

### **WELCOME!**

ICYPAA University 2015-2016 Cycle Session 3 – January 24, 2016

Bid Requirements 11 & 12: Hotels & A/V



### How To Participate In ICYPAA University

- Register by clicking the link sent via email or posted on Facebook.
- If your computer does not have a microphone or you are having other technical difficulties, you may participate by dialing in on your phone.
  - The dial-in number is located in your registration confirmation email.
- It is recommended that everyone use a headset.
- During the webinar you are able to ask questions by typing them out into the questions box, indicating that you have a question in the questions or chat box, or by utilizing the hand-raising function.
- When asking questions, please identify which committee you are on.
- Questions will be answered at the end of each section.
- If a presenter is unable to answer all questions in the time allotted, the presenter will email you an answer to your question.



### Introduction To ICYPAA University

- Bidders and Advisory Council members frequently have informal conversations at ICYPAA, where we discuss several important topics. These conversations are a great way for individuals to gain insight to Council's experience and expectations. ICYPAA University was created so that this information could become more widely available to anyone seeking it.
- The Bid Development committee intends to present a series of educational webinars, providing an interactive environment for Bidders and Council members to learn from each other.
- Each webinar will be recorded and available for viewing on the ICYPAA website. The full schedule of ICYPAA University webinars can be found here: <a href="http://www.icypaa.org/bid-center/icypaa-university">http://www.icypaa.org/bid-center/icypaa-university</a>.
- Please understand that the individual presenters are sharing their qualified experience and not representing the Advisory Council as a whole.
- The full schedule of ICYPAA University webinars can be found here: <a href="http://www.icypaa.org/bid-center/icypaa-university">http://www.icypaa.org/bid-center/icypaa-university</a>.



### **Personal Introductions:**

Council members, when prompted, please introduce yourself:

- First name and last initial only
  - This webinar is being recorded and will be posted to our website
- Current position on the Advisory Council
- Which ICYPAA Host Committee you served on
- What position you served on your Host Committee

Bidders, when prompted, please introduce yourself:

- First name and last initial only
  - This webinar is being recorded and will be posted to our website
- Which Bid Committee you serve on
- Current position on your Bid Committee



### ICYPAA University Session 3 Agenda

#### Bid Requirement #11

- Section 1: Dates, Rooms, Rates, Reservations
- Section 2: Accommodations and Use of Function Meeting Space
- Section 3: Audio Visual, Electrical and Internet
- Section 4: Hotel Policies, Credit and Reporting
- Section 5: Negotiating and Working with the Hotel
- Section 6: Putting it All Together for the Bid Package
- Section 7: What Happens Next

#### Bid Requirement #12

- Section 1: AV Introduction
- Section 2: Marathon Meetings & Panel Meeting Setup
- Section 3: Primary Ballroom & Entertainment Setup
- Section 4: How to Get the Best AV Contract

Best Practices in Working with Unions

<u>Bid Committee Roundtable</u>

<u>Advisory Council Testimonial</u> – Stacy H. St. Louis, MO

**Bid Committee Timeline** 



### Bid Requirement #11

"Obtain commitments from two or more distinct facilities able to accommodate the entire conference, both in sleeping rooms and meeting space."



- Sleeping and Meeting Rooms
  - Large enough to accommodate our attendees in sleeping and meeting rooms
    - Can the hotel hold ICYPAA?
      - Number of hotel rooms total (600+)
      - Theater capacity of largest ballroom (2000+)
      - Number of breakout rooms (10-ish)
    - If the hotel meets these numbers, they should be on your list to work with
      - All appropriately sized hotels in your market should be researched
  - Layout of hotel for a good conference flow
    - Can the hotel handle ICYPAA?
      - Visit each property and envision ICYPAA
      - Access to meeting rooms, hang out spaces, smoking areas



- Room Block
  - Number of rooms available over the event dates
    - Room revenue is the single largest factor in the income for a hotel during ICYPAA
      - 1500 x \$130 = \$195,000 Standard ICYPAA
      - Recent ICYPAAs have filled approximately 1500 room nights
      - ICYPAA needs to be able to be smaller and survive
      - Don't take success for granted
    - Plan prudently, negotiate upwards later in the process



#### Room Block

	Wed	Thu	Fri	Sat	Sun	Total
Sample Room Block	50	400	500	500	50	1500

<sup>\*</sup>Note our sample RFP no longer includes Small, Medium and Large Markets for Room Blocks

#### Attrition

- Percentage of the total number of room block we must fill
- Penalties tied to attrition
- Attrition rate can and should be negotiated

#### Changes to the room block

- Start with a smaller, but reasonable block
- Easier to negotiate more rooms later in most markets



- Use of Function and Meeting Space
  - Run of the House
    - Means that ICYPAA has use of all meeting space
    - Generally, we hope to secure run of the house
    - Very large hotels are more reluctant to give it
  - List with the dates and times of function and meeting space available for Host Committee to use for conference
    - Every room you plan to use in the hotel should be accounted for
    - Set up time, 24 hour hold, exclusive use of the contracted spaces



- Room Rates
  - Rack rate (the full price of a hotel room, excluding discounts)
  - Group rate(discounted price of a hotel room for groups)
  - Tiered rate (varying price dependent on a variable)
  - Flat rate (constant price regardless of use)
  - Range \$69 \$189
    - Research your market and the hotels
    - Find out what other conventions are getting
  - Shoulder dates
  - Rebates
- Release of Rooms Reserved
  - Cutoff date
  - Can and should be negotiated



- Attrition Clause
  - Commitment to Hotel to fill a set percentage of room nights
    - Slippage
  - Consequences for not filling the room block
    - Penalties
    - Clauses
    - Concessions



- Reservations
  - Call in Phone Number
  - Hotel Website
  - Unique URL
  - Passkey System
  - Check-in and check-out times
  - Late check-out



- Room Deposits
  - Requiring credit card to reserve room
  - Deposit to reserve room
  - Credit/debit card hold
  - Charges upon check-in
- Cancellation Policies/Clauses
  - The number of days attendees have to cancel a reservation
  - Cancellation clause in contract MUST be mutual



- Accommodations and Amenities
  - Complimentary Meeting Space
    - We don't pay for meeting space
    - Comped in return for filling room block
    - Be clear about exactly what space you are asking for
    - Make sure the contract states it accurately



- Concessions
  - Ratio of complimentary room nights for number of paid room nights
    - No less than 40:1
  - Staff Rooms
    - 17 rooms for 4 nights, preferably free
  - Discounts and Complimentary Suites
    - 10 reduced rate rooms and upgrades
  - Complimentary Parking
    - With in and out
  - Complimentary Coffee
    - 1500 gallons as a target.



- Concessions
  - Extension of business hours for hotel restaurants and coffee shops
    - 24 hours
  - Extension of pool hours
    - 24 hours
  - Reserved space for smoking
    - A sensible plan for how and where smokers will congregate is essential
  - Free Electricity
    - For us and our vendors
    - Both electrical "power drops" & actual electricity



- Concessions
  - Availability of meeting room space for the Host Committee leading up to the conference
    - Monthly meeting for 6 months prior to ICYPAA
    - Complimentary WiFi
  - Complimentary use of tables, linens, chairs, easels, whiteboard
    - Things that are expensive if they try to charge us



- Program Agenda and Function Space
  - Host Committee to submit program, illustrating the use of meeting rooms, times and events
    - Every room you plan to use in the hotel should be accounted for
    - Set up time, 24 hour hold, and all events should be detailed
    - Program should be tailored to the hotel's space, and take advantage of the uniqueness of the property
  - Americans with Disabilities Act (ADA) Compliance
    - Both hotel and ICYPAA are required by law to comply



- Parking
  - Run by hotel or outside company
  - Number of available parking spots
  - Proximity of parking to hotel
- Displays
  - Policy regarding displays and decorations by the group
  - ICYPAA banner
  - Special accommodations
  - Theft



- Food & Beverage
- Hotels want to guarantee revenue and one of their favorite ways to do so is through F&B.
  - Variety of ways to meet F&B
    - Banquets
    - "Cash & Carry" stations
    - Coffee
  - \$0-\$50,000+ range
  - Taxes/Service charges—"all inclusive", "plus plus"(++)
  - Banquet menus

- Cash & Carry
- Coffee
  - Banquet coffee service
  - Coffee shops/kiosks
- Hotel restaurants
- Outside food policies



- Negotiating F&B
  - It can be difficult to negotiate F&B down.
    - What's right for your area?
    - Banquets vs. coffee—how will you spend your money?
    - Adding other things to F&B coverage



### BR 11 SECTION 3: Audio Visual, Electrical and Internet

- Audio Visual (AV)
  - Hotels want to make money one way or another for AV.
  - In-house providers.
  - Charges for outside providers—one time fees, "shadow" employees.
- Electrical
  - Two types of electrical power.
    - Wall power—Standard wall plug power, 110AC.
    - Main/3-Phase power—Power for ballrooms. Sometimes called "drops".



### BR 11 SECTION 3: Audio Visual, Electrical and Internet

#### Internet

- Guest room internet
- Secured Wi-Fi
- Registration needs approximately ~ 10, Merchandise ~ 5, Advisory Boardroom needs approximately ~ 15.
- Must be password protected and dedicated to ICYPAA

#### General tips

- It is important to make sure all of these costs and/or concessions are individually listed in your hotel contract.
- Get used to saying, "I'm going to need that in the contract".
   You'll be saying it a lot



### BR 11 SECTION 4: Hotel Policies, Credit, and Reporting

- Event Descriptions and Times
  - This is where you put your preliminary program to good use
  - The Hotel has to know what we plan on using their space for
    - Insurance concerns?
    - Additional staffing required?
    - Unorthodox setups?
  - Hotel will hold ICYPAA to the space and time allotments negotiated in the contract



## BR 11 SECTION 4: Hotel Policies, Credit, and Reporting

- Noise Policy
  - We need to let the Hotel know up front that we are excited but respectful
  - What are the hotel's noise policies (sleeping room levels, meeting space levels, pool areas, etc.)?
  - If other groups are booked in the meeting space, it's ideal to put maximum space between us.
  - Add noise clause to contract to protect ICYPAA



### BR 11 SECTION 4: Hotel Policies, Credit, and Reporting

- Security
  - Some Hotels ask that ICYPAA provide licensed and bonded security (we typically try to negotiate this out of our contracts)
  - Hotel should know that ICYPAA provides it's own 24-hour volunteer security team that will be in constant communication with the Hotel's in-house security.
  - Hotel's security lead should be encouraged to communicate with past ICYPAA host hotels to learn more about our security needs and requirements



## SECTION 4: Hotel Policies, Credit, and Reporting

#### Credit

- ICYPAA always establishes "Direct Billing" or a "Master Account" with our host properties
- The Hotel generally extends a line of credit initially based on our recent financial history and our anticipated total Master Account balance
- We try to keep our anticipated Master Account balance low by eliminating all contractually obligated charges during negotiations
- The Hotel should run ICYPAA's credit during the final contract negotiation phase
- A deposit schedule (if any) should be based on the line of credit and the anticipated master account expenditures.



### BR 11 SECTION 4: Hotel Policies, Credit, and Reporting

- Post-Conference Reporting
  - Good reporting from the Hotel makes dealing with future host properties easier – the more data we have from them the better.
  - Our contracts should contractually obligate the Hotel to provide an extensive report of all revenue related to our event, within a certain timeframe after the conference.



- Understanding the Hotel Structure and Staff
  - Hotels provide a service for a fee (sleeping rooms, meeting space, food & beverage, etc.)
  - ICYPAA provides attendees who pay for sleeping rooms and spend money at hotel's outlets in exchange for meeting space and favorable concessions
  - Sales staff must get approval for requests beyond their authority from managers and sometimes legal departments
  - Once contract is signed, that sales manager is no longer in the picture and a convention services manager is assigned to the Group.
  - Staff members from many other departments may play important roles in a smooth event (banquet, security, engineering, electrical, housekeeping, etc.)



- Communications and Negotiations with the Hotel
  - A single point of contact is very important (usually Hotels or Facilities chair)
  - Determine in advance hotels/facilities to attempt to work with
  - Initial introduction should explain basics about ICYPAA
    - Colorado-based non-profit
    - Peak nights between 350-500 nights (depending on your market)
    - Multi-phased site selection process (international bidding, then local selection)
  - A salesperson will be assigned based on our Colorado location and peak night commitment.
  - Time to develop your Request for Proposal (RFP)
  - Schedule a walkthrough so that key players can attend
  - Request an initial contract for your review (not a proposal)



- Preparing the Contract
  - This part of the process takes some time and many rounds of back-and-forth
  - Every revision of your contracts can be forwarded to the ICYPAA Hotel Committee for feedback (prior to July 6<sup>th</sup>, 2015)
  - You can utilize past contracts as reference points
- Your Local Visitor and Convention Services Bureau
  - These organizations can sometimes be helpful in assisting your bid
  - They can be especially helpful should your city be awarded the conference
  - Find out what services they offer and make sure they understand what ICYPAA is and what kind of business we are.



- Request for Proposal (RFP) Hotel
  - What is an RFP?
    - A simple to understand document that contains the essential information that a hotel salesperson needs to generate an accurate contract
  - Have a basic understanding of ICYPAA's needs
    - Preliminary information should be compiled into the RFP prior to speaking with the hotel
    - Prospective dates
    - Number of room nights
    - Which nights are peak nights
    - Expected attendance for main meetings
    - Rough sketch of program showing required meeting rooms



- Request for Proposal (RFP) Hotel
  - Resources are available in the Relevant Business Data section of icypaa.org
    - Sample RFP
      - To be used as template/example
      - Should be modified to meet the needs of your city/market
    - Historical ICYPAA Data
      - Past hotel contracts
  - ICYPAA Advisory Council is available to answer any questions regarding RFPs



## BR 11 SECTION 6: Putting it All Together for the Bid Package

- General Tips
  - It's important that the right kind of information is presented in the bid package
  - A simple checklist should aid in your final preparations
    - ☑ Agreements from at least 2 properties adequately sized to host ICYPAA
    - ☑ First Option, Tentative Basis, First-Refusal language
    - ☑ First Option Dates 4-6 weeks after ICYPAA
    - ☑ Program of Events, Tentative Schedule of Events
    - ☑ Diagrams & Capacities
    - ☑ Price Sheets Electrical, Telecommunications, Labor, etc.
    - Cost of Coffee, Tea, Water, etc.
    - All hotel and F&B taxes both to ICYPAA and its attendees indicated.
    - Number of parking spots available and cost per overnight (with & without "ins & outs")
    - ☑ Union Labor Law research summary
    - ☑ Cheat Sheet (Summary Comparing Properties)
    - Proximity to Airport(s), local transportation



## BR 11 SECTION 6: Putting it All Together for the Bid Package

Breaking Down Requirement 11
 Include commitments\*...

"First Option"

"First Refusal"

"Tentative Basis"

- These terms mean the same thing for all practical purposes.
- An offer is on the table until an expiration date.
- If a third party makes an offer before the expiration date, ICYPAA
  is notified by the Hotel and given an opportunity (within a
  specified amount of time) to execute the contract.
- If ICYPAA does not execute the contract within the specified amount of time, the Hotel is free to enter into an agreement with the third party.



- Breaking Down Requirement 11
  - ...from at least two appropriate facilities so sized as to be able to accommodate the entire Conference.
  - We're looking for two completely independent options here for hosting the entire conference.
  - For Example: A committee's bid package should include one option with at least 450 sleeping rooms (can be at multiple hotels) on peak nights paired with meeting space to accommodate around 2,500 attendees in a main meeting; and a second option using completely different facilities for both sleeping rooms and meeting space that can accommodate the same number of attendees.



#### Helpful to demonstrate:

- Dates: Contracted sleeping room & meeting space dates
- Room Rates: How much the Hotel is charging our attendees per room type
- Sliding Scale: Attrition clause (penalty for not meeting our obligations)
- Food & Beverage Prices & Commitment: Ideally we would have no minimum commitment; Regardless, the contract should state pricing for food & beverage options
- Coffee Prices: Free is ideal; We like to know how much it costs, otherwise
- Parking Fees: Important since most of your attendees are driving
- Electrical Charges: Ideally waived in concessions; Include electrical price sheet & order form; Contract must state all restrictions and policies relating to electrical;
- Taxes & Service Charges: Rates for both of these can add up; Important that we know what the current rates are



For Bid Requirement #9, #11 & #12:

- Important that we have an idea of the layout of the space and each room's capacity.
- The meeting space commitment is outlined in the contracts Tentative Function Agenda or Schedule of Events.
- Without the diagrams and capacity charts it's impossible to gauge practicality.



#### For Bid Requirement #11:

- All of this is in an effort to make sure that both the Bid Committee and the Advisory Council are fully informed on the offer being presented.
- Many contracts make reference to policies, fees, and penalties that can add up to the tens of thousands of dollars in some cases.
- Hotel Facts Sheets, Policies & Procedures Documents and Convention Center Contracts are notorious for packing in the undefined, open-ended costs.
- Be diligent in investigating, breaking down and reporting these unknowns.



- Council's Review and Evaluation of the Bid Information
  - Hotel Committee reviews Requirements 11 &12 during the IGR Phase
  - Each Member individually reviews these requirements in all of the bid packages and makes notes on pros/cons, etc.
  - An extremely long conference call is conducted in which the Hotel Committee members share notes and come to a consensus on the level to which each requirement was met
  - A report summarizing the Hotel Committee's findings is generated and circulated to the rest of the Advisory Council for review prior to ICYPAA.
  - Each bid is provided their individual report after the Site Selection process has concluded.



- Council and Host Committee's Hotel & AV Contract Process
  - Once awarded ICYPAA the new host committee designates two members to serve on the Advisory Council Hotel Committee until a hotel contract is signed.
  - The Advisory Council Hotel Committee Chairperson is the sole point of contact with the potential host properties until the signing of a contract.
  - After ICYPAA, the Hotel Committee meets on a regular (sometimes weekly) basis via conference call until a contract is signed.
  - All local potential facilities options are considered (whether they
    were in the bid package or not).



- Council and Host Committee's Hotel & AV Contract Process
  - Letters are drafted and sent to properties that have already provided contracts letting them know what they need to do in order to pull to the front of the pack.
  - RFPs and initial letters to newly considered properties are drafted and sent out.
  - The Advisory Council Hotel Committee Chairperson organizes site tours and negotiations with all potential properties (usually 4-6 weeks after ICYPAA, coinciding with Host Committee elections).



- Council and Host Committee's Hotel & AV Contract Process
  - After completing site tours the Hotel Committee reconvenes and narrows down our selection to our top choice.
  - We notify the top choice that if it meets our remaining requests that it has our business.
  - Once we have a contract that satisfies our needs we forward it to the Advisory Council Chairperson for review and a signature.
  - After our Chairperson signs the contract, it is forwarded to the hotel salesperson for a countersignature.



- Council and Host Committee's Hotel & AV Contract Process
  - Once the contract is fully executed, it usually takes the hotel 1-2 weeks to prepare their reservation systems to begin taking reservations for our event.
  - At this point, the main point of contact with the hotel becomes the Host Committee's Facilities chairperson.
  - Any changes to the contract go through the Hotel Committee and must be signed off on by the Advisory Council Chairperson.

### Any Questions?



#### Bid Requirement #12

"Obtain two quotes for audio-visual equipment and services for each proposed facility."

- Section 1: AV Introduction
- Section 2: Marathon Meetings & Panel Meeting Setup
- Section 3: Primary Ballroom & Entertainment Setup
- Section 4: How to Get the Best AV Contract



#### **BR 12 SECTION 1: Introduction**

- Why this is important
  - Attendee experience
  - Huge budget item
  - Time-intensive part of hosting
- What you need in order to begin
  - Hotels & Audio Visual Handbook Chapters 7-15
  - Meeting space commitment & diagrams (hotel contracts)
  - Preliminary program for each facility
    - What's happening in each room and when?
    - What equipment does each program event need?
  - Estimated lines for AV-related expenses in draft budget
  - List of potential AV vendors



#### **BR 12 SECTION 1: Introduction**

- How do we know what equipment we need?
  - Refer to past ICYPAA AV contracts
  - Know your program & space
  - Do basic research on AV equipment
  - Compare multiple quotes



# BR 12 SECTION 2: Marathon Meetings & Panel Meeting Setup

- Basic ICYPAA Marathon Meeting
  - (2) 15" powered speakers on tripods
  - (1) Microphone on boom stand at podium
  - Some rooms may be small enough that amplified sound is not required
- Basic ICYPAA Panel Meeting in Breakout Rooms/Small Ballrooms
  - (2) 15" powered speakers on tripods
  - (1) Microphone on boom stand at podium
  - (1) 4-channel mixer
  - (1) Digital Recorder
  - (1) Microphone on a straight stand in the middle of the room for audience (if audience is participating)



## BR 12 SECTION 3: Primary Ballroom & Entertainment Setup

- DJ Equipment
  - (2) Pioneer CDJ1000's
  - (1) Pioneer DJM800 Mixer
- Audio
  - (6) JBL VRX 932 array (3 per hang)
  - (6) EAW single 15" speakers (3 per array on top of subs)
  - (6) Dual 18" subs
  - (2) 12" or 15" monitor speakers (use as front fill and then for DJ monitors)



## BR 12 SECTION 3: Primary Ballroom & Entertainment Setup

#### Video

- (2) 15' x 20' Screens with rear projections skins and dress kits
- (2) High output projectors with short throw lenses (5-8K)
- (1) Professional camera on tripod for lock off shot
- (1) Video switcher Media inputs for CD, iPod and data for computer input for graphics

#### Lighting

- (6) High output moving-head lights
- (2) Strobe lights
- LED Truss warmers (as appropriate)
- Stage wash on dimmers (to light meeting participants and podium speaker)



## BR 12 SECTION 3: Primary Ballroom & Entertainment Setup

- Rigging
  - Truss as appropriate for hanging lights and/or audio—we generally do not rig from ceilings
  - Pipe and drape across back section of room
- Electrical
  - 3 Phase available 100 amps per leg, with 50' feeder run
  - 3 phase, 60A for smaller/secondary entertainment room



#### BR 12 SECTION 4: How to Get the Best AV Contract

- Be thorough every step of the way
  - Know your meeting space, plan what you're going to do with that space, and systematically define what your technical needs are to make that happen.
- Make AV companies be specific
  - The easiest quotes to understand are broken down by room with each room having a line item equipment list and then a list of labor charges.
  - Make sure that the equipment line items are broken down into specific model numbers (we like to know what we're really getting).



## BR 12 SECTION 4: How to Get the Best AV Contract

- Don't forget the fine print
  - Many AV companies have requirements in addition to the equipment and labor charges.
  - Parking, per diem, refreshments, lodging, transportation, etc.
  - All these should be broken down into line items on the quote.
- Take advantage of the ICYPAA Advisory Council's feedback
  - Completed Bid Requirements #11 & #12 can be submitted to the Hotel Subcommittee for Early Review at <a href="https://hotels@icypaa.org">hotels@icypaa.org</a> before , 2016.
  - The sooner, the better.

#### Any Questions?



#### Best Practices in Working with Unions:

- Talk to your prospective hotels, they will have the best insight to how strict the union in your area is
- Reach out to the local union to see how they handle outside companies
- Search out local AV companies, explain your situation, get multiple quotes
- Decide between local union/outside contractors



# Bid Committee Roundtable



#### Bid Committee Roundtable

each participant will be asked to select ONE question to answer

**Question 1:** What is/are the best way(s) ICYPAA can support AA as a whole?

**Question 2:** How do you think young peoples' groups and your bid committee are viewed in your local AA community?

**Question 3:** What do you view as key roles & responsibilities of the ICYPAA Advisory Council?



#### Advisory Council Testimonial

- Stacy H. (54<sup>th</sup> ICYPAA St. Louis, MO; Host Committee Registration Chair, Current International Participation and Communications Committee Chair).



#### Bid Committee Timeline

- Tuesday July 5<sup>th</sup>, 2016:
  - No Formal Reviews of the Bid Requirements after this date
  - Council will announce the number of printed Bid Books needed
- Wednesday, July 20th, 2016:
  - All Requested feedback from council will be received by this date
- Thursday, August 4th, 2016:
  - No Individual Webinars will be scheduled after this date
- Saturday, August 20th, 2016:
  - Deadline for Final PDF of Bid Package (no changes allowed between this PDF and printed Bid Books)
  - Deadline for Redacted PDF of Bid Package for Sharing with other Bid Committees (all names, phone numbers, email addresses, and signatures removed) Participation is voluntary based on your committee's Group Conscience



#### Q&A

 Please ask questions by typing them out into the questions box, indicating that you have a question in the questions or chat box, or by utilizing the hand-raising function.

#### Final Note: Early Bid Review

• What is early bid review?

How can we serve your committee?

What the deadline means to you...



#### Thank you for attending ICYPAA University Session 3

This webinar has been recorded and will be available on the ICYPAA website for viewing along with a PDF copy of the presentation material.

We look forward to your continued participation with ICYPAA University!

- Our next webinar will be Session 4: Bid Requirements 2 (Financial Records) & 10 (Budget) on Sunday, February 28th @ 1:00 PM PST / 2:00 PM MST / 3:00 PM CST / 4:00 PM EST.
- If your committee would like a private, one-hour webinar meeting with available Council members, please contact us at <a href="mailto:biddev@icypaa.org">biddev@icypaa.org</a> with your requested dates and times (no individual webinars will be scheduled after one month before the conference in 2016). We will do our best to accommodate. There is a limit of one individual webinar per Bid Committee per year.

Feel free to contact us with any further questions or comments:

- Subcommittee emails: <a href="http://www.icypaa.org/bid-center/bid-related-questions">http://www.icypaa.org/bid-center/bid-related-questions</a>
- Individual emails: <a href="http://www.icypaa.org/council/roster">http://www.icypaa.org/council/roster</a>