Submit Report on Meeting <ul style="list-style-type: none"> ▪ Narrative Report ▪ Financial Accounting 	General Chairperson

A great deal of guidance on specific items can be obtained from the detailed reports on previous Annual Meetings. The District Administrator maintains copies of previous Annual Reports. It is important to note, however, that while these reports contain many points of consensus, they disagree on several significant issues. There are instances, for example, of something working well in one meeting environment and not working at all in another. The following discussion attempts to elaborate on some details associated with these activities that could be overlooked by LACs.

Recent Annual Meeting Committees have prepared detailed reports on the planning and operation of their meetings, detailing successes, problems, and failures. Copies of these reports are on file with the District Administrator. While these reports do not constitute policy, the District Board strongly encourages future meeting organizers to review these reports early in their planning process, and to take full advantage of the wealth of information they contain.

THE GENERAL CHAIRPERSON AND CO-CHAIR/VICE CHAIRMAN (OPTIONAL)

The General Chairperson, appointed by the Western District President (and typically selected by the Host Section), should preferably be someone who is enthusiastic, organized and willing to volunteer the time and be a Member or Fellow in the Institute who has attended previous District Annual Meetings. He/she should be in a position to devote the necessary time to coordinate meeting planning, previous Chairpersons report spending 10-20 hours/week in the month prior to the meeting on their Annual Meeting duties. Time involvement is less in the prior months. From a logistical standpoint, the General Chairperson should reside in reasonable proximity to the meeting site. The General Chairperson reports to the District Board through the District President, and is ultimately responsible for the technical, financial, and operational aspects of the Annual Meeting. The term of this position begins at the time of selection and extends to presentation of a formal (written) post-meeting report to the Board at the Mid-Year Board meeting following the conclusion of the annual meeting.

The General Chairperson is responsible for establishing the appropriate committee structure and the selection of committee chairpersons. In making these decisions, the General Chairperson must obviously recognize the constraints of Section size. Experience over the past 40 years has shown that both large and small Sections can successfully host an Annual Meeting. The key appears to be the selection of dedicated individuals to serve as committee chairpersons. These chairpersons must understand their responsibilities, as outlined later in this document, and be willing and able to devote the appropriate level of effort to accomplish these tasks in a timely and thorough manner. The timeliness aspect is especially important, since it is necessary for the LAC to make certain arrangements far in advance of the meeting. Obviously, negotiations with the hotel must begin several years in advance of the actual meeting. Other functions, including publicity in *WesternITE*, calls for papers, arrangements for transportation and compendium publication, "Best Paper" Award review, and social activities, must also be programmed well in advance of the meeting.

The General Chairperson should assist the District President, in identifying potential individuals to head the teller's committee. The District President has the responsibility, in the appointment of a Teller's Committee.

The General Chairperson, in conjunction with the committee chairpersons, must define the tasks that need to be accomplished, and distribute these tasks among the various committees. A sample list of tasks developed by the 2001 Albuquerque LAC and the 2004 Sacramento LAC is presented in Appendix H. Since different committee structures may be employed, the responsibilities of committees and their members can vary from meeting to meeting. The following section lists many of the major activities. The scheduling of the activities should be

established early in the meeting planning process. There are a large number of almost trivial issues that can contribute to the success or failure of the Annual Meeting. These items are also listed in Appendix H.

To assist future Annual Meeting organizers, the District Board requires that the LAC prepare a report outlining the planning and presentation of their annual meeting. The report should cover all the major aspects of the meeting, including successes and failures, financial accounting, and if appropriate, suggestions for future meetings. A list of suggestions from past meetings is included in Appendix I.

The Board expects the General Chairperson (or designee) to attend the two Board meetings (normally July and January) immediately prior to the Annual Meeting to discuss meeting arrangements, including the budget. Additionally, he/she is expected to also attend the Mid-year Board Meeting immediately following the Annual Meeting to present a summary. Costs for these trips may be charged to the LAC budget. The General Chairperson shall attend the prior Western District Annual Board Meeting and arrange a meeting with that year's LAC.

FINANCAL CHAIR

The financial chair is responsible for developing a budget and maintaining all of the financial records associated with the Annual Meeting. The Finance Committee Chairperson experiences the problem that he/she has reasonably complete control over expenditures, but relatively little control over income. Close coordination between the Finance and Registration Committee Chairpersons is necessary to help resolve this dilemma. Maintenance of a good record of registration and income experience in the two months prior to a meeting, along with the accompanying expenses, will be of considerable value to subsequent LACs. At a minimum, it is desirable to distinguish among those who take advantage of Early Registration, those who register prior to the meeting, and those who register at the meeting. In contrast to when District meetings were initiated 40 years ago, current computer technology offers many opportunities for the LAC to maintain records that will be beneficial both in real time and in the future.

Annual Meeting Budget

The LAC's budget for the Annual Meeting requires some serious thought. In consultation with the District Board, the Chairperson develops his/her own budget, approximate number of attendees, and a projected break-even point. The budget must separate estimated income and expenses (by technical and non-technical areas) to ensure that both elements properly support their share of the meeting expenses.

In order to aid the LAC and to keep better records for the District and future LAC's, the District has established accounting codes for each of the elements that are associated with the Annual Meeting. Each LAC will have a unique set of numbered accounting codes that may be obtained from the Secretary-Treasurer.

The District Board has drafted a variety of policies and procedures regarding budgeting of the Annual Meeting. These policies are presented below in order to provide guidance when developing a budget. In addition, a realistic sample budget is provided in Appendix J.

It is the Policy of the Board to have the Annual Meetings be as economical as possible. Technical registration fees should cover the cost of publicity and registration, coffee breaks, room and A/V rental, CD of compendium of papers, and related technical and administrative costs, while event fees should cover their associated costs. The technical fees should not subsidize the social program, nor vice versa. The registration fee proposed by the LAC must be submitted to the District Board for review and approval.

The LAC may establish a one-day registration fee at approximately 50% of the full registration fee for those individuals who attend only one day of the meeting.

The finances of the meeting shall not subsidize an exhibition of commercial products and the costs of any exhibition shall be borne by fees charged to the exhibitors and vendors. Opportunities for exhibit and event sponsorship may be marketed to firms by the LAC. Revenue generated by the Exhibition can be used to support Annual Meeting functions after covering costs of the exhibit. (The finances for the exhibit must be separate from those of the Annual Meeting, and this activity should neither subsidize nor profit from the meeting.) The exhibit must be in a separate room from the technical sessions. It must be closed (during the meeting's lunch and dinner functions and) at (other) times established in cooperation with the LAC. The exhibit area may be adjacent to the meeting area and may be situated to facilitate viewing during breaks.

Consultants and vendors should be encouraged to participate in the Annual Meeting in a manner that will be mutually beneficial to these organizations and to the attendees. If the LAC plans to incorporate a formal exhibit of commercial products, an LAC member shall be designated (special committee, chaired by an International ITE Industry Council member, should be established) to coordinate this event. The LAC must comply with Policy 17-9 adopted by the International Board of Direction, which follows.

17-9 MEETING AND CONFERENCE RELATED REVENUE

International affairs shall be designed to a scale that meets their particular needs. The fees for these affairs should be set high enough to cover all costs.

Opportunities for exhibits, advertising, and sponsorship may be marketed to firms, organizations, and individuals by the Institute.

Districts, Sections, and Chapters should adopt guidelines and procedures consistent with this Procedure.

Revised November 3, 2001

The consultants and vendors using the exhibit area shall be responsible for all costs associated with the exhibit space, including all insurance and security costs.

All costs associated with The Semi-Annual Meeting of the ITE Western District Board on Sunday afternoon, the Get-Acquainted Reception for attendees and accompanying persons on Sunday evening, and A Section Leader's Breakfast on Tuesday, will be covered by the LAC through the (technical) registration fee for the meeting. The cost to attend all of these functions is free.

To encourage attendance at the Annual Business Meeting, the meal cost may be reduced by 50%, with the remainder included in the (technical) registration fee. Members may attend the business portion of the meeting without being required to pay for the Luncheon.

The District President usually has a small reception, prior to the Annual Awards Banquet, to recognize those who have volunteered services to the District during the preceding year; the LAC will incorporate the cost in the meeting budget.

Using complimentary rooms normally provided by hotels, the LAC will provide free guest rooms for the District President, Vice-President, and Secretary-Treasurer; a suite is traditionally provided for the District President. Also the LAC has to provide a free room for ITE student paper winner (Sunday-Tuesday, up to three nights). For joint meetings with International ITE, rooms for District Officers and the student paper winner should be provided as if it was a District Meeting.

The District waives a variety of registrations (i.e., students, etc); these individuals need to be listed so as to properly account for the cost of their attendance (i.e., meal expenses, etc.).

The (technical meeting) registration fee for Retired Life members of the Institute and will be waived; however, these members are expected to pay for any meals or events they attend.

The Western District President shall waive the registration fees for the ITE International President, Executive Director, and candidates for International Vice-President that attend the Western District's Annual Meeting.

The Western District Annual Meeting registration fees are waived for the Western District Student Faculty Advisors that are members of ITE. (Adopted February 1, 2002).

Based on past "student oriented" programs, students are provided free registration, including the costs of meals.

Full registration for past Lifetime Achievement recipients must be provided, including the cost of meals. If it is a joint annual meeting with International, the District will reimburse the recipient the cost for the District portion of registration costs. A current list of past Lifetime Achievement recipients is available on the District's web site.

The Annual meeting registration fees for the LAC Chair and Vice Chair or Co-Chairs (up to 2 registrations) shall be waived for the meeting that they are chairing (August 23, 2003).

The budget must be submitted to the Board eighteen months before the meeting (at the mid-year meeting). The budget that is submitted to the Western District Board must include the appropriate accounting codes. Appropriate accounting codes can be obtained from the Secretary-Treasurer.

The Board does not expect the Annual Meeting to generate a surplus. However, any surplus that does occur reverts to the District, while any deficits will become the responsibility of the District

On rare occasion, it is possible for a particular budgeted item to exceed the budgeted amount or for a LAC to encounter an item that was not previously budgeted. Items that exceed the budget by \$1,000 should be brought to the attention of the District Board immediately. It may be possible to adjust the budget or offset the cost (i.e., if AV equipment is exceeding the budget it may be possible to have laptops donated or to contract with an outside source). In order to minimize any such discrepancies, all costs should be researched prior to submitting a budget to the District Board for approval.

Typically, the Board will provide an advance, up to \$6,000, to cover pre-meeting expenses. This advance will be available up to 24 months before the meeting. Total advances exceeding \$6,000 will require additional justification.

Annual Meeting Checking Accounts and Accounting Procedures

For purposes of opening a checking account, the District has a Federal Tax ID number, which can be obtained from the Secretary-Treasurer. Alternatively, each section also has a Federal Tax ID number that can be obtained from the District's Secretary-Treasurer or ITE Headquarters. The District's Secretary-Treasurer can help you set up a checking account, or under some circumstances may have already done so on behalf of the LAC. It is preferable to have the LAC financial accounts at the same financial institution as the District's accounts as advances can be easily transferred into the LAC account and the final balance/or debt after the meeting can be accommodated via an online transaction. On a rare occasion, it may not be possible to have an account at the same institution as the District due to location.

We recommended that every Annual Meeting checking account opened have an end of month cut-off date. We also recommended you order the kind of business checks that are on a three-ring binder, so that there is more room on the check stub to write in a better description of the purpose for the check. Do not let your financial institution keep your checks. Have them sent back to you with your statement. It is time consuming and costly to get a copy at a later date.

It is highly recommended that all accounting be accomplished with Quicken software. Using Quicken will help you to better manage the LAC records. In addition, it will be a great benefit when submitting reports to the Secretary-Treasurer and the District Accountant.

Deposits should also be broken down by categories such as registration fees, early and late, Family Night, Child and Adult, Get-Acquainted Party, and so on (with appropriate accounting codes listed that match the budget). These breakdowns should either be on the check stub and in Quicken or on a separate sheet of paper showing all deposits and the breakdowns for each.

When a check is written out, include on the check stub a complete description and account code(s). If the disbursement amount needs to be broken down to several account codes, it is very important to show the breakdown amount and description. For example: Check #105 to The Inn Hotel for \$1,000.00 for Annual Meeting expenses; needs to be broken down as \$500.00 for the kickoff luncheon deposit (with the appropriate account code listed) and \$500.00 for the Get-Acquainted Social (with the appropriate account code listed). All account codes will correspond to an item in the budget.

Invoices that are paid should be marked the date paid, check number, and total amount paid on the invoice. It is the Annual Meeting Chairperson's or designated Financial Chairperson's responsibility to keep all paid invoices, bank and other records in an orderly manner and in his/her possession until transferred to the Secretary-Treasurer. Final records can be transferred at the conclusion of the meeting when the account is closed.

When monies are paid to an individual or a sole proprietor (a company which is not a corporation), for entertainment or other personal services, the person is to be issued Form 1099-Misc. This Form is for non-employee compensation and is required by the IRS if the total amount paid to the person equals or exceeds \$600.00 within one calendar year. Should this circumstance occur, it would be necessary to have the recipients' name, address and social security number. It is imperative to get this information from the recipient prior to issuing payment, as it will be much easier to obtain this information prior to dispersing payment. Please provide this information to the accountants as soon as possible. The accountants will prepare and mail this form to the recipient.

Every three months, (Jan-March, April- June, July-Sept, Oct-Dec) a copy of all financial records need to be transmitted to the Secretary-Treasurer and the District's Accountant. These include a copy all income and invoices that have been paid, bank statements, deposit slips, and a copy of the check register. It would be helpful if the Annual Meeting Chairperson or designated financial chairperson would organize a summary sheet showing all transactions in and out of the account. This accounting can be easily accomplished by utilizing Quicken by printing a detailed accounting report with the appropriate dates. When sending reports to the Secretary-Treasurer and the District Accountant, please be sure to keep the originals, as items do get lost in the mail.

November 15 of each year is the goal date to send needed information to the accountant's office for preparation of the tax return. The Secretary-Treasurer can provide contact information for the District's Accountant. Therefore, it is especially critical that the July-September report must be submitted in a timely manner. As for other three-month reports, it will need to include copies of bank statements, copies of check stubs and/or check register/transaction register, and any summary spreadsheet(s) that might have been developed. If you cannot give the needed information to the accountant by the goal date, a fax copy should be sent. Original copies should also be sent for security purposes, and for any information that is unreadable. As previously mentioned, copies of all financial data submitted to accountant should also be sent to the District Secretary/Treasurer.

In summary, it is important that the financial report and closure of books for the Annual Meeting be completed as soon as practical following the meeting. A delay affects the filing of the District's tax return, which is obviously not desirable.

REGISTRATION CHAIR

The LAC has to make commitments to the hotel, transportation providers, and other vendors. In general, these suppliers require a guarantee, usually three days in advance. While this shouldn't seem difficult for a professional society whose members predict conditions 20 years in the future, problems do arise because some individuals change their plans at the last minute. The LAC must **establish and publicize an event ticket refund policy** that is fair to the participants but which is also consistent with the times when guarantees must be made. A full refund for meal events up to 24 hours before the event is normally a reasonable policy, but the refund policy will need to take into account meal guarantee deadlines with the hotel.

The registration package for the meeting should be mailed to the entire District membership around the middle of April. The registration package shall also be placed on the Western District website. **First class postage is to be used for this mailing.** This timing will help those individuals who must go through a travel approval process at their agency, while still permitting them to qualify for a discounted early registration fee. **The package must contain a description of the technical program**, which will be used to justify the trip to their supervisor. A separate sheet should describe the social events. The registration form itself should be carefully constructed to obtain all the essential information (including a space for students to register). Since potential registrants may misunderstand elements on the registration form, **an in-house trial run with a draft copy of the form is strongly recommended.**

It is desirable to encourage early registration. Typical practice in recent years has been to offer a 20% discount in the registration fee for those who pre-register more than 30 days prior to the meeting. Experience suggests that over 60% of the registrants will take advantage of this discount. From the standpoint of meeting logistics, however, the number of technical registrants is less critical than the function registrations. Some meetings have had success in offering a discount for early registration for part or all of the social events.

All registrations should be confirmed promptly in writing. The confirmation package should include a "Paid" copy of the registration form, a listing of times for Sunday's events, and a map showing the hotel's location. It should also identify an LAC member to contact for further information. To avoid lost event tickets and to accommodate the inevitable last minute changes, these tickets should not be sent to registrants. Colored name badges have been utilized in lieu of event tickets.

When attendees arrive at the registration desk, they will be given a package with the technical and social programs, their event tickets, and the Compendium. The package may also contain maps, additional literature from the Convention and Visitors Bureau, or other materials. A sample list of registration desk items used by the Albuquerque LAC is shown in Appendix K.

The registration desk for the meeting should be open on Sunday from about 11 am to 6 pm, (and) on Monday, (and) Tuesday and Wednesday morning for appropriate hours to handle late registrants and to sell or refund event tickets. Earlier registration periods on Saturday or earlier on Sunday can be provided at the option of the LAC. The personnel at the registration desk should also be prepared to answer a broad variety of questions from meeting participants.

The printing of the pocket-sized program should be delayed as long as possible to accommodate the inevitable last minute changes; extra copies for accompanying persons should be printed.

TECHNICAL CHAIR

The initial Call for Abstracts should be made at the previous Annual Meeting. To permit timely development of the technical program, to facilitate publicity, and to allow the selected authors to prepare their presentations, the deadline for Abstracts should be about five months prior to the meeting.

It is desirable to include something in each of the five *WesternITE* issues preceding the meeting. The May-June issue should contain a listing of the technical program. The logo should be provided to *WesternITE* soon after the prior year's meeting. Earlier issues should include a Call for Abstracts (Nov-Dec) and other reminders about the meeting. The Jan-Feb *WesternITE* will reserve space for a technical article about some unique transportation facility near the meeting site, but it's up to the LAC to prepare and submit the article. In any case, it is important to work with the *WesternITE* Editor and to adhere to publication deadlines.

When Headquarters is properly advised, the *ITE* Journal and web site will normally include a listing of the Western District Annual Meeting for up to six months prior to the meeting.

In January, the technical committee should evaluate the submitted abstracts and formalize the technical program. Letters or emails should be written to the selected authors, and polite rejection letters should be sent to the others. Authors of accepted abstracts should be informed of the paper formats (length ≤ 8 pages, single spaced, etc.) and deadlines for the Compendium. Deadlines must be established to allow authors the maximum leeway, while simultaneously accommodating publication deadlines. . In addition authors must fill out a Copyright release (See Appendix L). To eliminate postage costs the compendium CD should be distributed at the meeting.

The LAC will publish a Compendium of Papers presented at the Annual Meeting. The Compendium of Papers can be provided in a CD. All papers submitted in compliance with the requirements (including the Copyright release) and due dates for inclusion in the Compendium, and which are presented at the Annual Meeting, will be considered for the District's "Best Paper" Award. The paper review process will be a coordinated effort of the LAC's Technical Committee Chairperson and the Chairperson of the District's Technical Committee, with the latter assuming the responsibility for selecting the "Best

Paper" award winner. Additional Compendiums shall be printed (one for each of the District's Student Chapters). The District's Career Guidance Chair will be responsible for distribution of the Compendiums.

In 1991, the District Board instituted an award for the "Best Paper" presented at the Annual Meeting and published in the Compendium. Since it is not feasible for an individual to read every paper, the District's Technical Committee Chairperson will assign the papers to reviewers who will each read 6-10 papers. The LAC Technical Chairperson is responsible for assisting with this process by establishing paper submission deadlines that will allow time for these reviews and by distributing the papers to the reviewers. More refined guidelines will evolve as the District gains experience with the "Best Paper" Award process.

Normally, over 75 technical presentations are made at the Annual Meeting. To the extent possible, papers should be grouped together to form individual sessions with a common theme. The potpourri "What's New in the West" session on Wednesday morning can be used to incorporate topics that don't fit elsewhere. With the exception of the opening session on Monday and Wednesday mornings, there are usually three concurrent sessions during the other time slots. For hotels with smaller meeting rooms, consideration should be given to holding four concurrent sessions. Four concurrent tracks were held successfully for the first time in 2004.

The Student Paper Award winner shall be included on the program. For joint meetings with International ITE, arrangements may have to be made with ITE Headquarters.

Authors must be informed of the time limits (typically 20 minutes) for their presentations. They should be asked to specify their visual aid requirements and to supply an introductory biography. Since some speakers have been known to show poor visual aids (*I know you can't see this, but ...*), it would be prudent to enclose a synopsis of the Transportation Research Board requirements for acceptable quality visual aids or obtain visual aid guidelines from ITE Headquarters.

The most commonly used visual aid equipment is a Power Point LCD Projector. In the interest of economy, it may be possible to borrow these projectors from consultants, universities, or others. Many LAC's have borrowed both laptops and projectors, which have dramatically reduced the cost of AV equipment. Considering typical audience size at the technical sessions, overhead projectors usually don't work very well, and their use should be discouraged. In the past LACs have made a single copy of each of the PowerPoint technical presentations (by session) to be loaded on the single computer in advance of the presentations. This tactic has immensely improved the flow of the technical sessions as it eliminates the need to change computers during session presentations.

It is never too early to plan for speakers who, due to illness, death, or other factors, are not able to make their presentation at the meeting. The LAC should identify a substitute speaker for each session that can step in at the last minute and make an interesting presentation on the session's theme. Previous experience suggests that 5-10% of the scheduled speakers will be no-shows.

Technical session moderators should be identified once the sessions are formalized. District and Section officers provide one pool of potential moderators. Since LAC members and the Western District President will usually be quite busy during the meeting, they should probably not be used as moderators. District Past Presidents form another group of possible people to consider for moderators. Should any of the current Western District candidates be utilized as moderators, both candidates should be offered similar considerations (if candidates are utilized they should be given sessions prior to the Annual Business meeting where the election results are announced).

It has been the practice to provide a token gift for the technical speakers and session moderators. A gift in the range of \$10-15 should be selected and obtained prior to the meeting. Cost of the gifts should be covered by the registration. It is also permissible to provide a token ITE gift for

non-ITE keynote speakers.

One member of the LAC should be assigned to each technical session to supervise arrangements and to assist speakers and the moderator. This individual should be in charge of the visual aid equipment and room lighting. A poster placed outside the meeting room should identify the session number and the speakers. A lecture seating arrangement usually works best for most sessions, although classroom seating with tables is preferred for seminar sessions.

The opening technical session should include prominent speakers who can address national issues. FHWA and other highway and transportation support agencies (e.g., ARTBA, TRB, etc.) are often willing to send a speaker to our meetings. The International ITE President normally speaks at the Kick-Off Luncheon, the Annual Business Meeting, and Tuesday's Section Leaders Breakfast, so he/she is usually not a good choice for any technical session.

TECHNICAL TOUR CHAIR

It is the policy of the Board to encourage, but not require, a field trip. An additional charge can be made for any optional technical tours or field trips.

Wednesday or Sunday afternoons provide the best opportunity for a technical tour, though many LAC's offer technical tours throughout the course of the conference. Technical tours should involve some transportation feature that is relatively unique to the area. If a technical tour is provided, its additional cost shall be noted on the registration. Accompanying persons are normally welcome on these tours. Since participation in technical tours is difficult to predict, a sign-up sheet should be provided in the registration area. If space is available on technical tours, past LAC's have recommended filling the available slots with students at no cost. It is also very beneficial to have a member of the LAC attend each of the tours.

Technical and family functions need to be carefully coordinated (refer to family activities section).

ACCOMPANYING PERSON AND YOUTH ACTIVITIES CHAIR

Technical and family functions need to be carefully coordinated. The accompanying person events should be scheduled to begin no earlier than the technical sessions and preferably to end earlier. Youth events and childcare (if provided) should begin shortly before the accompanying person events and end after them so children are not left unsupervised. The provision of a youth function during the Annual Banquet on Tuesday evening has been favorably received at recent meetings.

Accompanying person and youth events need to be carefully planned. To the extent possible, the time spent in transportation should be kept to a minimum. The hotel should be asked to identify a common point for the pickup and discharge of all participants on these trips. The LAC may want to consider the use of a tour company to arrange for these events, although this will normally add to their cost.

Accompanying person and youth programs should be selected to provide an entertaining experience for the participants; they should not be endurance events. A half-day on Monday and a full day event on Tuesday (or vice versa) are generally appropriate. One recent meeting found that a free, 90 minute lecture-demonstration at the hotel attracted a good audience on Wednesday morning. Accompanying person events should take advantage of unique local attractions. Youth events are perhaps the most difficult to schedule because of unpredictable youth attendance, various age levels and interests, and the fact that many of the youngsters will find their own entertainment (e.g., the swimming pool, video game parlors, or riding the elevators). Previous meeting organizers can provide good guidance based on their experience with these issues.

EXHIBIT/VENDOR (INDUSTRY) COORDINATOR

There is a general consensus that the participation of consultants and vendors at the Annual Meetings can help promote information exchange. However, problems have been encountered when "demands" were placed on these organizations. Any participation of these organizations must be accomplished on a cooperative and voluntary basis. The policies of the District Board require that a committee chaired by a LAC (International ITE Industry Council) member assume responsibility for any formal exhibit area, and that the financial aspects be independent of those for the remainder of the meeting.

Many hotels may also have labor contracts with Unions. Such contracts may prohibit loading/unloading except by union members. Coordination with the hotel to avoid last minute surprises and additional costs is required.

In the past, some LACs have chosen to incorporate People's Choice and Best New Product and Service awards into the Western District Annual Meeting. If these awards are to be part of the Annual Meeting, selection forms need to be prepared and made available to those desiring to vote.

A sample process flow chart prepared by a previous LAC is shown in Appendix M.

Hospitality suites provided by consultants and vendors may not be conducted during those times when formal meeting events are scheduled.

GENERAL - ADDITIONAL ISSUES

The planning and presentation of the Annual Meeting involves a substantial amount of printing, from event tickets to the Compendium or CD-ROM. If one of the committee members has access to suitable duplication facilities, it may be more economical to rely, at least in part, on these facilities rather than commercial printers. It is also beneficial to have a printer and copier at the registration desk, though most hotels offer these services in their business center for a fee.

The LAC will provide a photographer who will be responsible for documenting the meeting's technical and social events. Copies of the photographs must be provided in a timely manner to the Editor of WesternITE.

The District and the previous Local Arrangements Committees can rightly be proud of the social functions that have accompanied the Annual Meeting. These functions are one of the features that separate our meetings from those in other Districts. Nevertheless, the primary purpose of the meeting is to enhance the technical competence of the attendees; therefore, an overemphasis on the social aspects of the meeting is strongly discouraged.

SOME FINAL THOUGHTS

Sections and their members who have a sense of adventure as well as the time and dedication to devote to such a project are encouraged to consider hosting an Annual Meeting. Previous General Chairpersons concur in recommending the endeavor to other District members, and not only so they won't have to do it again themselves. They are all richer for the experience, and now have their own stories to share at various professional and social gatherings.

It requires a real commitment to host an Annual Meeting, but at the same time it can be a very rewarding experience. Attendees will remember and acknowledge a good effort, while they may eventually forget a poor job. The primary differences between the two are the level of planning and organization, the attention to detail, and perhaps most important, the willingness of individuals to make a sincere and conscientious effort. All of these traits are expected of

professionals, especially those in the transportation engineering fields, who work in service to the public.

EPILOGUE

It is not possible in this Manual to describe “*everything one needs to know*” about hosting an Annual Meeting. The committee and individuals that prepared this report consists all have previous Annual Meeting experience; all were willing to share their experiences, including many that are not documented in this report, with future LACs. In addition, the previous Annual Meeting reports describe the unique features associated with the meetings. By reading them, you'll learn about the Senior Citizens Kitchen Band that provided entertainment in Eugene, about the youth soccer clinic in Albuquerque, about the extensive planning for the Vancouver meeting, about the difficulties Colorado Springs encountered in publishing a compendium, and a host of other successes, failures, and trivia. A common theme of all these reports is that it's often the small things that give the LAC the biggest headaches. At the risk of being redundant, these reports should be on the LAC's reading list.

APPENDIX A - PREVIOUS ANNUAL MEETINGS IN THE ITE WESTERN DISTRICT

Year	Location	Chair/Co-Chair	Comments
1948	San Francisco		
1949	Portland		
1950	Los Angeles		
1951	Los Angeles		National Meeting
1952	Berkeley		
1953	Seattle		
1954	Corvallis		
1955	San Diego		
1956	San Francisco		National Meeting
1957	Denver		
1958	Sacramento		
1959	Seattle		
1960	San Francisco		
1961	Phoenix		
1962	Denver		National Meeting
1963	Anaheim	Gran Parmalee	
1964	Portland	Howard Huget	
1965	San Diego	Marty Bouman	
1966	Sacramento	Jim Ray	
1967	Seattle	Don Strombom	
1968	Phoenix	Norm Barnett	
1969	Los Angeles	Al Hutchison	National Meeting
1970	San Francisco	Barney Johnson	
1971	Salt Lake City	Jim Naegle	
1972	Portland	Carl Buttke	
1973	Las Vegas	Al Bossi	Southern California Section
1974	Fresno	Jim Whitmer	
1975	Seattle	Paul Hooper	International Meeting
1976	San Diego	Marty Bouman	
1977	Santa Clara	Tom Shreve	
1978	Denver	George Allen	
1979	Honolulu	Roy Parker	Southern California Section
1980	Sacramento	Jim Ray	
1981	Scottsdale	Louis Lagomarsimo	
1982	Salt Lake City	Jerry Blair	
1983	Eugene *	Jim Hanks	
1984	San Francisco	Ann Hansen	International Meeting
1985	Albuquerque *	Jerry Hall	
1986	Vancouver BC *	Mike Mariano	Washington Section, Districts 6 & 7
1987	Reno	Ralph Phillips	Northern California Section
1988	Colorado Springs *	Dan Cronin	
1989	San Diego	Ed Krulikowski	International Meeting
1990	Boise	Dan McComb	
1991	Anaheim	Ray Davis/Don Dey	
1992	Anchorage	Ralph Leyva	
1993	Las Vegas	Glenn Grayson	
1994	Portland	Alan Danaher	
1995	Denver	Barbara Schroeder	International Meeting
1996	Fresno	Jim Larsen	
1997	Salt Lake City*	Doug Hattery	
1998	San Jose*	Jim Helmer	
1999	Las Vegas*	Rich Romer	Joint International Meeting
2000	<u>San Diego</u>	<u>Bill Darnell</u>	
2001	<u>Albuquerque</u>	<u>Karen Aspelin</u>	
2002	<u>Palm Desert</u>	<u>Deepak Ubhayakar</u>	
2003	<u>Seattle</u>	<u>Jeff Webber</u>	<u>Joint International Meeting</u>
2004	<u>Sacramento</u>	<u>Bob Grandy, Steve Brown</u>	
2005	<u>Kalispell</u>	<u>Michael Sanderson</u>	
2006	<u>Honolulu</u>	<u>Cathy Leong</u>	
2007	<u>Portland</u>	<u>Peter Koonce</u>	

2008	Anaheim	Zaki Mustafa	Joint International Meeting
2009	Denver	Nate Larson	
2010	San Francisco	Mark Spencer	
2011	Anchorage	Anne Brookes/Joann Mitchell	
2012	Santa Barbara	Tom Mericle	
2013	Phoenix	Kim Carroll	
* Detailed LAC Annual Meeting Report - copies available from the District Administrator			

APPENDIX B- INTERNATIONAL ITE MEETINGS IN THE DISTRICT

At approximately four to five year intervals, the Western District has the opportunity to host a joint International/Western District ITE meeting. In these joint ITE meetings, ITE Headquarters performs many of the tasks undertaken by the LAC for the Western District's normal Annual Meetings. As a result, the policies and guidance offered in the document do not necessarily apply at the International Meetings. Nevertheless, since the District must conduct certain functions in conjunction with these meetings, it is appropriate to have some guidance for these events. The District Board approved recommendations, developed by the 1989 San Diego LAC and based on their experience, in February 1990. In addition recommendations follow from the 1999 Las Vegas LAC and the 2003 Seattle LAC:

1. The Local Arrangements Committee, as approved by International ITE, should include a Western District Coordinator (typically the LAC Chair that is appointed by International and/or the Western District liaison who is typically a Board member), who will serve as the primary day-to-day contact between the Board and the LAC.
2. A meeting between the LAC and the ITE Executive Director must be arranged approximately 20 to 24 months from the joint annual meeting date to:
 - A. Determine roles and responsibilities of the local arrangements committee and ITE staff. ITE International Policy on Joint Meetings should be reviewed for guidance.
 - B. The integration scheduling of Western District events, including the District Board Meeting, Traffic Bowl, Annual Business Meeting, Western States Luncheon, and the Leadership Breakfast, with the International Annual Meeting.
 - C. Negotiation of various items between International and the Western District such as:
 - International will provide function space at no cost as provided by the hosting hotel for those events.
 - International will schedule these events in cooperation with the Western District representative to include time, function room, and room set up and these will appear in the published marketing materials subject to this information being provided on schedule.
 - International will include on the registration form the Western District event requiring registration and will collect, account, and disburse as agreed to these funds; and will provide information as to the numbers that have registered for these events. Make sure that the International meeting registration form includes optional Western District activities (Traffic Bowl, Western States Luncheon, Western District Annual Business Meeting) and costs so International members can attend if they pay for the Western District event. In the past, one cost to attend both the International Meeting and the Western District meeting have been provided. In addition, a **separate line to track Western District faculty, lifetime achievement winners, etc who receive "free" registration** to the District portion of the meeting is needed in order to have an accurate number of delegates for meal guarantees.
 - The Western District will be responsible for the budgeting, costs, menu selection and

- guaranteeing the Western District events.
- International to provide the Western District with part of the revenue from exhibit booths to compensate the District for not holding a separate annual meeting. This price needs to be negotiated early.
 - ITE will provide the Western District five complementary room nights for the LAC Chair, the cost of which is to be borne by International.
 - All other sleeping rooms costs associated with the Western District meeting, including those traditionally supplied by the Western District for their officers and the student paper winner will be the responsibility of the Western District. International may offer nights on the concierge level to District officers. If so, International staff will aid in booking these nights (though restrictions on the number of nights and split of when these nights can be booked exist). Even if International books the room nights, the District is financially responsible for the cost.
 - Provision for International Compendium CD to be provided to those who register only for the Western District.
 - Provision for International Compendium CD to be provided free of charge to each of the current Western District Student Chapters, which will be disbursed, to a representative of the Western District for disbursement to the student chapters.
 - The establishment of the Western District accounting within the International Annual Meeting's accounting system, including types of registration and Western District event attendance.
 - Hotel facilities, arrangements, negotiations to include Western District needs.
 - Functional space requirements.
 - Sleeping room blocks.
 - International meeting delivery.
 - Western District meeting delivery.
 - Coordination.
 - Integration of the Western District accounting with International Budgeting.
 - Booths at the prior International and Western District meetings. Must provide layout to International.
 - Technical tours.
 - Ground operator/destination management selection for International.
 - Accompanying person program/tours.
 - Registration, especially the Western District registration form design that must be on one page, and accompanying explanation. A separate form with instructions on the form or on the adjacent page is required. It is very important to make it clear that registration to the Western District was in addition to International Annual Meeting registration or to have one price to attend both. Present the registration form to the Board about 18 months from meeting for review.
 - Ideas for "Theme Party" and "Get Acquainted Social".
 - "Welcome" speakers.
 - Local showcase.
 - Technical articles of area's transportation activities to ITE Journal prior to the meeting.
 - Marketing at regional level.
 - Volunteer staffing and scheduling.
 - Awards (determine which luncheon that awards can be issued)
 - Traffic Bowl as Monday night event or integrate into schedule (make sure that this event does not overlap with the technical sessions).
 - Exhibit area.
 - Acquisition of photographs in the public domain for use in the "ITE Journal" and in promotional materials.
 - Development of a Western District Annual Meeting website dedicated to the meeting with links from the International and Western District websites.
 - Develop a free exhibit pass for local maintenance personnel.

- Review International Program brochure.
- Coordinate review of technical papers for the Western District with International, so topics and presenters can be included in the International Program.
- Develop a “Welcome to the Western District” part of program on Wednesday.
- Develop a “local” tour.

This is one of the most important items to start on early.

3. In addition to the semi-annual meeting of the ITE Western District Board on Sunday afternoon, the Coordinator should arrange facilities and services for the following functions. These activities will be scheduled on the day after the Annual Meeting to eliminate conflicts with International ITE events:
 - A. An Elected (Section Leaders) Leadership Breakfast
 - B. "What's New in the West" technical session (about 90 minutes)
 - C. Mid-morning coffee break
 - D. The Annual Western District Business Meeting
 - E. The Western States Luncheon
 - F. Western District or International Traffic Bowl
 - G. Western District/International President’s Reception

} Can be combined
4. The International Compendium of Papers/CD ROM should include the technical papers presented at the "What's New in the West" session.
5. A budget and other accounting procedures will be required in a manner similar to a Western District Annual Meeting. Due to the different type of meeting, the items to be included in the budget and the accounting system would be reduced. Accounting for the Western District part of the meeting can be included with the accounting system of the International Annual Meeting. The Western District Board must still approve the Western District portion of the meeting, including registration fees.
6. An opportunity must be provided at the Annual Business Meeting and/or at the Western States Luncheon to recognize award winners and to recognize the service of individuals to the Western District. It is recommended that the awards be given out at the Western States Luncheon due to the amount of time required to recognize the award recipients and the lack of the ability to recognize such individuals at the Awards Banquet due to the joint meeting structure.
7. If possible, the Coordinator should attend the three District Board meetings (normally July and January) immediately prior to the International Meeting to keep the Board advised of meeting arrangements. If this is not feasible, a written report must be submitted to the District President prior to the Board meetings. Copies of any written progress reports should be given to both the International Executive Director and the Western District President.
8. Complimentary guestrooms, which are typically provided to District officers at normal Annual Meetings, are not provided at the International Meetings.
9. The registration fee reductions discussed in Appendix C – Policies do not apply at these Meetings; however, the Western District Board has instituted a policy of paying for the technical and event registration of those student members from the District who attend these International Meetings.

All other regulations and guidelines promulgated by International ITE will apply to the conduct of these Meetings. The LAC's Coordinator must keep both the Board and ITE Headquarters advised of the special needs and concerns.

The most sage advice is to coordinate with International early and to get commitments in

writing.

In order to facilitate negotiations with International staff, the District has invested an immense amount of time and resources to outline meeting aspects that would be beneficial for a successful joint meeting. The letter below, sent by the District to International, outlines many of these items.

The Western District Board met in a work session January 29, 2004 to discuss the past joint meeting in Seattle and ways to build from the success of the prior two joint meetings in Las Vegas and Seattle. It is our objective to work with International to provide joint annual meetings that enrich District members through the exposure to the breadth of International meeting technical programs, help promote the transportation engineering profession in the west by having a critical mass of professionals at the meeting site, retain key unique elements of Western District Annual Meetings, provide for a positive experience for our Western District leaders/volunteers that participate in the local arrangements committee and break even financially (not creating a potential financial burden to those Western District members who may not attend). Because of the high historic attendance and excellent financial performance of the joint Western District/International Annual Meetings, the Western District Board believes these objectives can be met in the future.

To assure that the objectives noted above are met, the Western District Board has outlined the key elements of Western District/International joint meetings that we would retain in the joint meeting format and the methods to address the financial needs. While we have dropped numerous elements of our typical Annual Meeting to fit within the International program, the following elements are considered to be the core elements of the Western District program.

Technical

Retain the overall technical session format from Seattle in future Joint meetings including the following elements:

- *One call for papers initiated by International with Western District LAC involvement in paper selection*
- *Seamless Western District technical session sponsorship throughout the meeting with a Western District “What’s New in the West” session. The session should continue to include Western District member’s papers (with the ability to spread out these technical sessions throughout the three day meeting if so desired – six sessions were developed in Seattle which worked well).*
- *Western District President’s Welcome statement at Opening Session*
- *International handled all costs associated with the technical sessions, including Western District sponsored technical sessions.*

Major Meal Functions

Use Western District registration fees to offset the cost of the following three Western District meals. Registration for the Western District meeting will include tickets for each of the three meal functions. Only non-Western District members will be allowed to purchase single meals for these events.

- *Monday Business Luncheon*
- *Tuesday Western States Luncheon*
- *Tuesday Traffic Bowl*
-

International will provide rooms for each of these events at no cost to the Western

District, which includes a podium, microphone, and a screen, if needed. The Western District shall be responsible for providing International with the room layout and work with International to set initial guarantees. The Western District shall be responsible for meal selection and for providing final meal guarantees to International/hotel. Final meal guarantees will be provided 24 hours in advance.

Other Key Meeting Activities/Elements

These Western District activities/elements will be funded by the Western District share of exhibitor fees and booth fees and/or other meeting subsidy/revenue sources, except where specifically noted. Room space will be provided as noted below, at no cost to the Western District. For each of these meeting elements, the Western District President shall be the person responsible for providing/coordinating with International on head counts, meal selection, and room needs. While the most recent (2003) share of exhibitor fees allocated to the Western District was \$45, the Western District would rather the following activities/events be funded with residual fees/subsidies and not negotiate a fixed share of the exhibitor fee.

Sunday James H. Kell Student Competition for Western District Students: *International will provide space to conduct the student competition, presently held between 1 PM and 6 PM. The Western District will supply the room specifications to International and pay for the cost of the announced awards.*

Sunday Western District Board Meeting: *International will provide space for a meeting from 8 AM to 5 PM. The Western District will provide the room specifications and layout to International and will be responsible for the cost of any AV equipment that is needed. A buffet luncheon is served at this meeting with coffee and refreshments. This will commonly include 25 to 40 people. The final number of attendees to be provided to International/hotel one week in advance by the Western District President.*

Tuesday District Leadership Breakfast: *International will provide space for a meeting from approximately 7 AM to 10 AM. This meeting (which includes a buffet breakfast) will include leadership from the Western District and is commonly attended by 40 to 80 people. The final number of attendees will be provided to International one week in advance by the Western District President.*

Hotel Room Nights: *It is policy of the Western District to provide free rooms nights for the District President, Vice President, Secretary Treasurer and Student Paper Award winner at the Western District Annual Meetings out of the block of free rooms given by the hotel at our annual meeting location (we are commonly offered one free room per 50 rooms sold). Up to four room nights for each of the three officers and three room nights for the Student Paper Award winner (totaling 15 room nights) are required (at Western District meetings we provide 18 room nights for this). Given that we would expect that at least 200 - 250 Western District members from outside the venue would be attracted to the meeting that would more than produce the adequate room nights to create compensation coverage for this, the officer/student award rooms should be provided by International at no cost to the Western District.*

Other LAC Responsibilities to be funded by International:

- 1. LAC Attire:*** *Up to 30 logo shirts will be provided to LAC volunteers to recognize their efforts, help publicize the meeting and allow meeting attendees to rapidly identify LAC members.*
- 2. Publicity***
- 3. LAC Debrief Session after the conclusion of the meeting***

4. **General Chair Travel Expenses:** Chair travel to Western District Board meetings.
5. **Spouse Gifts:** Small gifts to spouses of Western District Executive Board.
6. **Name Tags for Western District delegates and spouses**
7. **Name tag ribbons for Western District officers**
8. **Room Nights.** International will continue to provide five (5) room nights to the LAC Chair at no cost the LAC Chair.
9. **One free registration for the Western District Student Paper Award winner**

General Items

- International will be responsible for registration for all attendees including costs of all credit card charges and accounting.
- International will publicize Western District events when International events are publicized and shall include all Western District events in the program. The Western District will be responsible for providing International with a description of each event, an approved budget for Western District items, which are to be placed in the registration materials, web site and on the registration form (the list included in the 2003 Annual Meeting materials is a good working example). A separate line for Western District students will be added to the registration form to aid the LAC in tracking these students and for providing meal counts.
- The Western District shall be responsible for projector units for their meeting elements. As part of the general room set up, International will cover the cost of a podium, microphone, and screen for those Western District events, which require one.
- International will provide the Western District space to promote the future Western District annual meetings
- International will provide a copy of the CD compendium for each Western District only registrant.
- International will provide one copy of the CD compendium for each of the Western District student chapters (currently 31) to the Career Guidance Chair of the Western District for distribution.
- Sponsorships received from Western District members and/or by the District, that would offset an already budgeted item, will be split between International and the District with a 1/3 to 2/3 allotment, respectively.

Co-hosted Western District Events

At a Joint meeting, the Western District will not have a separate Western District President's reception. Instead, a joint International/Western District President's reception will replace this event. The International President and Western District President will work together to identify an invitation list within the attendance limits set by International for this co-hosted event. International will pay the cost of the reception, printing invitations.

Western District Support. *The Western District will subsidize the following meeting elements, unless otherwise noted:*

International Director Travel and Accommodations: *The Western District will pay for Western District International Directors' travel and hotel rooms at the Joint Meeting. International will allow Western District International Directors to book their rooms within the ITE hotel block on the concierge level and seek discounted rate structure.*

Traffic Bowl Special Equipment. *The Western District will provide the special equipment to conduct the traffic bowl competition.*

Projection Units: *The Western District will arrange for projector units for its Board meeting, Leadership breakfast, student events, luncheons and Traffic Bowl should they be necessary (assuming that off-site equipment can be brought to the venue at no cost).*

Student Initiatives: *The Western District waives full registration for students at our meetings and awards \$1000 for its student competitions. For Joint Western District/International meetings, the Western District student paper winner receives free registration to the International portion of the joint meeting (as noted above). In the future, should the District decide to provide other Western District students free registration to the International portion of the meeting, Western District (or International) may provide those Western District students that register in advance (early) a \$50 voucher as an offset to the Joint meeting registration fee redeemable at the ITE Bookstore, for use at the Joint meeting. International would collect these vouchers, report the total amount received from Western District students to the Western District Secretary-Treasurer and potentially reduce the next Western District dues payment by an equal amount (should this program be pursued).*

To best serve the membership of ITE, it is our policy to have meeting expenses and income break even for Western District events. These guidelines are provided to International meeting planners and managers to allow them to work with the Western District Board and LAC to help achieve that desire with the minimum of unique negotiation for our joint meetings.

We would like to agree to a set of guidelines well in advance of the next Joint meeting to assure the maximum amount of LAC volunteer and leadership time is spent promoting the Joint meeting and making it a successful event for ITE membership.

APPENDIX C – ANNUAL MEETING POLICIES OF THE WESTERN DISTRICT BOARD

In order to encourage Annual Meetings of the highest possible quality, to comply with International ITE requirements, and to promote an appropriate level of Annual Meeting consistency, the Board has adopted the following policies. To accommodate the opportunity for innovation by a LAC, the Board may consider requests for deviations from these policies on a case-by-case basis. The LAC should describe such exceptions in the initial offer to host the meeting, or as early as possible in the planning process.

Meeting Dates

The Annual Meeting of the ITE Western District will be held in July, unless it is held in conjunction with International ITE's Annual Meeting or approved for a different month by the Western District Board. Consideration of a June meeting will be given for the hotter regions of the Western District or when hotel room costs warrant a June meeting.

Hotel Contract

The hotel contract should be submitted to the Western District President and the International ITE Executive Director for review prior to final acceptance.

Annual Meeting Structure

While LACs have considerable leeway in the scheduling of events at Annual Meetings, the Board expects that the following sessions will be scheduled:

- 1. The Semi-Annual Meeting of the ITE Western District Board on Sunday afternoon.*
- 2. A Get-Acquainted Reception for attendees/accompanying persons on Sunday evening.*
- 3. A Kick-Off Luncheon on Monday.*
- 4. A Traffic Bowl on Monday afternoon.*
- 5. A Family Oriented Event on Monday evening.*
- 6. A Section Leader's Breakfast on Tuesday.*
- 7. The Annual Business Meeting on Tuesday.*
- 8. An Annual Awards Banquet on Tuesday evening.*
- 9. The Western States Luncheon on Wednesday.*

Annual Business Meeting. *The District's Annual Business Meeting may be combined with a Tuesday Luncheon, subject to the following conditions:*

At least 2 hours are allotted for the Business Meeting and Luncheon.

Meal service can be conducted in an inconspicuous manner.

Time shall be provided for an ITE presentation, typically by the International President.

Traffic Bowl. *A Traffic Bowl has been a part of Annual Meetings since 1994. It is the policy of the Board to include this activity in all Annual Meetings. Student participation in the Traffic Bowl should be considered and is encouraged. Specific guidelines and sample questions can be obtained from the District Administrator.*

Annual Awards Banquet. *The Annual Awards Banquet must provide an opportunity for the District President to formally recognize the contributions of various Western District award winners.*

Previous meetings have successfully provided a variety of activities for youngsters, including child-care facilities for the very young during the banquet and immediately prior meal hours. These functions have been well received, contribute to the family atmosphere of the meeting, and allow technical attendees and their accompanying persons to take full advantage of the meeting activities. LACs are encouraged to provide these functions at a reasonable cost (or free of charge) or provide a reference list of reputable child care providers.

Western States Luncheon. *The Western States Luncheon must provide the opportunity to acknowledge the contributions of those who have provided service to the District during the preceding year. Also at this Luncheon, the senior International elected officer will formally install the District Officers for the coming year.*

James H. Kell Student Competition. *A “Student Request for Proposal Competition” or the James H. Kell Student Competition was established in 2002. It is scheduled on Sunday afternoon. ITE students are placed in a group with an ITE member mentor. About eight professional ITE members are needed to participate in the groups and another three to five professionals are needed to judge the competition. A group of students will be awarded \$1,000 for the best oral presentation. The Western District ITE Career Guidance Chair shall coordinate this competition. (Adopted February 1, 2002).*

Technical Tours. *It is the policy of the Board to encourage, but not require, a field trip. An additional charge can be made for any optional technical tours or field trips.*

General-Social Activities. *The District and the previous Local Arrangements Committees can rightly be proud of the social functions that have accompanied the Annual Meeting. These functions are one of the features that separate our meetings from those in other Districts. Nevertheless, the primary purpose of the meeting is to enhance the technical competence of the attendees; therefore, an overemphasis on the social aspects of the meeting is strongly discouraged.*

General Financial

It is the Policy of the Board to have the Annual Meetings be as economical as possible. Technical registration fees should cover the cost of publicity and registration, coffee breaks, room and A/V rental, CD of compendium of papers, and related technical and administrative costs, while event fees should cover their associated costs. The technical fees should not subsidize the social program, nor vice versa. The registration fee proposed by the LAC must be submitted to the District Board for review and approval.

The finances of the meeting shall not subsidize an exhibition of commercial products and the costs of any exhibition shall be borne by fees charged to the exhibitors and vendors. Opportunities for exhibit and event sponsorship may be marketed to firms by the LAC. Revenue generated by the Exhibition can be used to support Annual Meeting functions after covering costs of the exhibit. (The finances for the exhibit must be separate from those of the Annual Meeting, and this activity should neither subsidize nor profit from the meeting.) The exhibit must be in a separate room from the technical sessions. It must be closed (during the meeting's lunch and dinner functions and) at (other) times established in cooperation with the LAC. The exhibit area may be adjacent to the meeting area and may be situated to facilitate viewing during breaks.

All costs associated with The Semi-Annual Meeting of the ITE Western District Board on Sunday afternoon, the Get-Acquainted Reception for attendees and accompanying persons on Sunday evening, and A Section Leader's Breakfast on Tuesday, will be covered by the LAC through the (technical) registration fee for the meeting. The cost to attend all of these functions is free.

The District President usually has a small reception, prior to the Annual Awards Banquet, to recognize those who have volunteered services to the District during the preceding year; the LAC will incorporate the cost in the meeting budget.

To encourage attendance at the Annual Business Meeting, the meal cost may be reduced by 50%, with the remainder included in the (technical) registration fee. Members may attend the business portion of the meeting without being required to pay for the Luncheon.

The LAC may establish a one-day registration fee at approximately 50% of the full registration fee for those individuals who attend only one day of the meeting.

Typically, the Board will provide an advance, up to \$6,000, to cover pre-meeting expenses. This advance will be available up to 24 months before the meeting. Total advances exceeding \$6,000 will require additional justification.

The Board expects the General Chairperson (or designee) to attend the three Board meetings (normally June/July and January/February) immediately prior to the Annual Meeting to discuss meeting arrangements, including the budget. These meetings include only the two mid-year meeting and the Annual Meeting immediately prior to the LAC Chair's Annual Meeting. Costs for these trips may be charged to the LAC budget. While the LAC Chair is welcome to attend meetings before this time, and encouraged to do so, only these three meetings are reimbursable. The General Chairperson shall attend the prior Western District Annual Board Meeting and arrange a meeting with that LAC.

The Board does not expect the Annual Meeting to generate a surplus. However, any surplus that does occur reverts to the District, while any deficits will become the responsibility of the District.

Registration Waivers

The (technical meeting) registration fee for Retired Life members of the Institute and will be waived; however, these members are expected to pay for any meals or events they attend.

The Western District President shall waive the registration fees for the ITE International President, Executive Director, and candidates for International Vice-President that attend the Western District's Annual Meeting.

The Western District Annual Meeting registration fees are waived for Western District Student Faculty Advisors that are members of ITE. (Adopted February 1, 2002).

Based on past "student oriented" programs, students are provided free registration, including the costs of meals.

Full registration for past Lifetime Achievement recipients must be provided, including the cost of meals. A current list of past Lifetime Achievement recipients is available on the District's web site.

The Annual meeting registration fees for the LAC Chair and Vice Chair or Co-Chairs (up to 2 registrations) shall be waived for the meeting that they are chairing (August 23, 2003).

General Items

Candidates for International Vice-President may also attend the Western District's Annual Meeting. They are traditionally offered the opportunity to address the membership at the Business Meeting or other prominent occasion, and they may also appear on the technical program.

The Student Paper Award winner shall be included on the program. For joint meetings with International ITE, arrangements may have to be made with ITE Headquarters.

The LAC will publish a Compendium of Papers presented at the Annual Meeting. The Compendium of Papers can be provided in a CD. All papers submitted in compliance with the requirements (including the Copyright release) and due dates for inclusion in the Compendium, and which are presented at the Annual Meeting, will be considered for the District's "Best Paper" Award. The paper review process will be a coordinated effort of the LAC's Technical Committee Chairperson and the Chairperson of the District's Technical Committee, with the latter assuming the responsibility for selecting the "Best Paper" award winner. Additional Compendiums shall be printed (one for each of the District's Student Chapters). The District's Career Guidance Chair will be responsible for distribution of the Compendiums.

The LAC will provide a photographer who will be responsible for documenting the meeting's technical and social events. Copies of the photographs must be provided in a timely manner to the Editor of WesternITE.

Vendors

Consultants and vendors should be encouraged to participate in the Annual Meeting in a manner that will be mutually beneficial to these organizations and to the attendees. If the LAC plans to incorporate a formal exhibit of commercial products, an LAC member shall be designated (special committee, chaired by an International ITE Industry Council member, should be established) to coordinate this event. The LAC must comply with Policy 17-9 adopted by the International Board of Direction, which follows.

17-9 MEETING AND CONFERENCE RELATED REVENUE

International affairs shall be designed to a scale that meets their particular needs. The fees for these affairs should be set high enough to cover all costs.

Opportunities for exhibits, advertising, and sponsorship may be marketed to firms, organizations, and individuals by the Institute.

Districts, Sections, and Chapters should adopt guidelines and procedures consistent with this Procedure.

Revised November 3, 2001

The consultants and vendors using the exhibit area shall be responsible for all costs associated with the exhibit space, including all insurance and security costs.

Hospitality suites provided by consultants and vendors may not be conducted during those times when formal meeting events are scheduled.

Prior LAC Reports

Recent Annual Meeting Committees have prepared detailed reports on the planning and operation of their meetings, detailing successes, problems, and failures. Copies of these reports are on file with the District Administrator. While these reports do not constitute policy, the District Board strongly encourages future meeting organizers to review these reports early in their planning process, and to take full advantage of the wealth of information they contain.

Amended February 1, 2002.

Updated January 28, 2005

Appendix D goes here

APPENDIX E – TYPICAL HEAD TABLE SEATING

The table seating will need to be done in advance in order to have time to make table tents for those in attendance. Seating at the head tables can vary from year to year as the delegates in attendance, number of speakers. The greatest variation in the seating is typically at the Western States Luncheon as not all committee chairs, and International Officers, and spouses/guests are in attendance on Wednesday for lunch. The Western District President is responsible for determining seating.

Opening Session Head Table List (Monday Morning)

1. LAC General Chair
2. Invocation
3. Welcoming local speaker
4. Keynote speaker
5. Western District President

Kick-Off Luncheon Head Table List (Monday)

1. Western District President
2. ITE Executive Director
3. Featured speaker

Business Luncheon Head Table List (Tuesday)

1. District Administrator
2. Western District Past President
3. Western District Secretary-Treasurer
4. Western District Vice President
5. Featured speaker (ITE International President?)
6. Western District President
7. Podium
8. Western District International Director-1
9. Western District International Director-2
10. Western District International Director-3
11. ITE International Vice President Candidate-1 (or speaker on their behalf)
12. ITE International Vice President Candidate-2 (or speaker on their behalf)

Traditionally, the Western States luncheon seating has been the most time consuming. Over the years, there have been a variety of officers and committee chairs that have typically been seated at the head table. While it is ultimately up to the President to provide the seating arrangements, the LAC will need to be the one coordinating the seating set up with the hotel and creating and placing the table tents. Therefore, the seating chart has been provided in order to aid the LAC.

While it looks overwhelming, keep in mind that most of officer and committee chairs do not have an accompanying spouse/guest and several of the committee chairs are not in attendance. In the past, Western States luncheon tables have ranged from 24-36 people, with the average of about 30 delegates.

The head table typically consists of the District officers and a typical layout has been provided. Row 2 presents a list of the committee chairs that are typically candidates for second row, while Row 3 presents a list of International officers/staff that are typically candidates for the third row (each with an accompanying spouse/guest). In addition, a list of others (with spouses/guests) are typically worked into the seating on a “space availability” basis is provided.

Western States Luncheon Head Table List (Wednesday)

Row 1

Podium

1. Western District President
2. Western District President’s Spouse/Guest
3. Western District Vice President
4. Western District Vice President’s Spouse/Guest
5. Western District Secretary –Treasurer
6. Western District Secretary –Treasurer’s Spouse/Guest
7. Western District Past President
8. Western District Past President’s Spouse/Guest
9. Western District Administrator
10. Western District Administrator’s Spouse/Guest
11. LAC Chair
12. LAC Chair/Guest

Committee Chairs

1. Technical Committee Chair
2. Membership Committee Chair
3. WesternITE Managing Editor
4. Student Initiatives Chair
5. WesternITE Web Page Manager
6. Career Guidance Committee Chair
7. WesternITE Technical Chair
8. California Registration Chair
9. Legislative Committee Chair
10. Vendor Committee Chair

International Officers/Staff

1. Western District International Director-1
2. Western District International Director-2
3. Western District International Director-3
4. ITE Executive Director
5. ITE International President
6. ITE International Vice President
7. ITE International Past President

Others (if space is available)

1. Western District Secretary-Treasurer Elect
2. Western District International Director Elect
3. ITE International Vice President Candidate-1
4. ITE International Vice President Candidate-2

APPENDIX F - ITE Western District Annual Meeting Statistics

Meeting	1997 Salt Lake City	1998 San Jose	2000 San Diego	2001 Albuquerque	2002 Palm Desert	2003 Seattle (joint)	2004 Sacramento
Total Room Nights		73%	884	480	798	NA	561
Peak Room Nights	165				270	NA	166
Room Guarantee	225				650	NA	450
Food Invoice	\$39,332.08	\$73,445.83	\$75,391.78	\$43,252.69	\$113,845.20	**	\$73,443.31
Full Registrations			327	217	376	308	246
Students/Faculty Advisors			13/7	16/2	49/4	40??	80/4
Total Attendance			452	291	526	377	472
Full Registration Rate					\$375	\$120	\$400
Vendor Exhibit Booths				50	40	164	45
Vendor Registration Rate					\$1,100	\$45	\$1,250
Get Acquainted			300	228	300	NA	300
Kickoff Luncheon			305	196	342	NA	278
Family Night					445	NA	290
Business Luncheon			280	178	307	300	270
Annual Awards Banquet			250	186	328	NA	260
Western States Luncheon			165	138	213	306	180
Traffic Bowl						310	230

NA = Not Applicable

** \$12,000 Annual Business Meeting (300@\$40)
 \$ 6,646 Traffic Bowl (310@\$21.44)
 \$12,448 Western States Luncheon (306@\$40.68)
 \$ 1,764 Western District Board Meeting (Average of 30 @\$58.80)
\$ 1,561 Leadership Breakfast (50@\$31.22)
 \$34,419 Note: International covered session breaks and President Reception

APPENDIX G - ITE WESTERN DISTRICT HOTEL NEGOTIATIONS CHECKLIST

Based upon past meetings, there are several items that hotels will include in their contracts that can have significant financial implications to the District and should be subject to competition between hotels when you are selecting between hotel venues for the meetings. By requiring the hotels to disclose the presence or lack of these items can help assure that you will not have surprises at the end. The list below provides an annotated checklist to help you with negotiations.

- **What will you guarantee as a hotel room rate for our meeting?**

It is important to get the hotel to guarantee as low a rate for hotel room for District Annual Meeting attendees as you can negotiate. You should ask for “lowest rate availability”. This is an industry term for the lowest rate available (note that “rack rate” is the highest rate). You should also ask what the government rates and how many rooms per night can be provided. We also want the negotiated rate to apply to our ITE guests for three days before and three days after our meeting to accommodate people’s vacation plans. Do homework on the hotel by checking what the AAA and advertised web rates are. To get the best rate, you may need to have more than one hotel under consideration to have them compete on this basis.

- **What is your room night guarantee (attrition)?**

Some hotels require that you guarantee a block of hotel room nights will be utilized with your meeting. These blocks of rooms are good for the District to assure rooms are available to meeting attendees at the guaranteed rate. On the other hand the hotels use the room night blocks as a means to protect themselves to make sure they fill their hotels. Hotels will commonly require an attrition clause in their agreement that can be very expensive if you do not set the attrition rates as low as you can. Historically, the Western District has seen attrition rates between 500 to 1000 room nights (it is call attrition since the penalties go down as the room nights go up). The hotel will set up an attrition schedule where by they will penalize you set dollar amounts if you do not achieve the required number of room nights (penalties can be very significant - \$10,000 to \$25,000 or more). Your objective should be to not have attrition penalties, but since that is unrealistic for many hotels, the true objective would be to set the attrition rates (both in room nights and penalties if not met) as low as possible. The Western District has commonly been able to achieve 300 to 500 room nights.

One recent “trick” of the trade with hotels is setting attrition and room rates – then offering lower room rates via the web or travel agents. Meeting attendees find these rates and utilize them and the hotel does not count the room nights against your guaranteed block – they fill their hotel AND get the attrition penalty. Be sure to include in your agreement a statement that should the hotel or its affiliated brands offer a lower rate through any publication, web, travel agents or other means that the Western District room rate will be lowered to that room rate AND/OR such activity will void the attrition clause. Some hotels with various properties in the same city will do the same thing with other hotels. The Hilton and Marriott have many different hotel brand names – so you need to be careful to state that this applies to both the hotel and their affiliated brands.

- **How many “comp” rooms are provided and at what rate?**

Some hotels will provide complementary room nights (free) for every 50 room nights that are utilized by Annual Meeting attendees. We should as for one for every 40 room nights as part of our negotiations. These “comp” room nights are typically utilized to off set the room costs for Western District officers and the student paper award winner. These rates can vary and the Western District is looking to get as many comp rooms as possible to reduce meeting costs. A detail of the number of room nights required by the Western District is in the LAC Handbook.

- **Do you provide a “comp” suite room?**

In addition to complementary room nights, hotels commonly will include suite nights. As you negotiate for “comp” rooms, you always want to get as many suite nights as you can possibly get. The Western District needs at least one suite for four nights for the President and they can utilize for their President’s reception (preferably the Presidential suite). Since suites rarely sell out, it never hurts to be aggressive in requesting suites. Possible negotiations would be to ask for upgrade to suites if advanced registration meets or exceeds certain attrition levels (for example if you negotiate for 1 complementary room night for every 40 room nights, have the comp rooms upgraded to suite level or concierge level should our minimum room night block be met two weeks prior to the meeting).

- **What charges does the hotel have for setting up technical session or other rooms?**

Some hotels charge separately for setting up rooms (risers, head tables, podiums, microphones, AV equipment). As you negotiate with the hotel, your preference should be to have as many of these set up charges eliminated as possible – particularly if you have higher room night attrition rates. Room set up is an important thing to try to negotiate into the agreement at either a fixed low rate or free. You will need to have them write in the agreement that rooms will be provided with adequate seating, presenters head tables, podium, microphones, screens, lighting, projection units (multi-media projectors) and wiring. Many conferences bring in projectors for use – but the hotels many times have significant room set up charges handled by another company within the hotel – so you need to ask what are the full and total costs to set up rooms – and that there are no additional charges than the ones you negotiate. When we are required to agree to attrition rates, these room set up charges should be negotiated out of the contract.

One trick of the trade is when additional seating has to be brought in that you are charged for that service. You need to make sure you size the rooms appropriately initially and then negotiate that additional seating will be provided if necessary (hopefully at no cost). Technical session rooms can be sized by historic meeting attendance data.

- **What costs are included in the vendor exhibition space set up?**

Exhibition space set up can be expensive and many hotels have outside services provide the draping and layout. Any charges that the hotel has need to be defined and separate what other charges are necessary to have an exhibition hall set up complete and ready to use. Power, telephones and storage/security are good things to ask about. Vendors prefer loading/unloading their own equipment/displays. If the hotel has union rules that require the vendors use union hotel staff to load/unload equipment, it should be clearly understood so the vendors are aware of these conditions. Rates or charges associated with exhibition space set up, security, storage or services should be part of the contract negotiation and written in the agreement.

- **What are the meal costs?**

You will need to agree to meal rates for the luncheons, banquet, breaks, leadership breakfast and board meeting lunch. Same rates from recent meetings are available for comparisons. Most hotels make money on food by our inability to guess the number of meals correctly. Historic data about the number of meals in relation to overall registration numbers is also available from the Western District to guide your decisions. You should work with the hotel to provide meal numbers as late as you can (24 hours in advance rather than 72 to 96 hours). This gives you better flexibility to guess accurately. It is important to ask what are the costs if we have additional people at a luncheon than our guess and what happens if are high. You should also ask how they determine the number of people for breaks. Ask what service charges are for meals. Some hotels will also request food attrition penalties (i.e. guarantee to use \$50,000 of meals/food service at the hotel). We have rarely had to sign agreements with food attrition. The way the attrition works is a use it or lose it in many contracts. The Western District has commonly done \$40,000 to \$50,000 in food historically. You need to basically have all food events at the hotel to exceed these numbers.

- **What cancellation penalties are there?**

Hotels will commonly require a fee if we cancel our meeting for the lost potential revenue. There are two parts to this clause of importance – the amount of advanced notice required where no penalty would apply (typically 6 to 12 months) and the conditions under which no penalty would apply should other events occur (natural disaster, war....). It is important to define terrorism as war in these clauses in the post 9/11 world.

- **Who is authorized to sign hotel agreements?**

The Western District Board signs the hotel agreement. Prior to signing the agreement, the document must first be reviewed by ITE HQ and key D6 board members. This may take several months of time, so plan accordingly in discussion with the hotel.

APPENDIX H - LAC COMMITTEE TASKS FOR LAC'S

Two previous LAC's have provided very detailed lists of items that were accomplished in coordination with their Annual Meetings. These lists provide a wealth of information and provide immense detail in aspects of hosting an Annual Meeting. While each Annual Meeting has a unique flavor of the region, the majority of items associated with hosting an Annual Meeting are constant. As such, a few specific items may not be applicable for your meeting, though others may be added.

2004 Sacramento LAC- Committee Tasks

Due to a scheduling change, the Publicity Chair for the 2004 Sacramento LAC was unable to continue. Therefore, other LAC members performed all of the activities that are typically associated with the publicity chair.

2004 ITE Western District Conference Action Items
General Chair/Co Chair
Encourage student participation by providing meals and/or other benefits
Schedule "Student Request for Proposal Competition" for Sunday (\$1,000 in awards)
Schedule conference room for Sunday meeting & provide refreshments & lunch
Provide a room on Sunday for the Student Request for Proposal Competition with tables & chairs
Develop budget, approximate # of attendees, and projected break-even point
Mail the registration package to the entire District membership around the middle of April & place on website
Encourage early registration by offering a discount
Arrange for a secure storage area at the hotel for projectors, registration material, etc.
Establish a tellers' committee to receive and count election ballots for Western District officers
Get estimates for exhibition set-up with different booth sizes
Contract with exhibition company
Work with general and financial chairs to determine booth costs
Compile potential exhibitor list from past conferences, phone calls, emails
Design exhibitor brochure, mail to list
Arrange for 24-hour security for exhibition space
Check whether or not exhibition company provides pipe and drape, electrical service, table and chair & name sign
Assemble list of exhibitors for program
Provide choice of box lunches for vendors at their booths or for them to have lunches with delegates
If feasible, reserve a free booth for future Western District meetings
Make a decision with financial and general chairs what exactly the vendors get with their registration
At events with alcohol, will people be able to pay cash as well as use tickets?
Small reception to honor volunteered services
Include Student Paper Award winner on the program and provide room
Provide a Hospitality Suite for accompanying persons during non-event hours with coffee and refreshments

Free guest rooms for District Officers
Have name cards for people selected by General Chair and Dist. 6 President to sit at the head tables
Work with hotel/hotel committee on setup of session rooms
Design and print program and program-at-a-glance
Obtain photographer for documenting meeting's technical and social events to send to <i>WesternITE</i>
Delay the printing of the pocket-sized programs to accommodate the inevitable last minute changes
Provide a gift to the technical speakers and session moderators
Include hotel map in pocket-sized program
Provide a small gift for the speakers, moderators, and keynote speakers
Order gifts for speakers and delegates
Order/sell polo shirts
Buy polo shirts for LAC members
Order spouse gifts
Prepare detailed report on the planning & operation of the meeting for future meeting organizers
Create cell phone contact list of volunteers and committee members
Obtain prominent speaker who can address national issues at the opening technical session
Identify Volunteer Coordinator
Line up opening session speaker, local welcoming speaker, and keynote lunch speaker
Set up photographer for Sunday-Wednesday
Include something in each of the five <i>WesternITE</i> issues preceding the meeting
Get meeting date into ITE Journal/website calendar and have "ite.org" provide a link to your meeting's website
Prepare agenda for the Kick-Off Luncheon, Annual Business Meeting & Western States Luncheon**
Formally invite ITE international vice president candidates, international president and vice president**

<i>Hotel Arrangements Chair</i>
Provide a head table sufficient for 7 District Leadership members including place cards
Reserve several tables for District Board and accompanying persons with microphone at Annual Awards Banquet
Find out the hotel's rules/policies for exhibitor brochure
Place table flags and banners for each state at each table at the Western States Luncheon
Provide head table with specific seating arrangements including a place card for each person (over 30 people) at the Western States Luncheon
Provide a US flag at the Annual Business Meeting
Free transit passes in registration package
Make sure we have a US flag for the Tuesday business luncheon
Arrange to have bulletin board by the registration booth for postings
Food for volunteers*
Select menus for food events*
Send an email to the Western District President, VP, Secretary-Treasurer, Int'l President, Int'l VP, 2 ITE Int'l VP candidates, ITE Executive Director to ask when they're arriving, leaving, and what kind of accommodations they want & make the arrangements*

<i>Financial Chair</i>
\$6,000 advance provided by the Board to cover pre-meeting expenses
Surplus reverts to the District, deficits become responsibility of the District
Ensure that every Annual Meeting checking account opened has an end of month cut-off date
Include complete description of account (account code) on each check stub
Mark the date paid, check number and total amount paid on each paid invoice
Break down each deposit by category on check stub or separate sheet of paper
Organize a summary sheet showing all transactions in and out of the account
Send all required documentation to the accountant's office for preparation of tax return by 11/15
Issue Form 1099-Misc. to any individual or sole proprietor paid for service
Send all copies of financial data submitted to accountant to the District Secretary/Treasurer

<i>Registration Chair</i>
Waive Int'l President's fee and provide room/hotel costs
Waive Int'l Vice President candidates' fees
Waive registration fees for Student Faculty Advisors that are members of ITE
Promptly send a package to ensure that all registrations are confirmed in writing
One mailing to the membership - no bulk mail
Mail out registration brochures, collect money and registration forms,
Put together a package to be received upon arriving at the registration desk
Prepare a registration desk and personnel equipped with answers to a broad variety of questions
Color code event tickets, do not mail them to pre-registrants
Provide receipts and take requests for refunds at registration desk
Use different color name tags or ribbons from ITE INT'L for attendees, speakers, and officials
At registration, provide a different table for those already registered
Assemble delegates' packets, vendor packets, spouse packets
Set up registration desk for late registrants and people buying single tickets
Set up area within the registration desk for vendor check-in area
Arrange for computer, printer, and copier for registration desk
Prepare the registration brochure
Prepare the delegate confirmation packet
Drink Tickets
Create Delegate List for Registration package
Send refunds for cancelled checks

<i>Technical Chair</i>
Compendium of Papers review, selection, and publication
Send letters/emails to the selected authors of the abstracts and rejection letters/emails to the others
Inform authors of accepted abstracts of the paper formats and deadlines for the Compendium
Inform the authors of the time limits for their presentations & ask them to specify their visual aid
Before printing the Compendium, request that the papers are single-spaced and double-sided
Explore the possibility to borrowing presentation equipment from consultants, universities, etc.
Initiate out Call for Participation to WesternITE, web page, sections and chapters
Collect abstracts, evaluate them and assemble program from them
Fill holes in program with other speakers
Get others to put sessions together
Select moderators for sessions
Ensure there are four speakers for each session (5 is too many)

Mail instructions to speakers and moderators shortly before meeting (perhaps by email)
Mail/email confirmations to those who sent abstracts
Mail/email confirmation letters to all who sent abstracts to let them know whether they're on the program or not
Assign a volunteer to each session to help with set up, A/V, etc.
Collect papers for compendium
Have compendium CDs made for delegate packets
Organize Saturday/Sunday training seminar
Post technical program on website and refer to it in registration brochure to reduce number of pages in brochure
Work with technical tours committee to develop article for WesternITE
Tell moderators in sessions with best paper candidates not to switch program order to ensure that they aren't speaking concurrently
Assign one member to each technical session to supervise arrangements and to assist speakers/moderator
Have spare projectors and bulbs readily available
Write thank you letters to all program participants
Get A/V equipment
Distribute speaker gifts
Set up speaker prep room
Make name cards for speakers, moderators and place them in room
Have easels and boards at each room identifying session
Organize best paper award and plaque with the Western District technical committee
Send thank you letters to speakers and moderators
Provide a laser pointer at the podium of each session
Provide slide projectors, overhead projectors, LCD projectors, screens, VCR and TV
Design PDH worksheet for insertion in delegates' packet

Technical Tours Chair

Coordinate a technical tour involving a transportation feature that is relatively unique to the area
Use large bold type on name tags
Secure a band/DJ for banquet
Select 3-4 tours
Write descriptions of tours for program and registration brochure
Work with technical program committee to develop article for WesternITE
Determine costs/income for tours
Assign tour guides for tours
Provide drinks, snacks for tours

Family Activities Chair

Arrange for separate entertainment for the youngsters during the banquet
Carefully plan accompanying person and youth events so the time spent in transportation is minimum
Schedule/coordinate accompanying person and youth programs
Make arrangements for Kid's room on Tuesday evenings
Confirm bus staging area adjacent to Convention Center
Decorate banquet room
Work with entertainment/family committee to decorate banquet room
Coordinate technical and family functions carefully to decrease schedule conflicts between youth events/child care and tech sessions

<i>Vendor Chair</i>
Member designated to coordinate formal exhibit of commercial products
Ensure that consultants and vendors using the exhibit area are responsible for all costs associated with the space, including all insurance and security cost
Accept checks and registration forms from exhibitors then send to registration committee for nametags
Direct vendors to someone at the hotel if they want to set up a hospitality suite (NOT during meeting functions)
E-mail/mail out pre-registered delegates list in mid-June
Ensure that the cost for each booth included nametags for two people and are \$50 each for additional
Collect voting forms for best new booth, tally, and have plaque/trophy made
Assume responsibility for any formal exhibit area & ensure that financial aspects be independent of others*
Send in confirmation letters to vendors who've sent payment and registration form*
Create Vendor Diagram*

<i>Traffic Bowl Chair</i>
Contact Section/Chapter Presidents for traffic bowl teams
Make them name signs and scoring system
Buy door prizes
Make 1st, 2nd, and 3rd place certificates and make copies for each member of the winning teams
Develop questions and answers
Arrange for an emcee and a scorekeeper
Arrange for 3 judges
Secure equipment from Ray Davis who keeps the District's roaming equipment
Get the traffic bowl trophy back, and arrange to engrave and present it to the winning team at the Western States
Mail checks and certificates to winning teams or hand out at Western States Luncheon

<i>Miscellaneous Items Performed by Non-LAC Chairs</i>
Obtain overhead projector, LCD projector and US Flag
Assemble VIP gift baskets & place in hotel rooms
Organize best brochure/video contest and give prize
Make up posters with easels for contributors to show at registration table or elsewhere
Make sign and have easel with exhibition hours
Poster Boards acknowledging sponsors
Poster Boards identifying events and directions
Bring easels for Monday evening
Staff registration booth with volunteers
Coordinate with future LACs and see if they want any publicity materials in our registration packets
Submit articles/call for participation in WesternITE
If possible, get a convention and visitors' bureau volunteer to man a table with tourist information at the meeting
Send a press release about your conference
<i>Item Not Included for This LAC</i>

Prepare a sample process flow chart
Prepare forms for voting on the People's Choice and Best New Product and Service awards
Secure musical entertainment for get-acquainted social and president's reception
Provide another form of entertainment at banquet (I.e. hypnotist, comedian, improv troupe, dancers)
Arrange with local bank to allow credit card usage, if option selected by LAC
Print out names of delegates for door prize drawings at traffic bowl
Get a plaque/trophy for best booth winner and present at Awards Banquet
Make and have welcome banner put in airport
Poster sessions?
Mention the posters and easels in the program
* = In coordination with LAC Chair/Co Chair
**=Check with the Western District President to ensure that these items are completed

2001 ALBUQUERQUE LAC - VICE CHAIR AND COMMITTEE TASKS

Vice General Chair

- Contact consultants and vendors for interest in sponsoring free student registrations and/or meals.
- Thank contributors in writing.
- Make up posters with easels for contributors to show at registration table or elsewhere. Also, be sure they're mentioned in the program.
- Coordinate volunteers.
- Help general chair be sure time line is on track and list of tasks are completed.
- Line up opening session speaker, local welcoming speaker, and keynote lunch speaker.
- Can you get free transit passes to insert in delegates', vendors' and spouses' packets?
- Formally invite ITE international vice president candidates, international president and vice president.
- Establish a tellers' committee to receive and count election ballots for Western District officers.

Family Activities/Entertainment Chair

- Secure musical entertainment for get-acquainted social and president's reception.
- Secure band/DJ for banquet.
- Do you want to have other entertainment at banquet, too? Ideas: hypnotist, comedian improv troupe, dancers.
- Decorate banquet room.
- Arrange for childcare (professional) during banquet. Coordinate with hotel for room.
- Arrange spouse tours/determine costs.
- Arrange Monday night family activity—investigate several options (including transportation) and determine costs.
- Direct schedule contact person at Monday night activity and Tuesday night banquet.
- Do write-up of spouse tours, Monday night activity, and banquet for program.

Financial Chair

- Registration packets need to be cost out to be sent to all Western District members. In 2001 there were about 3800 members.
- No tickets will be sold to get acquainted social. It's free to everyone.
- Assume some amount for consultant and vendor contributions.
- Keep in mind: not as many people will actually eat at the meals, as we will give away tickets. Look at historical figures.
- Some A/V estimates: \$6500 for San Diego, \$7200 San Jose. We only paid \$900 because we borrowed all equipment from consultants and only got screens and extension cord from hotel.

Hotel Committee Chair

- Coordinate room set-ups with hotel.
- Authorize additional food/drinks as needed.
- Select menus for food events.
- Find out from hotel: Can we bring in outside A/V suppliers?
- Negotiate special room rates starting Saturday night and through Wednesday night
- Free rooms have to be provided to the Western District President (suite), Vice President, Secretary-Treasurer, ITE International President, and student paper winner for as many days as they want to stay.
- The VIP's expect you to make their room reservation for them. Easiest thing to do: send an email to the following people: Western District President, Western District Vice President, Western District Secretary-Treasurer, Western District Past-President, 3 Western District International Directors, ITE International President, ITE International Vice President, 2 ITE International Vice President candidates, ITE Executive Director—tell them who you are and ask them when they're arriving, when they're leaving, and what kind of accommodations they want. We upgraded them all to the concierge level.
- Coordinate with family/entertainment committee for children's room during banquet.
- At events with alcohol, will people be able to pay cash as well as use tickets?
- Set up flags (on walls and at tables) at Wednesday Western States Luncheon. Flags have to be hung on walls.
- Coordinate with General Chair and the Western District President: who will be sitting at head tables at all meals. Have name cards for people at head tables.
- Work with entertainment/family committee to decorate banquet room.
- Make sure we have a US flag for the Tuesday business luncheon.
- Be sure the coffee/refreshment breaks are in close vicinity to the vendor exhibits.
- Arrange for volunteers to collect tickets at the hotel meals.

Registration Chair

- Design and Prints
 - Nametags (for vendors, spouses, and delegate).
 - At-a-glance programs (with technical program committee).
 - Programs (with technical program committee).
 - Registration brochures.
 - Tickets to all events.
 - Voting forms: Best Booth.
 - Pre-registered delegates' roster for vendors (preferably electronic).
 - Delegate roster.
 - Registration confirmation packets.
- Assembles delegates' packets, vendor packets, spouse packets.

- Man registration booth.
- Arrange with local bank to allow credit card usage, if option selected by LAC.
- Mails out registration brochures, collects money and registration forms, mails out confirmation packets.
- Registration desk needs to be set up for late registrants and people buying single tickets.
- Registration desk has vendor check-in area, also.
- Arranges for computer, printer, and copier for registration desk.
- Print out names of delegates for door prize drawings at traffic bowl.
- What goes in registration brochure:
 - This is sent out in March/April to entire the Western District membership (3800+). You'll have to get the mailing list from ITE HQ.
 - All information about meeting, including the appropriate dress for the technical sessions and other events.
 - Refers reader to website for preliminary program. By doing this rather than printing the whole preliminary program we can save some money in printing and maybe mailing. Plus, the program will change substantially before the meeting.
- What goes in delegate confirmation packet:
 - Letter confirming receipt of payment and registration form.
 - Receipt of events paid.
 - Information about local golf courses for delegates to make their own arrangements.
 - See attachment for what goes in various registration packets.

Technical Tours Chair

- Select 3-4 tours. Try to tie tours to a related technical session, which is held first.
- Write descriptions of tours for program and registration brochure.
- Arrange meeting place for tours/transportation.
- Work with technical program committee to develop article for WesternITE, due 11/30/00 for January-February edition.
- Determine costs/income for tours.
- Assign tour guides for tours.
- Provide drinks, snacks for tours.

Traffic Bowl Chair

- Contact Section/Chapter Presidents for traffic bowl teams.
- Make team name signs and scoring system. Scores should be easily visible to both teams and audience.
- Buy door prizes (3 prizes, total \$500).
- Make 1st, 2nd, and 3rd place certificates. Have five (5) copies of each made up with the winning team names on Wednesday morning so each member of the team can have a certificate.
- Develop questions and answers.
- Arrange for emcee and "Vanna" scorekeeper. Be sure to thank them formally afterward.
- Arrange for 3 judges (current and former International VIPs and honorary members are good choices). Be sure to thank them formally as well.
- Secure equipment from Ray Davis who keeps the District's roaming equipment.
- Get the traffic bowl trophy back, and arrange to engrave and present it to the winning team at the Western States.
- Mail checks and certificates to winning teams or hand out at Western States Luncheon.

Vendor Chair

- Get estimates for exhibition set-up with different booth sizes.
- Contract with exhibition company.
- Work with general and financial chairs to determine booth costs.
- Compile potential exhibitor list from past conferences, phone calls, e-mails.
- Design exhibitor brochure, mail to list.
- Accept checks and registration forms from exhibitors. Registration forms go to registration committee for nametags.
- Get a plaque/trophy for best booth winner, to be presented at Awards Banquet.
- Arrange for 24-hour security for exhibition space.
- Check whether or not exhibition company provides pipe and drape, electrical service, table and chair, company name sign. All other special requests worked out and paid between exhibitor and exhibition company.
- Assemble list of exhibitors for program.
- Provide choice of: (1) box lunches for vendors at their booths (2) vendors can have lunches with delegates.
- Find out hotel's rules/policies for exhibitor brochure.
- If feasible, reserve a free booth for future Western District meetings.
- Direct vendors to someone at the hotel if they want to set up a hospitality suite (NOT DURING MEETING FUNCTIONS!). Sunday evening after the Get-Acquainted Social was a good time.
- Make decision with financial and general chairs—what exactly do vendors get with their registration? For example Albuquerque gave:
 - Get acquainted social with drink tickets (for 2 people)
 - Continental breakfasts (for 2 people)
 - Coffee and refreshment breaks (for 2 people)
 - Banquet with drink tickets (for 1 person)
 - Box lunches for Monday and Tuesday (for 2 people)
- The cost of each booth included nametags (i.e., entrance to technical sessions) for two people. Additional booth personnel got a nametag, which allowed them entrance to the technical sessions, for \$50 additional each.
- Send in confirmation letters to vendors who've sent payment and registration form. Tell them that the exhibition company will send them more information. Also send "guest passes" to exhibit hall that vendors can give to potential clients who want to come see them, but don't want to have to register for the meeting.
- Give exhibition company list of registered vendors. Have them mail out more explicit instructions to them.
- Make sign and have easel with exhibition hours.
- Collect voting forms for best new booth, tally, and have plaque/trophy made.
- Arrange to have a bulletin board by the registration booth for postings.
- E-mail/mail out pre-registered delegates list in mid-June.

Publicity Chair

- Orders speakers' gifts.
- Orders delegates' gifts (additional gift: note pad).
- Order/sell polo shirts.
- Buy polo shirts for LAC members (at least two each).
- Assemble VIP gift baskets. Arrange for them to be placed in hotel rooms.
- Make and have welcome banner put up in airport.
- Coordinate with future LACs and see if they want any publicity materials in our

registration packets.

- Submit articles/call for participation in WesternITE.
- Get meeting date into ITE Journal/website calendar. Have “ite.org” website provide a link to your meeting’s web site.
- Set up photographer for Sunday-Wednesday.
- Send a press release about your conference.
- If possible, get a convention and visitors’ bureau volunteer to man a table with tourist information at the meeting (preferably Sunday).
- Orders spouse gifts.

Technical Program Chair

- Initiates out Call for Participation to WesternITE, web page, sections, and chapters.
- Collect abstracts, evaluates them, and assembles program from them.
- Fills holes in program with other speakers.
- Get others to put sessions together. Maybe a future meeting site session?
- Selects moderators for sessions.
- Four speakers per sessions. Five too many.
- Get A/V equipment.
- Gets speakers’ gifts from publicity chair and gives to speakers.
- Sets up speaker prep room.
- Mails instructions to speakers and moderators shortly before meeting (maybe e-mail these).
- Mails/e-mails confirmations to those who sent abstracts.
- Mails/e-mails confirmation letters to all who sent abstracts to let them know whether they’re on the program or not.
- Assigns a volunteer to each session to help with set up, A/V, etc.
- Makes name cards for speakers, moderators—has them in a room.
- Has easels and boards at each room identifying session.
- Collects papers for compendium.
- Have compendium CDs made for delegate packets.
- Design and print program and program at-a-glance (with registration committee).
- Organizes best paper award and plaque with the Western District technical committee.
- Sends thank you letters to speakers and moderators.
- Organizes best brochure/video contest and gives prize.
- Organizes Saturday/Sunday training seminars.
- Do you want poster sessions?
- Post technical program on website and refer to it in registration brochure to reduce number of pages in brochure.
- Work with hotel/hotel committee on set up of session rooms.
- Work with technical tours committee to develop article for WesternITE, due 11/30/Year.
- Provide a laser pointer at the podium of each session
- A/V equipment needed: slide projectors, overhead projectors, LCD projectors, screens, and VCR/TV (?)
- Best paper candidates need to be scheduled so they’re not speaking concurrently. Tell moderators in sessions with best paper candidates not to switch program order
- Design PDH worksheet for insertion in delegates’ packet
- Mail compendium CD to Western District Student Chapters.

THE FINER DETAILS

Hosting an Annual Meetings entail a vast array of detail. There are a large number of almost trivial issues that can contribute to the success or failure of the Annual Meeting. While it is impossible to identify all of these issues, the following list highlights some small points that definitely warrant consideration.

- Choose a *family*-type hotel meeting facility.
- Review previous Annual Meeting reports.
- Contact previous General Chairpersons and committee members.
- Initiate publicity and "Call for Papers" at the previous Annual Meeting.
- Try innovative ways to attract program speakers.
- Establish a time limit for speakers and have moderators keep them on time.
- Exercise caution in putting vendors on the technical program.
- Designate one or two persons authorized to make commitments to the hotel.
- Past use of airline convention marketing programs has been ineffective.
- Identify a LAC Member contact for the vendors.
- Through distinctive garb or identifier, LAC members should be easily recognizable.
- Use computers for registration and financial record keeping.
- List event times in mailings to registrants.
- One mailing (mid-April) to the membership should be sufficient. **DO NOT BULK MAIL.**
- Arrange for a secure storage area at hotel for projectors, registration materials, etc.
- Use **LARGE BOLD** type on nametags; International ITE has software to help with this.
- Include hotel map in pocket-sized program.
- Color code event tickets; **do not** mail them to pre-registrants.
- Provide receipts and take requests for refunds at registration desk.
- Use different color nametags or ribbons from ITE INT'L for attendees, speakers, and officials.
- At registration, provide a separate table for pre-registered individuals.
- Provide a room for speakers to preview their slides.
- Access to a copying machine at the meeting site is desirable.
- Provide an adequate public address system in the meeting rooms.
- Provide an electronic pointer at the podium.
- Use **LARGE** projection screens.
- Elevate slide projectors, so they project a rectangle rather than a trapezoid.
- Have spare projectors and bulbs readily available.
- Provide a US flag at the Annual Business Meeting.
- Provide a small gift for the speakers, moderators, and keynote speakers.
- Will the Family Night be affected by inclement weather?
- Provide a Hospitality Suite for accompanying persons during non-event hours with coffee and refreshments.
- Plan adequate supervision for youth events.
- Do bus drivers and entertainers need to be fed?
- Agree when the hotel, entertainment, and other bills will be paid.
- Write thank you letters to all program participants.
- Schedule Sunday activities to accommodate people who travel on Saturday for reduced fares.
- The participants should pay for hosted special events on Sunday.

APPENDIX I - SUGGESTIONS/RECOMMENDATIONS FROM PAST LACS

Recent Annual Meeting Committees have prepared detailed reports on the planning and operation of their meetings, detailing successes, problems, and failures. A summary of several of the LAC's has been provided in this document. Copies of these reports are on file with the District Administrator. While these reports do not constitute policy, the District Board strongly encourages future meeting organizers to review these reports early in their planning process, and to take full advantage of the wealth of information they contain.

2004 LAC – SACRAMENTO

Key suggestions from the 2004 LAC for consideration by the Board for future joint meetings are as follows.

- ❑ Consider hiring an event coordinator each year to assist the LAC.
- ❑ Consider having the Western District Vendor Committee Chair take the lead on vendor arrangements for the Annual Meeting.
- ❑ Consider having the Western District Board develop more detailed instructions for the Registration Committee including a standard spreadsheet and badge program, directions on deadlines and extensions, a notification process for canceled tours/workshops, and instructions for staffing the registration booth.

In addition, the following observations and suggestions were provided by the Local Arrangements Committee (LAC) for future meetings.

Registration
Participating in LAC meetings is critical
More people showed on Sunday than expected
Have pre-printed name tags
Start Monday at 7:30 AM
Most of the activities are compressed into last 2 months
Lots of emails during last weeks
Be clear on whether deadline is for receipt or postmark
Use colored badges and minimize tickets
Have detailed instructions for individuals working the reg. desk
Have a 3 rd spot for registering “walk-ins”
Approximately 20 walk-ins + 10 during prior week
Have plenty of supplies
Printed 450 final programs and ran-out
The “pocket program” was popular
Registration booth is source of information
Decided not to provide for credit card payments, which saved money & time
Would be ideal to have someone assisting the Reg chair who can create updated lists of participants for tours and other events

Finance
Get ATM card for easier deposit process
Get accounting codes from district very early
every deposit and expense needs to be coded
Suggest a little box on registration form for people at the reg desk to enter check # or “cash” to better match payments with purpose

Vendors
Get early buy-in from fire marshal
Hired a vendor contractor, which was a big plus – they coordinated all vendor activities
One company thought they were pre-registered because they sponsored the race event
Tentative schedule for vendors changed and a few were upset (we didn't have consistent information for them)
Many of the vendors registered late
Invited local technical staff to attend for a special “free” session (30 attended)
Have food for breaks in vendor area
Good response to vendors being open and combined with Sunday social
Having some vendor spaces as low-cost, table-only style is useful – some vendors don't want the higher-end spaces
Need security guard for vendor room during off hours

Hotel
Thoroughly review annual meeting reports from prior meetings
Contact prior meeting committee persons
Have good communications with hotel and general chair
Get a lot of volunteers
Need space for extra tables in common area to display information
Need a secure area near registration desk
Need a secure area for A/V equipment
Have a separate prep room for speakers
Need dedicated A/V coordinator (separate from technical chair)
Used 6 projectors & 7 laptops (need additional laptops for student competition)
Need many signs, which need to be appropriately located – good advanced planning is important
Need lots of easels
Good to have “alternative” hotels for those who can't afford the primary hotel
Estimate the meals on the low side
Set-up overflow tables (“reserved”) near the kitchen
Watch the noise level in the room during meals (clanking of dishes)

Technical
Allow for inevitable last-minute information to come from speakers
Need efficient way to load the speaker data onto individual machines
Simple is better
Approximately 1/2 provided information in time for compendium
Email is the only practical way to communicate with so many people
Only 1 speaker cancellation
The program (speakers/moderators) constantly change
Suggest the District create an FTP site for transferring technical files
Important to have a good sub-committee (4+) to identify subjects, review papers, recruit speakers, etc.
Local committee identified best 8-10 papers to submit to District. The District makes final decision on best paper.

Technical Tours & Band

Some cancellations hurt tours
Band needs place to load or unload
Have band play background during social hour
Select “dance” music
Talk to the Western District Board about starting the Tuesday evening social at 6:00 PM

Family Night & Spouse Tours
Allowed students to fill empty spaces on tours for free
Be careful on entering registration data for tours – lists weren’t always accurate
Need to get insurance via ITE for off-site activities
Get many volunteers to staff the tours and decorations
Caterer selection is difficult; want good food and familiarity with site
Magicians were a plus at the family event

Miscellaneous
Be consistent with respect to sponsorship & promotional materials by private firms
Make names in large font for name badges
Have 2 co-chairs to distribute work and “back-up” each other
Need clarity on what is included with student registration
LAC committee meetings were at hotel, which was helpful
Create binders for each of LAC members (prior meeting notes, LAC manual, contract, etc.)
Checklist of “to do’s” based upon LAC manual was helpful
Assign student competition liaison from LAC
All electronic files will be forwarded to Montana

2003 SEATTLE MEETING-JOINT

Key suggestions from the 2003 LAC for consideration by the Board for future joint as well as observations and suggestions for future meetings are presented below.

Suggestions for Future Joint Meeting Financing

- Set registration fees at a level to cover ALL D6 LAC meeting costs (and student subsidy?).
- And/or obtain commitment from D6 Board for direct D6 coverage of student subsidy costs for the D6 events that involve meal and refreshment costs. (This causes student subsidies to come from all D6 members, not just meeting attendees.)
- DO NOT allow D6 members to purchase separate event tickets. That option should be limited to non-D6 International-meeting registrants only.
- Demand pass-through of a minimum of 10 percent of the vendor booth revenue collected by International.
- Demand International coverage of at least ten hotel room-nights on the concierge level for the LAC chair and other D6 use.

Suggestions for Advance Finance Planning

- At least one year in advance, and before drafting a preliminary meeting budget, contact the International staff meeting coordinator (currently Julie Walker) to obtain an itemized

listing of all hotel cost items including service fees and taxes.

- Be sure to identify ALL prospective hotel costs of serving the events: meals, refreshments, room setups, audio/visual equipment.
- Have the LAC set policies on LAC dress, D6 delegate gifts, speaker/moderator gifts, spouse and VIP gifts, clothing sales, and general chair expense.
- Include budget for publicity at prior D6 and International meetings and D6 Board meetings (requires decisions up to 18 months in advance of meeting date).

Major Challenges

Major challenges that faced the 2003 LAC are provided in order to aid future LAC at joint meetings.

International Staff Expectations

- Do not expect that suggestions that the LAC makes for items such as the meeting logo or themes for the theme party will bear out through the process of being approved and finalized. The final result may come as a surprise.
- Make sure that the LAC thoroughly understands the difficulty that they will have in getting the Technical Tours from the stage of a figment of someone's imagination to a black-and-white written commitment from the agency involved.
- There should be a definite understanding that once the ideas for the Accompanying Person Tours have been developed and the ground operator secured, International should take over the full development of the tours. They are experienced and equipped to handle it.

LAC Understandings

- If there is a desire to have a separate D6 call for papers, coordinate with International very early on. The call for papers from International will have a deadline near September 1 the year prior to the meeting—very close to the ending of the previous annual meeting. A separate call for D6 papers would need to be coordinated with International at least six months ahead of that. The deadline could probably be extended until the first of the year, but that would have to be coordinated with International.
- Specifics as to exact payment for room nights should be negotiated and agreed to in writing 18 months before the meeting. For example, a commitment by International for 10 room nights might mean only that they will allocate 10 room nights from their room block and may mean nothing as to who pays. Be specific and in writing.
- Some guidelines should be established regarding the inviting of attendees to the Leadership Breakfast.
- Students need to be required to register for D6 activities if the district is to continue the policy to subsidize their attendance. It is an elusive job to try to account for students without some form of registration form.
- It is important that meal tickets be kept and counted. This is the only way that the LAC has to verify the count from the hotel. A head count of seated attendees should be taken mid way in the meal to double-check the result.

2001 ALBUQUERQUE MEETING

Key suggestions from the 2001 LAC for consideration by the Board for future joint as well as observations and suggestions for future meetings are presented below.

Technical Recommendations

At a minimum, the 2001 LAC recommends that future technical committees do the following:

- Review the LAC annual meeting manual and comply with its requirements
- Publicize a call for papers/participation through all available sources
- Contact accepted speakers by mid-January with acceptance and general guidance
- Maintain contact with accepted speakers through the spring to ensure compliance
- Provide moderators with electronic copies of the speakers' papers
- Post the technical programs on the web and update as necessary
- Plan on a CD, rather than a printed, compendium of papers
- Encourage technical paper submission in a PDF format
- Don't set unreasonably early paper submission deadlines
- Provide several free workshops on Sunday, but restrict attendance to meeting registrants
- Establish PowerPoint as the meeting's presentation software
- Explore opportunities for borrowing PCs and projection equipment
- Consider providing a computer specialist to assist speakers (e.g., jump drive, crash recovery)

Registration Recommendations

- The work to put together the preliminary program and registration material, as well as the final program, took substantially more time and effort than we anticipated.
- Try to get permission from the Western District Board to let you offer free full registration to both honorary and retired life members. They deserve it.
- Don't print up too many delegate rosters—very few people picked them up or asked for them, and I have about a hundred left in my office.
- People want the necklace-style nametags, not the clip-on type!
- Offer credit card payment for registration.
- Be sure to have some cash on hand to give change, as well as a safe place to store it.
- Past LACs have said that a copy machine is a necessity. We had a Kinko's nearby, and didn't really need a copy machine on-site.
- Make these decisions up front: do speakers get the lower ITE member registration rate if they're not members? Do speakers get the early registration rate if they register late? Then stick with your decisions.
- We set up a meeting code with Southwest Airlines and Enterprise Rent-a-Car, which we advertised in our registration brochure. I was surprised to hear that 56 people had used the Southwest meeting code. We also advertised International ITE's discount codes for Alamo, Avis, Hertz, and National car rental companies.

Hotel Recommendations

- Enlist Tom Brahms' help in negotiating your food and beverage minimum.
- Use historical figures to come up with your meal guarantees. Underestimate, rather than overestimate, the numbers.
- Extend your room block Saturday through Wednesday nights.
- Have cash on hand for tips to give the wait staff up front. We spent \$300 on cash tips to the wait staff—most of it the first couple of days—and felt we got great service in return the whole meeting.
- Take time to review the banquet event orders a week or two before the meeting to ensure that all of your table set-ups, audio-visual needs, and food and beverage orders are exactly how you want them.

Publicity Recommendations

- PUBLICIZE, PUBLICIZE, PUBLICIZE.
- The earlier you start publicizing and keep publicizing the larger the turnout will be for your meeting. This is up to you!
- COORDINATE EARLY!
- Coordinate early with the prior meetings and get in contact with the LAC for the meeting after yours.
- HELP OUT THE OTHER LAC SUBCOMMITTEES AS IT GETS CLOSER TO THE MEETING.
- Your heaviest work will happen the two years or so prior to your meeting. Towards the end, you will be ordering gifts and such. Help out your fellow LACers with what they are working on if you can.
- TRY TO MAKE THIS FUN BUT AT THE SAME TIME REMEMBER THE RESPONSIBILITY YOU HAVE.

APPENDIX J – SAMPLE LAC BUDGET

Below is a realistic example of the potential sources of income and expense should serve as a detailed starting point for the LAC's budget development. As suggested by the example, it is useful to plan a budget based on a range of possible attendance levels. The budget that each LAC submits needs to have **3 attendance levels**, however, only two are shown in this example to illustrate that some costs increase with the number of attendees while others remain constant. Typical registration estimates are 200, 250 and 300 attendees; however, the number of attendees should be adjusted to reflect the venue. Remember it is prudent to underestimate than to over estimate, though it is best to be as realistic as possible.

Accounting codes for the items in the sample budget are not listed, as accounting codes are unique to a LAC. Appropriate accounting codes can be obtained from the Secretary-Treasurer.

TYPICAL ANNUAL MEETING BUDGET						
Description	250 FULL REGISTRANTS			300 FULL REGISTRANTS		
	Unit Price	Quantity	Amount	Unit Price	Quantity	Amount
Registration Income						
<i>Early Member Registration</i>	\$400	215	\$86,000	\$400	240	\$96,000
<i>Early Registration– Non Member</i>	\$500	15	\$7,500	\$500	36	\$18,000
<i>Late Registration-Member</i>	\$500	15	\$7,500	\$500	18	\$9,000
<i>Late Registration-Non Member</i>	\$600	5	\$3,000	\$600	6	\$3,600
<i>Honorary Registration</i>	\$0	2		\$0	10	
<i>Student Faculty Advisor-Member of ITE</i>	\$0	5		\$0	6	
<i>Retired Life</i>	\$0	12		\$0	15	
<i>Student Registration</i>	\$0	70		\$0	80	
<i>Life Time Achievement Registration</i>	\$0	5		\$0	5	
<i>Spouse/Guest Registration</i>	\$100	40	\$4,000	\$100	50	\$5,000
<i>One Day Registration (Mon or Tues or Wed)</i>	\$250	55	\$13,750	\$250	60	\$15,000
Registration Subtotal		250	\$121,750		300	\$146,600
Hotel Income						
<i>Kick-off Luncheon (Mon)</i>	\$40	10	\$400	\$40	10	\$400
<i>Annual Business Meeting Luncheon (Tue)</i>	\$40	10	\$400	\$40	10	\$400
<i>Traffic Bowl Refreshments (Tue)</i>	\$50	0	\$0	\$50	0	\$0
<i>Annual Awards Banquet (Tue)</i>	\$80	10	\$800	\$80	10	\$800
<i>Western States Luncheon (Wed)</i>	\$50	10	\$500	\$50	10	\$500
Hotel Subtotal			\$2,000			\$2,000
Traffic Bowl Income						
<i>No Income</i>						
Traffic Bowl Subtotal						
Publicity Income						
<i>Polo Shirt Sales</i>	\$35	25	\$875	\$35	30	\$1,050
Publicity Subtotal			\$875			\$1,050

<i>Exhibitor Income</i>						
Exhibitor Fee Booths 1	\$1,250	15	\$18,750	\$1,250	15	\$18,750
Exhibitor Fee Booths 2	\$1,000	15	\$15,000	\$1,000	15	\$15,000
Exhibitor Fee Booths 3	\$750	10	\$7,500	\$750	10	\$7,500
Additional booth personnel	\$100	10	\$1,000	\$100	10	\$1,000
Exhibitor Subtotal			\$42,250			\$42,250
<i>Technical Income</i>						
Compendium CD	\$10	0	\$0	\$10	0	\$0
Sunday Workshops	\$50	60	\$3,000	\$50	65	\$3,250
Technical Subtotal			\$3,000			\$3,250
<i>Family/Entertainment Income</i>						
Monday Family Night Dinner	\$50	30	\$1,500	\$50	35	\$1,750
Monday Family Night Dinner (Children <12 Free)	\$0		\$0	\$0		\$0
Spouse/Guest Tour 1-	\$30	25	\$750	\$30	30	\$900
Spouse/Guest Tour 2-	\$30	25	\$750	\$30	30	\$900
Spouse/Guest Tour 3-	\$0	25	\$0	\$0	30	\$0
Spouse/Guest Tour 4-	\$5	10	\$50	\$5	15	\$75
Golf Event	\$70	40	\$3,000	\$70	45	\$3,750
Child Care during banquet	\$10	0	\$0	\$10	0	\$0
Family/Entertainment Subtotal			\$6,050			\$7,000
<i>Technical Tour Income</i>						
Technical Tour 1	\$30	15	\$450	\$30	20	\$600
Technical Tour 2	\$20	15	\$300	\$20	20	\$400
Technical Tour 3	\$25	15	\$375	\$25	20	\$500
Technical Tour Subtotal			\$1,125			\$1,500
<i>Other Income</i>						
Western District – 1 st Advance			\$2,000			\$2,000
Western District – 2 nd Advance			\$2,000			\$2,000
Western District – 3 rd Advance			\$2,000			\$2,000
Scholarship Programs			\$10,000			\$11,000
Other Subtotal			\$18,000			\$19,000
TOTAL INCOME			\$193,050			\$222,650
<i>Registration Expenses</i>						
Final Program	\$7.00	350	\$2,450	\$7.00	400	\$2,800
Registration Desk Contract Staff	\$15.00	88	\$1,320	\$15.00	88	\$1,320
Delegate List	\$1.00	420	\$ 420	\$1.00	450	\$ 450
Invoices for Registration	\$1.00	420	\$ 420	\$1.00	450	\$ 450
Ticket Paper (reams)	\$12.00	4	\$ 48	\$12.00	4	\$ 48
Name Tags (100 count)	\$25.00	5	\$ 125	\$25.00	5	\$ 125
Postage-Registration Packet	\$0.79	4300	\$3,397	\$0.79	4300	\$3,397
Folding & Labels-Registration Packet	\$0.18	4300	\$ 774	\$0.18	4300	\$ 774
Printing-Registration Packet	\$0.60	4300	\$2,580	\$0.60	4300	\$2,580
Confirmation Letters--postage, envelope, letter head	\$2.00	320	\$ 640	\$2.00	430	\$ 860
Special WesternITE Issue Printing	\$2.00	300	\$ 600	\$2.00	430	\$ 600
Misc. Mailing Expenses			\$ 100			\$ 100
Registration Subtotal			\$12,874			\$13,504
<i>Hotel Expenses</i>						
Special Guest Accommodations (room-nights)	\$149	16	\$2,384	\$149	14	\$2,086
Rooms Attrition	\$104	0	0	\$104	0	
Technical Workshop Coffee Break (Sun)	\$15	40	\$600	\$15	50	\$750
Board Meeting Luncheon (Sun)	\$36	30	\$1,080	\$36	30	\$1,080
Board Meeting Refreshments (Sun)	\$20	30	\$600	\$20	30	\$600
Technical Workshop Refreshments (Sun)	-	-	-	-	-	-

Get Acquainted Social (Sun)	\$38	250	\$9,500	\$38	300	\$11,400
Continental Breakfast (Mon)	\$16	250	\$4,000	\$16	300	\$4,800
Coffee Break AM (Mon)	\$10	300	\$3,000	\$10	360	\$3,600
Vendor Box Lunches	\$27	140	\$3,780	\$27	160	\$4,320
Kick Off Luncheon (Mon)	\$33	300	\$9,900	\$33	360	\$11,800
Coffee Break PM (Mon)	\$10	300	\$3,000	\$10	360	\$3,600
Continental Breakfast (Tues)	\$20	200	\$4,000	20	225	\$4,500
Leadership Breakfast (Tues)	\$30	75	2,250	\$30	75	2,250
Coffee Break AM (Tues)	\$10	250	\$2,500	\$10	300	\$3,000
Annual Business Meeting Luncheon	\$32	275	8,800	\$32	330	10,560
Vendor Staff Buffet	\$34	120	\$4,080	\$34	160	\$5,440
Traffic Bowl Refreshments (Tues)	\$15	275	\$4,125	\$15	325	4,875
President's Reception (Tues)	\$42	75	\$3,150	\$42	75	\$3,150
Annual Awards Banquet (Tues)	\$60	280	\$16,800	\$60	336	20,160
Continental Breakfast (Wed)	\$16	150	\$2,400	\$16	200	\$3,200
Coffee Break AM (Wed)	\$15	150	\$2,250	\$15	200	3,000
Western States Luncheon (Wed)	\$30	210	\$6,300	\$30	230	\$6,900
Hotel Food Total (minimum = \$)			\$91,515			108,315
Higher of total or hotel minimum (food)			\$47,000			\$47,000
Audio/Video Equipment			\$5,000			5,000
Misc. Mailing Expenses			\$100			\$100
Exhibit Room Rental (4 days)			\$10,500			\$10,500
Hotel Subtotal			\$109,499			\$126,001
<i>Traffic Bowl Expenses</i>						
Prizes (Cash)			\$1,000			\$1,000
Door Prizes (3)			\$500			\$500
Misc. Mailing Expenses			\$100			\$100
Traffic Bowl Subtotal			\$1,600			\$1,600
<i>Publicity Expenses</i>						
Gift Baskets-VIPs	\$50	12	\$600	\$50	10	\$600
Spouse Gifts	\$15	165	\$2,475	\$15	1800	\$2,700
Delegate Souvenirs	\$15	320	\$4,800	\$15	370	\$5,500
Spouse Gifts	\$25	40	\$1,000	\$25	50	\$1,250
Photography			\$300			\$300
LAC Shirts	\$30	60	\$1,800	\$30	60	\$1,800
Misc. Banners			\$100			\$1,000
Polo Shirts to Sell	\$30	30	\$900	\$35	35	\$1,050
Misc. Mailing Expenses			\$210			\$210
Publicity Subtotal			\$13,085			\$14,460

<i>Exhibitor Expenses</i>						
Piping & Draping, Electrical Hook-Ups			\$5,000			\$5,000
Plaque – Best Booth			\$150			\$150
Security			\$1,000			\$1,000
Vendor Consultant Services			\$3,000			\$3,000
Exhibitor registration brochures			\$500			\$500
Misc. Mailing Expenses			\$200			\$200
Exhibitor Subtotal			\$9,850			\$9,850
<i>Family/Entertainment Expenses</i>						
Music-Get Aquatinted Social			\$3,000			\$3,000
Facilities for Monday Night			\$4,000			\$4,000
Monday Family Night Dinner Buses			\$3,000			\$4,000
Monday Family Night Dinner	\$20	350	\$7,000	\$20	420	\$8,400
Monday Family Night Dinner (Kids<12)	\$20	50	\$1,000	\$20	60	\$1,200
Awards Banquet Entertainment & Decorations			\$1,200			\$1,200
Spouse/Guest Tour 1	\$10	25	\$250	\$10	30	\$300
Spouse/Guest Tour 2	\$20	25	\$500	\$20	30	\$600
Spouse/Guest Tour 3	-	25	\$0	-	30	\$0
Spouse/Guest Tour 4	-	10	\$0	-	15	\$0
Spouse Tours Transportation (2 buses)			\$900			\$900
Golf Event Sunday	\$65	40	\$2,600	\$65	45	\$2,925
Child Care		10	0		15	\$0
Misc. Mailing Expenses			100			\$100
Family/Entertainment Subtotal			\$23,550			\$26,625
<i>Technical Tour Expenses</i>						
Technical Tour 1			\$1,000			\$1,000
Technical Tour 2	\$20	15	\$300	\$25	20	\$400
Technical Tour 3	\$25	15	\$375	\$25	20	\$500
Transportation			\$1,300			\$1,300
Misc. Mailing Expenses			\$100			\$100
Technical Tour Subtotal			\$3,075			\$3,300
<i>Technical Program Expenses</i>						
Requests for Abstracts (b/w copying)	\$0.03	3800	\$114	\$0.03	3800	\$114
Respond to submitted abstracts	\$2	150	\$300	\$2	150	\$300
Compendium CDs			\$2,000			\$2,000
Mailing Compendium CDs to Student Chapters	\$2	31	\$62	\$2	31	\$62
Misc. Mailing Expenses			\$100			\$100
Prepare original CD compendium			\$1,000			\$1,000
Final Program Printing			\$1,500			\$1,500
Posters for technical sessions			\$700			\$700
Technical Training Session - Instructor Costs			\$2,000			\$3,000
Thank you letters to speakers			\$300			\$300
Misc. Mailing Expenses			\$100			\$100
Technical Program Subtotal			\$8,176			\$9,176

<i>Financial Expenses</i>					
Bank Charges			-		-
Checks Printing & Checkbook binder			\$107		\$107
Misc. Mailing Expenses			\$100		\$100
Auditor			\$1,500		\$1,500
Quicken Software			\$53		\$53
Financial Subtotal			\$1,760		\$1,760
<i>General Chair Expenses</i>					
Travel - Mid-Year Board Meeting (18 months prior)			\$450		\$450
Travel - Annual Board Meeting (12 months prior)			\$1,300		\$1,300
Travel -Mid-Year Board Meeting (6 months prior)			\$600		\$600
Meeting Report			\$500		\$500
LAC Debriefing Session			\$500		\$500
Misc. Mailing Expenses			\$100		\$100
General Chair Subtotal			\$3,450		\$3,450
<i>Co-Chair/Vice Chair Expenses</i>					
Misc. Mailing Expenses			\$100		\$100
Co-Chair/Vice Chair Subtotal			\$100		\$100
<i>Other Expenses</i>					
Repay Western District 1 st Advance			\$2,000		\$2,000
Repay Western District 2 nd Advance			\$2,000		\$2,000
Repay Western District 3 rd Advance			\$2,000		\$2,000
Other Subtotal			\$6,000		\$6,000
TOTAL EXPENSES			\$193,019		\$215,826
SURPLUS (DEFICIET)			\$31		\$9,824

APPENDIX K -- REGISTRATION DESK ITEMS

Vendor Plastic Logo Bags

- Area Map
- Tourist books
- Program
- At-a-glance program
- Special edition of WesternITE
- Guide to the exhibitors
- State map
- Note pad

Vendor envelope with vendor name label

- Blue vendor nametags
- Ticket envelope with these tickets:
 - 4-Get Acquainted Social Drink Tickets
 - 2-Banquet Social Hour Drink Tickets
 - 1-Banquet Ticket

Delegate Plastic Logo Bags

- Delegate gift
- Note pad
- Area Map
- Compendium CD
- Best booth ballot
- PDH worksheet
- Program
- Transit Pass
- Tourist books
- State map
- At-a-glance program
- Guide to the exhibitors
- Special edition of WesternITE

Delegate envelope with delegate name label

- White delegate nametag
- Nametag ribbon for students, speakers, Western District Officers, and honorary members
- Ticket envelope with these tickets:
 - 2 – Get Acquainted Social Drink Tickets
 - 1 – Kick-Off Luncheon Ticket
 - 1 –Family Night Ticket
 - 1 –Business Luncheon Ticket
 - 1 – Traffic Bowl Ticket
 - 1 –Traffic Bowl Drink Ticket
 - 2 –Awards Banquet Drink Tickets
 - 1 –Awards Banquet Ticket
 - 1 –Western States Luncheon Ticket
 - Other tickets as registered for
- Receipts of events paid for
- “POLO SHIRT” label if polo shirt pre-purchased
- “SPOUSE GIFT” label if spouse registered
- If spouse registered, add to delegate envelope:
 - Tan spouse nametag
 - Additional transit pass
 - Additional program
 - Additional at-a-glance program
 - Tickets:
 - 2 –Get Acquainted Social Drink Tickets
 - 1—Family Night Ticket
 - 1 –Traffic Bowl Ticket
 - 1--Traffic Bowl Drink Ticket
 - 2—Awards Banquet Drink Tickets
 - 1 –Awards Banquet Ticket
 - Other tickets as registered for

Handouts at Registration Table

- Delegate/vendor rosters
- ITE International brochures
- Future meeting info
- Transit maps

APPENDIX L-COPYRIGHT TRANSFER AGREEMENT

Institute of Transportation Engineers Western District



Copyright Transfer Agreement

The ITE Western District wants to thank you for submitting your paper for publication. Please read the following statement and fill out the information below.

I agree to present my paper and allow the ITE Western District to publish/re-publish my material in the ITE Western District Annual Meeting compendium, in WesternITE newsletter, WesternITE web site and/or all other ITE Western District derivative works by virtue of transfer of copyright. I understand that others may utilize my work for purposes that the ITE Western District has no control of and that publishing my paper does not constitute agreement with, support or endorsement of this work by the ITE Western District. The ITE Western District simply publishes/uses your work to share it with others in the profession. As author(s) of this work, I (we) warrant that I am (we are) the sole owner(s) of all rights in the work; that the work is original with me (us); that any material not original from me (us) and appearing in the work appears with the proper referencing/notations of the original owner of such work. I (we) also warrant that the work does not violate or infringe upon any existing copyright and that I (we) have full power to enter into this agreement. I (we) agree to indemnify ITE Western District for all damages and legal fees incurred by the ITE Western District for any copyright infringement claims that arise due to the publication of this work. All authors, or in the case of a “work made for hire” the employer, must sign this agreement prior to publication of the work by the ITE Western District (use additional sheets if necessary).

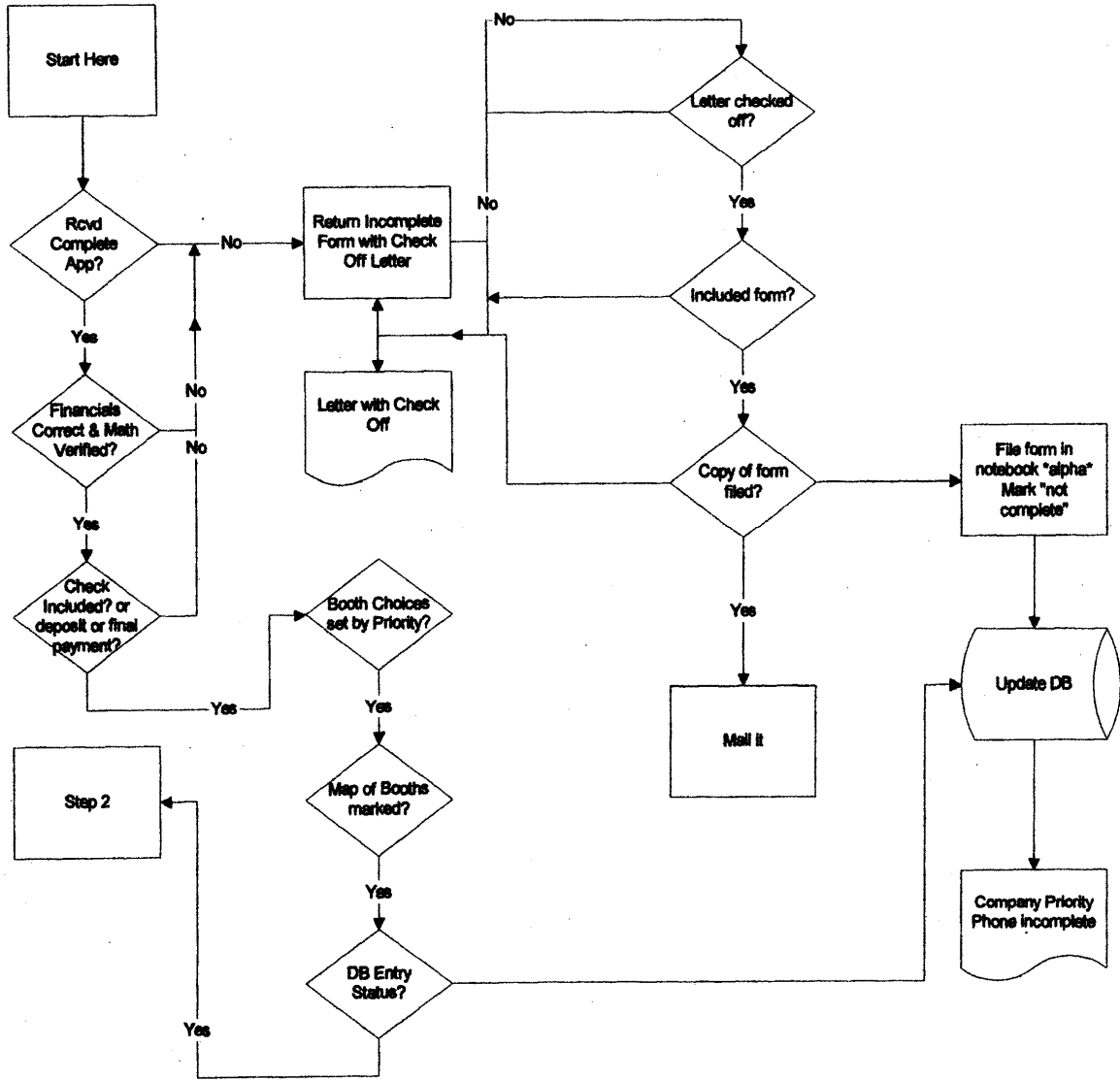
1) _____ Signature (of author or employer)	_____
_____	_____
Agency or Firm	Title Date
2) _____ Signature (of author or employer)	_____
_____	_____
Agency or Firm	Title Date

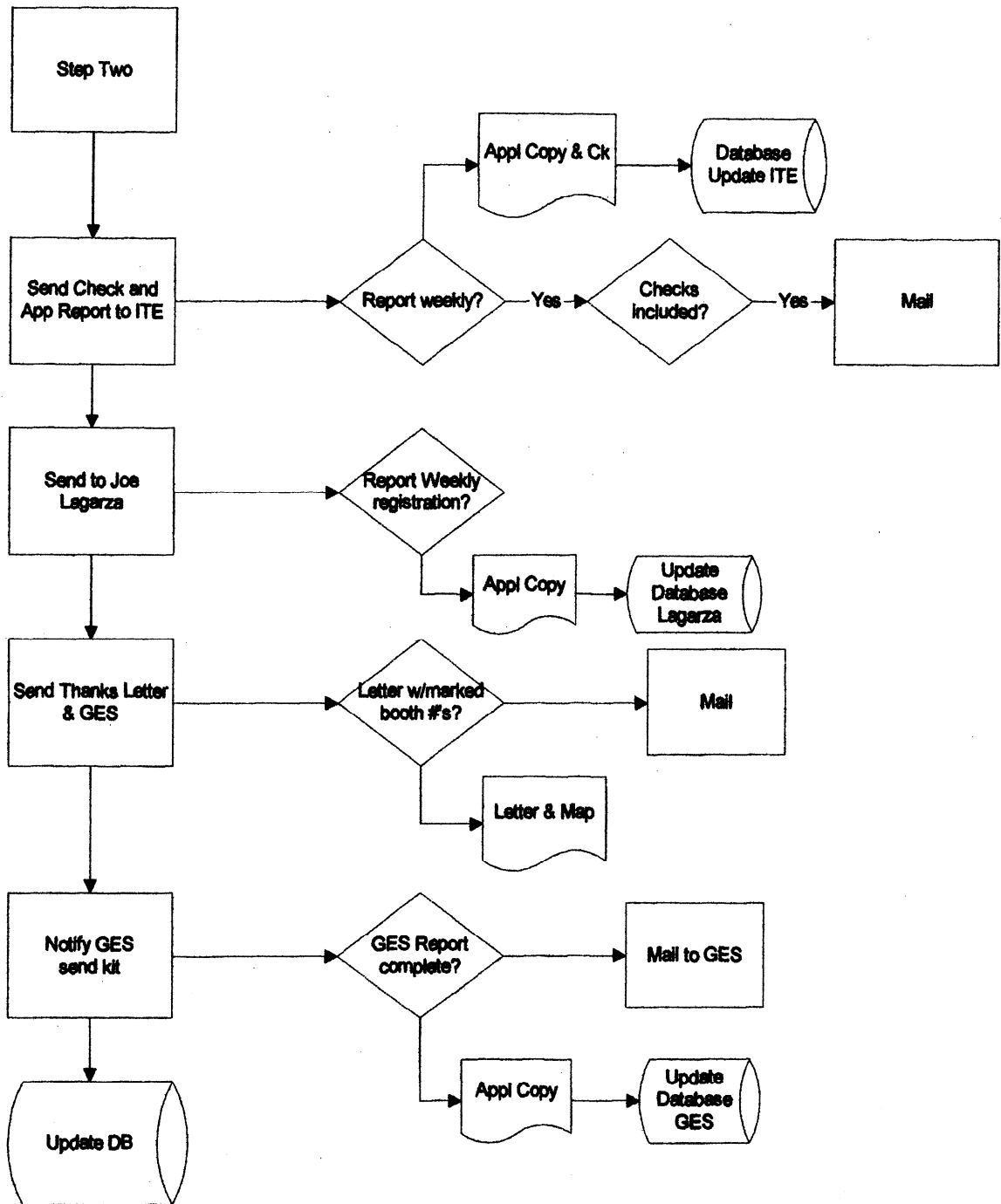
Title of Paper (as it will be published):

By (list all authors):

_____	_____
Name	email
_____	_____
Name	email
_____	_____
Name	email

APPENDIX M -- EXHIBITOR/VENDOR FLOW CHART





The full lists of Duties can be found on the web at www.westernite.org/leadership/duties.htm.

President

IMMEDIATELY AFTER YOUR ELECTION AND WHILE YOU ARE AT THE ANNUAL MEETING

- ❖ Along with the new Secretary-Treasurer and Vice President, sign the bank signature authorization/change of address card (provided by the out-going Secretary-Treasurer) for the Wells Fargo Bank checking and money market accounts. This is usually done at a meeting of the new officers held after the election, or may be deferred to the Book Exchange.
- ❖ Ensure that any awards that were not received in person at the Annual Meeting are mailed to the winners.
- ❖ Send ITE Headquarters a list of the new officers (sworn in at the Western States Luncheon) and the new International Director (who will take office the following January).

Roles and Responsibilities for next Annual Meeting

- ❖ Monitor progress of and coordinate with the Annual Meeting LAC.

Calendar of Duties

- ❖ February- Coordinate with the LAC on preparation of the registration packet. Ask the General Chair of the upcoming Annual Meeting to confirm that your room reservation and any other hotel needs you may have are programmed. The Annual Meeting LAC is to negotiate free hotel rooms at the hotel for the District President, Vice President, Secretary-Treasurer and the student paper award winner. Verify that this has been done by contacting the General Chair or Hotel Chair of the LAC and acquire whatever information you need to guarantee your room reservation and any other hotel needs you may have.

TWO MONTHS PRIOR TO THE ANNUAL MEETING

1. Prepare and email a draft agenda for the Annual Board Meeting to the Board members, Committee Chairs, candidates for District office, Section and Chapter Presidents, all LAC Chairpersons and the District Accountant soliciting comments.
2. Request written reports from Board members, Committee Chairs, LAC Chairpersons and any others that may have an agenda item requiring a report for inclusion in the board meeting agenda packet to be made available at least 2 weeks before the Annual Board Meeting. Similar to preparation for the Mid-Year Board Meeting, it is wise to solicit the written reports early to give everyone sufficient time to submit their reports electronically and still leave time to assemble the packet and make it available two weeks before the meeting.
3. Send a letter or email to the International ITE President and to the ITE Executive Director inviting them to attend the Annual Meeting. State that the District has waived their registration fees and request that they arrange to have the International ITE Vice President and/or ITE Deputy Executive Director attend in their place if they cannot attend personally. Request that they each participate in the Annual Board Meeting and provide a time for the International President to give a presentation to the membership during the Annual Meeting. Work with the LAC General Chair to determine when and where the President should speak.
4. Send a letter or email to both of the candidates for International ITE Vice President

inviting them to attend the Annual Meeting. Waive the meeting registration fee and offer them an opportunity to speak to the membership at the meeting. Request that they participate in the Annual Board Meeting to learn about Western District issues.

5. Send a letter or email to the candidates for the Western District Secretary-Treasurer and International Director inviting them to the Annual Board Meeting so that they can better learn and participate in Western District issues.
6. Send a letter or email inviting Board Members, Committee Chairs, Section and Chapter Presidents, International officers and Headquarters staff, and any special guests to participate in the Leadership Breakfast. Coordinate with the LAC General Chair on arrangements for this meeting.
7. Establish a Teller's Committee to count ballots and verify results of the election. Coordinate with the Secretary-Treasurer who will be receiving ballots cast by mail and confirming their legitimacy.
8. Coordinate with the LAC General Chair to have the appropriate people sit at the head table for each event. Name placards should be prepared by the LAC for everyone at head tables.
 - a. Welcome & Keynote Address: Usually LAC Chair, President and speakers.
 - b. Kickoff Luncheon: Usually LAC Chair, President and speakers.
 - c. Business Meeting Luncheon: All Board members, District Administrator, International officers, Headquarters representative (or guest speaker)
 - d. Awards Banquet: Typically does not have head table but needs space for awards.
 - e. Western States Luncheon: All Board members and spouses, International officers and spouses, District Committee chairs and spouses, Headquarters representative and spouse (about 24-36) if room, new Secretary-Treasurer and spouse and International Director-elect and spouse.
9. The President is a member of the "Editorial Award" selection committee. You will be contacted by the chair of the committee, the *WesternITE* Managing Editor, to help select the winner of the award, which is given to the author of the best article printed in the *WesternITE* during the previous year.
10. Contact Committee Chairs and any others responsible for selecting award winners to ensure that they have contacted the winners and confirmed their attendance at the annual meeting. Winners must be informed of where and when they will receive their awards and whether they have any obligations such as presenting a paper.
11. Send Annual Meeting letters of invitation to the Western District Honorary and Lifetime Achievement Members and advise them of which costs are/are not covered, respectively.
12. Coordinate with the LAC Chair(s) regarding meeting theme and to obtain key materials, graphics, photos, and other information to include for presentations in advance where feasible.
13. Review President's Duties to prepare for Annual Meeting and update as appropriate to reflect current roles and responsibilities.

ONE MONTH BEFORE THE ANNUAL MEETING

1. Agendas only should be sent to Section and Chapter Presidents. Links to the agenda packet should be sent to all District officers, the District Administrator, committee chairs, ITE Headquarters, the District Accountant and District officer candidates. Ask the District Accountant to review the packet and alert you to any concerns prior to the Board meeting.
2. Request a list of deceased members from ITE Headquarters to read at the Annual Business Meeting. Headquarters staff can typically grant this request within a week's time, but coordinate with them prior to the Annual meeting to get the list as close to the meeting as possible.
3. Prepare the President's Report for the Annual Meeting.

4. Prepare agendas for Annual Meeting events and invitations as appropriate:
 - a. Leadership Breakfast (invitations are optional)
 - b. Business Luncheon
 - c. Western States Luncheon
 - d. President's Reception (invitations are recommended)
5. Prepare a speech for the Opening Session welcome, Kickoff Luncheon statements, the Business Luncheon "State of the District" address and Western States Luncheon Farewell address. The "State of the District" speech should summarize the important actions taken by the Board or that have occurred in the past year affecting the Western District. It is likely that this speech will need to be modified and embellished just prior to the Annual Business Meeting to reflect actions taken by the Board at the Annual Board Meeting.
6. Contact the highest-ranking International Officer that will be in attendance and request that they swear in the newly elected officers at the Western States Luncheon.
7. Coordinate with the LAC Chair to organize and host an event for the members of the LAC in appreciation of their service. This event is held at the discretion of the President, but if held, it is traditionally on Saturday evening. Send emails to LAC members, officers, committee chairs, and others inviting them and their families to the LAC event.

TAKE TO THE ANNUAL MEETING

1. Have the Board Meeting agenda and packet available on a jump drive or other electronic transfer device for guests and participants to upload.
2. Take electronic copies of any information you wish to pass on to the new President, such as correspondence you sent the previous year, meeting agendas, Proclamations, and speeches to be given at the Annual Meeting (a CD, jump drive, or other electronic transfer device is recommended).

AT THE ANNUAL MEETING

1. Host the LAC appreciation event, including making arrangements for refreshments.
2. Preside over the Annual Board Meeting.
3. Following the Board meeting finalize the agenda for the Business Meeting and coordinate with the Secretary-Treasurer to have hand outs of the agenda and proposed new fiscal year budget (including changes made at the Board Meeting) available to the membership. Make sufficient copies to distribute at the Annual Business Meeting.
4. Sit at the head table and plan to participate in the Welcome and Keynote Address.
5. Sit at the head table and plan to participate in the Kickoff Luncheon.
6. Host the President's reception.
7. Participate in the Leadership Breakfast, which is to be presided over by the Vice President.
8. Preside at the Annual Business Meeting. Give your President's Report.
9. Meet to organize all certificates provided by the Vice President for presentation at the Annual Awards Banquet and Western States Luncheon.
10. Hand out awards at the Awards Banquet. Coordinate with the Vice President to ensure all awards are prepared and decide on presentation order. Coordinate with the LAC Chair to determine when and how the awards will be presented.
11. Preside at the Western States Luncheon. Hand out remaining awards and certificates. Give your farewell speech. After your speech, invite the highest ranking ITE official present (as previously arranged) to come forward to administer the oath of office to the new District officers (remember to bring a copy of the oath with you to the meeting).
12. Offer to hold a meeting of the new officers (coordinate with the in-coming President) in your room or otherwise ensure that such a meeting is held to allow everyone to exchange information.
13. Pass on any files you wish to give to the new President and receive the files and list of

Past President's duties from the outgoing Past President.

FOLLOWING THE ANNUAL MEETING

1. Follow up on action items from the Annual Board Meeting.
2. Send thank you notes to people associated with Annual Meeting.
3. Review President Duties and update as appropriate to reflect current roles and responsibilities.

Vice President

IMMEDIATELY AFTER YOUR ELECTION AND WHILE YOU ARE AT THE ANNUAL MEETING IN JULY (or later if the Annual Meeting is in the fall concurrent with the International ITE Meeting)

- 1) Along with the new Secretary/Treasurer and President, sign the bank signature authorization/change of address card (which you provide as the out-going Secretary Treasurer) for the District's checking account and money market account. Submit the card to the bank after the Annual Meeting in time to be effective before the beginning of the new fiscal year October 1, when you turn over the checkbook and check writing duties to the new Secretary/Treasurer.
- 2) Make sure arrangements have been made by the Local Arrangements Committee to send the District flags, banner, etc. used at the Western States Luncheon to the Chair of next year's Local Arrangements Committee.

AT THE ANNUAL MEETING

- Coordinates the provision of certificates, plaques and checks for all Western District awards

BEFORE THE ANNUAL MEETING

- 1) Count the number of blank Certificates of Award and Certificates of Appreciation in your possession. You can expect to prepare 8 to 10 Certificates of Award and 40-45 Certificates of Appreciation for the Annual Meeting Awards presentations. If you don't have at least 50 blank copies of each, arrange to have more printed. There are no masters of the certificates in the file, so use a clean copy as a master.

IMMEDIATELY AFTER THE ANNUAL MEETING

- 1) Draft two articles for WesternITE, one on the Annual Board Meeting and one on the Annual Business meeting. Circulate this for review by all Board Members and the District Accountant. Finalize and provide the articles to the WesternITE Managing Editor per his/her schedule.
- 2) Request \$200 reimbursement from ITE Headquarters for the Van Wagoner Award (in your capacity as prior Secretary Treasurer). ITE Headquarters manages the money in an endowment fund for the Western District. Contact the Associate Executive Director for Finance and Administration at ITE HQ.

CALENDAR OF DUTIES

AUGUST

- 1) Send out, preferably by e-mail, draft minutes of the Annual Board Meeting and the Annual Business Meeting to all Board Members and the District accountant for review and comment.

MAY

- 1) Obtain the names for all of the District's award winners and prepare the appropriate certificates and plaques. Refer to the attached list of awards and names of individuals responsible for selecting award winners. This task may require follow-up with the various award selectors. They will normally complete the process of selecting the honorees by the end of May. Insure that the Secretary/Treasurer has the winners' names and dollar amounts for cash awards to be presented at the Western States Luncheon. The Secretary/Treasurer can write checks at the Annual Meeting prior to the Western States Luncheon.
- 2) The Annual Meeting LAC is to negotiate free hotel rooms at the Annual Meeting hotel for the three District Officers. Contact the Hotel Chair of the Local Arrangements Committee (LAC) to verify that this has been done and to receive whatever information you need to

guarantee your room reservation and any other hotel needs you may have.

JUST PRIOR TO THE ANNUAL MEETING

- 1) Prior to the Annual Meeting, prepare a brief acceptance speech to present at the Western States Luncheon after you are sworn in as the new Western District President.

AT ANNUAL MEETING

- 1) Take to the Annual Meeting: Vice President Handbook and any other file information you wish to give to the new Vice President; Certificates, plaques, resolutions, ITE logo pen, ITE Past President's pin and any other awards to be presented.
- 2) Obtain award checks from the Secretary/Treasurer. Hand the checks, certificates and plaques to the President as he/she presents them to the award winners at the Western States Luncheon. Present the outgoing President with a plaque, certificate and Past President's pin as your first duty as the new District President.
- 3) Arrange to mail or otherwise deliver any checks, certificates or plaques awarded to members not present at the Annual Meeting.
- 4) Sign the bank signature card along with the other officers.
- 5) Receive the files and list of President's duties from the outgoing President.

Secretary-Treasurer

- Take minutes at Western District Board meetings

JUNE/JULY

AFTER BEING ELECTED AT THE JUNE/JULY ANNUAL MEETING (or later if the Annual Meeting is concurrent with the August international ITE Meeting)

- 1) The new Vice President should provide you with this electronic Secretary-Treasurer

Handbook followed by other electronic samples of letters, the budget and account numbers, and other files for you to review shortly after taking office. This Handbook contains helpful information pertinent to fulfilling your duties. (The latest version of this Handbook should also be posted on the website.)

- 2) Some award recipients may not be present at the Annual Meeting or might have left the meeting early. After returning from the meeting, a personalized letter for each remaining award or certificate will need to be prepared and transmitted on behalf of the district by the Secretary-Treasurer.
- 3) Discuss a possible schedule for the *Exchange of Records Meeting* for the fall with the past Secretary-Treasurer and the in-coming President. This will be the time you're your formal roles as Secretary-Treasurer will begin.
- 4) Purchase *Quicken* or other accounting software/tool(s) used by the District and load it into your laptop (ideally prior to Fall *Exchange of Records Meeting*). Although the past Secretary-Treasurer may not yet have all the Accounts Information to Transition the latest *Quicken* file; if possible, develop familiarity with the program prior to this meeting.
- 5) The new Vice President will introduce you to the Local Arrangements General Chair (and Finance Chair if present) for the next year's Annual Meeting. It is important to establish good communications early with the Local Arrangements Committee (LAC) financial team.
- 6) The District Board communicates via Email throughout the year. Send each officer an email and ask to be included in the mailing list used by the previous year's officers (forward your data to the web manager for inclusion on the Western District web page). Additionally, request to be added to the credit card settlement statement accounts as another recipient and be clear that you do not, however, wish to receive the LAC registration credit card settlement statements (100s of them!). Also, ensure that you are updated with ITE Headquarters staff, all ITE leadership directories, and be sure that your preferred e-mail address is also provided, etc. to avoid missing key information.

FEBRUARY

- 3) Coordinate with the subsequent year Annual Meeting LAC to establish bank accounts. Typically an advance is provided at the Mid-Year meeting to the LAC and these funds can be utilized to establish the account. Depending upon circumstances, it may be desirable for the Secretary Treasurer to open the checking account as a parallel account to the Western District's other accounts at the same financial institution. If the LAC decides to open their own account, they should be strongly encouraged to utilize the same financial institution as the Western District.

MAY

- 1) Register for the Annual Meeting and make appropriate travel arrangements. The Annual Meeting LAC is to negotiate free hotel rooms at the Annual Meeting hotel for the three District Officers. Contact the Hotel Chairperson of the Local Arrangements Committee (LAC) to verify that this has been done and to receive whatever information you need to guarantee your room reservation and any other hotel needs you may have.

JUNE

- 1) Prepare a packet for the President including the following:

- Draft Budget Spreadsheet (see below)
- Memo summarizing the budget proposal and fund balance/reserves of District
- Memo summarizing key activity undertaken by the Secretary Treasurer
- Minutes of the Mid-Year meeting
- Accountants Mid-Year Financial Data

2) Prepare a budget report for the Annual Meeting containing several spreadsheets including a current year-to-date budget statement, a projection of the budget at year-end and a proposed budget for the next fiscal year. Refer to the previous Annual Meeting budget reports in the files for the expected format. The District's accountant should be able to provide the current year-to-date budget statement as long as you provide them with information on income and expenditures. The accountant can also provide a proposed budget printout for the new fiscal year if you give them the dollar figures you propose. Mail a copy of the report to the President approximately one month before the Annual Board Meeting in time to include it in the meeting agenda packet which the President mails to Board members prior to the Annual Board Meeting. This task will take longer than any other performed by the Secretary-Treasurer.

3) Calculate the fund balance of the District, i.e., funds available in the checking and all savings accounts. If time permits, update the budget report that you will present at the Annual Board Meeting. Use the assistance of the District's accountant, if necessary.

4) Coordinate with the appropriate financial institutions to obtain proper change of authorization forms for all Western District accounts. You will need to bring them to the annual meeting – so give yourself a few weeks to get the forms before you leave.

5) Contact the Annual Meeting Local Arrangement Committee (LAC) general chair to determine who they have assigned to the Tellers Committee for counting ballots. Coordinate with the Tellers Committee Chair to ship the ballots to them at least a week prior to the Annual Meeting to allow them to remove the outer envelopes and prepare the ballots for efficient counting at the annual meeting.

JULY

1) Because you will be transferring the District files to the new Secretary-Treasurer at the Annual Meeting, make copies of any correspondence that you may want to refer to as Vice President and President.

2) Request reimbursement from ITE Headquarters for the Van Wagoner Award. ITE HQ maintains the funds for this award, Western District writes the check at the Annual Meeting to the award winner.

3) CHECK LIST OF MATERIAL TO TAKE TO THE ANNUAL MEETING:

- Binder of historical meeting minutes
- Budget report
- 15 to 20 check
- Bank signature/change of address forms (bank card signing can be done during the Exchange of Records Meeting)
- If electronic balloting is not being used, remaining unopened ballots
- A copy of this Secretary-Treasurer Handbook

Note: If you do not include your material in June for the President to distribute to the Board members, you will need to bring approximately 30 copies (three hole punched) of any material you wish to hand out at the meeting.

AT THE JULY ANNUAL MEETING (or later if the Annual Meeting is concurrent with the international ITE Meeting)

4) Cash awards are intended to be awarded at the Annual Meeting. Coordinate with the Vice President who is in charge of the awards to provide him/her with checks at the Annual Meeting to be given to award winners during the Annual Meeting. It may be necessary to mail checks to winners unable to attend the Annual Meeting.

5) Attend the Annual Board Meeting (usually Sunday 11 a.m. to 5 p.m.) and present the budget report. Attend the Leadership Breakfast (usually Tuesday morning around 7 AM) and the Annual Business Meeting (usually Tuesday luncheon) and present the status of the current budget and the proposed budget for the coming fiscal year to the membership. You will need to make copies of the proposed budget from the Sunday Board meeting for the Tuesday Annual Business Meeting. Typically you should provide copies for about half to 75% of the anticipated luncheon attendees to share. This will require finding a business center or photocopy shop to make the copies of the budget and the agenda for the meeting prepared by the President. You may be able to coordinate with the LAC in advance for them to get these printed.

6) Take minutes at both the Annual Board Meeting and the Annual Business Meeting. Refer to the files for typical format.

7) Determine District records that may be more appropriate for shipping to the District Administrator for archiving. These should be organized for delivery to the District Administrator at the Mid-Year Board Meeting. Work to provide the new Secretary / Treasurer with a clear but essential set of records for their use in the coming year.

8) Provide binder with Secretary-Treasurer Handbook to newly elected Secretary Treasurer at the meeting or make arrangements to ship them after the meeting for them to review.

9) Tentatively schedule the *Exchange of Records* meeting with the newly elected Secretary Treasurer, Vice President and President.

10) As soon as possible after the meeting, send draft copies of minutes of both meetings to the Board members for review. Send a copy of these minutes to the Accountant. Prepare a summary of highlights of minutes of both meetings in the form of separate newsletter articles. Forward them to the Board for review, and then send them to the WesternITE Managing Editor for publication -in the September/October WesternITE. If you have any questions on the content of the articles, contact one of the District Officers. See previous issues of WesternITE for article format. Due to the September/October WesternITE deadline listed in the Secretary-Treasurer Handbook, you typically have only A FEW WEEKS TO ACCOMPLISH THIS!!! Email, Telephone calls, and Faxing are usually necessary to send the draft out and receive comments back in time.

AUGUST

1) Coordinate with the Annual Meeting LAC to close their financial records and checking account. You will need this to close your Fiscal Year ending September 30.

SEPTEMBER

- 1) Send an email out to all Board members and Committee Chairs requesting that they submit their travel reimbursement requests prior to mid-September so you may issue checks within your fiscal year (which closes September 30).
- 2) Schedule the Exchange of Records meeting and make travel arrangements. Coordinate location and date with Vice-President and President.
- 3) The President will provide ITE HQ with the Dues Confirmation Notice data they will request. ITE HQ typically email/mails a form asking what the Western District approved dues levels are for their dues billings for the coming year. Confirm that this has taken place.
- 4) Provide accountant with receipts/records for the end of the Fiscal Year.

AFTER SEPTEMBER

- 3) Complete an end of Fiscal Report financial report documenting the financial status at the end of the year compared to budget (including the Annual Meeting data). This should include: a) Accountants analysis of expenditures and performance to budget; b) brief memo summarizing highlights; c) Summary table of financial performance to budget (Quicken data and/or summary tables). This should be prepared to present at the Mid-year meeting and must be provided to the President about one month prior to that meeting for inclusion in the meeting agenda packet.

Past President

Serve as the Annual Meeting Liaison (unless joint meeting with International)

Calendar of Duties

AUGUST

1. Follow up on any Board actions assigned to you at the Western District Annual Board Meeting.
2. Review Annual Board Meeting and Annual Business Meeting minutes and/or WesternITE summary articles upon receipt from the Secretary-Treasurer. (This task may occur in September in a year that a joint Western District/ International meeting is held).

APRIL/MAY

1. Coordinate with the current LAC and aid with Annual Meeting details. While the Annual Meeting liaison is primarily an advisory position, it can require a fair amount of time for coordination.
2. Write the presentations for the Individual and Lifetime Achievement Award presentations.

JUNE/JULY

1. Update the Past President Duties, Candidate/Election Guide, Achievement Award nomination forms, and/or Selection Processes, if necessary, and submit for approval during the Annual Board Meeting.
2. Submit your Past President's report for inclusion in the Annual Board Meeting packet. Your report will be due approximately 3-4 weeks prior to the Annual Board Meeting.

International Directors

The International Director is a voting member of the Western District Board and shall:

1. Attend meetings of Institute and the Western District. This includes the Western District Mid-year Board (late January or early February) and the Annual Board meetings.

SENIOR DIRECTOR

- Submit a written report on the International Board meeting held at the Spring Conference to WesternITE for inclusion in the newsletter and the Western District Web Page. Allow the other two Directors to review the report before submitting it if time permits. Send of copy of the report to the Western District President for inclusion in the Western District Annual Meeting packet.
- Present a brief, verbal summary report of International Board activities to District membership during the Western District Annual Business Meeting.

- Prepare a brief farewell speech to present after receiving the “Exiting Director’s Resolution at the Western States Luncheon.

Immediate Past Director

- Prepare a Resolution of Appreciation for the Senior Director to be presented by you or the Western District President at the Western States Luncheon during the Western District Annual Meeting. Coordinate with the Vice President to get the resolution signed by the other Board Members of the Western District and suitably framed.

APPENDIX O



Experient Letter of Intent

The following is a list of services and benefits which I am providing ITE the Western District at no charge relating to their annual meetings:

- **Site research** to locate venues that meet your conference requirements in terms of airlift, venue, budget, geographical concerns, sleeping rooms and meeting and function space

requirements and preferred dates.

- **Venue analysis** providing comparison matrix outlining features and benefits and providing recommendations based on Experient's vast database of knowledge.
- **Site selection assistance.** Negotiating complimentary airfare with CVBs for site selection as well as complimentary hotel accommodations. Coordinating appointments with outside suppliers and vendors.
- **Contract negotiation and consultation** which would include:
 - Performance based contract providing ROI to the ITE Western District for successful performance.
 - Guaranteed lowest hotel rate regardless of earned commission during and three days before and after conference as well as optimum concessions and terms accomplished by Experient being among the top producer of group room nights for Hilton, Hyatt, Intercontinental, Marriott and Starwood Hotels as well as independent hotels.
 - Liberal attrition and cancellation clause as provided by Experient's leverage based five year pre-negotiated contracts with major brands and many independent hotels.
 - Fixed and guaranteed schedule of all charges and flexible working relationship with hotel as well as standard service agreements. No surprises!
 - Minimum one per fifty complimentary rooms. Additional concessions based on performance.

- **Complimentary on-site support** which includes:
 - Conduct or assist with the pre-convention meeting
 - Check the arrival and delivery of shipments
 - Conduct personnel briefings with suppliers (general service contractors, audio/visual company, florist, photographer, security, etc.)
 - Provide updates on guarantees and attendee counts to hotel and suppliers
 - Monitor staffing levels of the hotel's front desk for maximum service
 - Verify accurate meeting room sets & AV
 - Check placement and working condition of audio visual equipment
 - Meet with speakers to ensure their needs are fulfilled
 - Check transportation timeliness
 - Supervise the correct placement of buffets and bars for smooth traffic flow during

- events
- Control costs through monitoring and inventorying food and beverage events (continental breakfasts, coffee breaks, receptions, etc.)
- Review banquet checks and supplier invoices for accuracy
- Provide post conference review

- **Providing a virtual office** for record keeping of all conferences.

- **Producing full post conference reports and recommendations** on every aspect of the conference.

I serve strictly as a consultant and am not authorized nor do I involve myself in making any decisions on behalf of the ITE Western District. Complimentary onsite support is a service that I personally provide based on my availability at the time hotel contract is signed.

Agreement to provide above services can be terminated by either party without cause.

Sincerely,

Robert J Fraser
National Account Manager

Robert J Fraser National Account Manager

6237 NE Carillion Drive, Suite 201, Hillsboro, OR 97124 Phone/Fax: 503 746 7384 E-Mail: robert.fraser@experient-inc.com

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