

CMC Organizer's Guidebook

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A publication of the IFBMA
PO Box 191443, San Francisco, CA 94119-1443 USA

Guidebook for potential CMC organizers

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Contributors

Biker Bill zxmessenger@hotmail.com	NACCC 2001
Stefan Vis (Fish) fishmeister@trackbike.com	ECMC 2001
Victor Badran victor@veloblitz.ch	CMWC '99, ECMC 2001
Buffalo Bill movingtarget@gn.apc.org	CMWC '94
Derek Chadbourne hwn@echo-on.net	CMWC '95; NACMC '99
Sarah Hood cadmus@interlog.com	CMWC '95
America Meredith uyvsdi@aol.com	CMWC '96; CMWC 2000
Jim Kaiser revjim@hotmail.com	CMWC '96
Maria Schur	CMWC '96
Rebecca Reilly lambchop@dccourier.com	CMWC '96; CMWC '98
Sting King	CMWC '96
Kamaal Onderwijzer kamaal@hotmail.com	ECMC '97
Ercan Tursun ercan_tursun@hotmail.com	ECMC '98
Andy Zalan zalandy@dccourier.com	CMWC '98
John Kenda cmwc2k@aol.com	CMWC '98; CMWC 2000
John Winslow jindo@erols.com	CMWC '98
Joaquin Menendez Alvargonzalez bicilaluna@wanadoo.es	ECMC '99
Markus Zust zuest@miguelrecordings.com	CMWC '99
Achim Cremer achim.c@gmx.de	ECMC 2000
Daniel Meinzer danielmeinzer@gmx.de	ECMC 2000
Wendy Fallin fiveeightnie@hotmail.com	CMWC 2000
Stefan Vis fishmeister@trackbike.com	ECMC 2001, CMWC 2002
Biker Bill bikeit@hardcoremessengers.com	NACCC 2001
Jo Yudess jamry@aol.com	perennial volunteer
Pia Steen Petersen yipyib@hotmail.com	CMWC 2002
Mo Kverderis x@cmwc2002.dk	CMWC 2002

Introduction

The title of this guidebook is not "How to run a CMC", and there's a reason. This isn't a formula for how to produce the perfect championships, nor is it a simple how-to. Nothing here (with the exception of the CMWC bidding process) is set in stone - heck, some people's advice may even contradict other people's suggestions. This is a continually evolving document gathering the collective experience of those of us who have helped organize successful championship events in the past. A CMC never happens without mistakes and learning experiences - this is my effort to publish those experiences so that others down the line have their lessons at their fingertips. Future organizers aren't bound by the advice contained herein, but would do well to heed it.

That being said, if you're a past or current organizer of a CMWC, ECMC, NACMC or ACMC who hasn't already contributed (or wants to add more comments), do not hesitate to contact me to add your advice - this guidebook won't be complete without it.

Joel Metz - editor
CMWC '96 SF, IFBMA
magpie@messengers.org
<http://www.messengers.org/>

The CMWC host city selection process

The deadline for submission of draft proposals for CMWC events is at the open forum two years in advance of the CMWC being bid for. Draft proposals are not full-blown proposals, but should be at minimum formal written notice of the city's desire to host a CMWC, with possibly a brief outline of their ideas for the event, and what they plan to do in the coming year prior to the final decision (i.e. something slightly more than "We want the championships"). **After this deadline, bidding for the CMWC year in question will be closed.** Draft proposals should simply be presented at the open forum, and the proposing cities recorded and announced for all to note. Proposing cities should do what they can to make information available concerning their intentions to anyone who may be interested.

Along with formal announcement of their proposals, potential host cities should submit to the IFBMA a proposal fee of \$100 at the time of the announcement. This fee will be held pending the final decision of a year's CMWC, and will be refunded to all but the winning city.

During the following year, between submission of draft proposals and the final decision, full and detailed proposals should be laid out by the hopeful host cities, and actions should be taken to investigate such things as street closure permits, other permits, sponsorship possibilities, and budgetary needs. **Anything that can be done in this first year based on the possibility of holding the desired CMWC should be done.** Basically, this is a year for the potential host city to "put their money where their mouth is."

Then, **at the CMWC open forum 1 year in advance of the CMWC being bid for, cities present their final, full-blown proposals,** budgets for the event, sponsorship details, and all other steps they have taken towards holding the event are presented to the assembled masses, and the final decision is based on their efforts and accomplishments over the past year.

The intent of this two-stage decision is to allow for a longer planning period, while realizing that 2 years is perhaps too much advance notice for organizers to effectively be able to anything beyond thresh out ideas for the first of those 2 years. There's only so much that a potential host city can do in the first of those 2 years, and much of that will be tentative anyhow, and preparations should be made so that it is both easily discarded (or rescheduled to bid for the next available CMWC, if so desired) in the event of not winning the bid, and easily built upon in the event of winning the CMWC bid.

Presentation of final CMWC proposals at the open forum should not turn into debate at any time, and should be of the following nature:

An agenda for the open forum shall be finalized no less than 2 months prior to the event, so that it may be mailed out in advance to IFBMA members, and made available to the worldwide community to the best of the IFBMA's ability. This is in order to provide members with the chance to think about the issues therein prior to the open forum, and also to discuss them with other couriers, so that opinions can be represented to their fullest. This will also allow for the submission of requests for absentee "ballots" by IFBMA members unable to attend the CMWC in a particular year.

At the first of the two open forums, each potential host city should simply give a short presentation, which is then followed by a short question and answer session. These presentations should be of equal length, and the order in which presentations are given should be randomly selected. At the second open forum, another, briefer, question and answer session (again of equal time) should be allowed, after which the final decision should then be taken.

The open forum should restrict its agenda topics to issues specifically affecting the CMWC event itself, and leave issues more general to messengering to other sorts of discussion which the host city may choose to facilitate, or which may occur more informally. This is in order to provide for a more organized and easy to facilitate open forum.

Exceptions – Late proposals:

The only circumstance under which late proposals are accepted is in the event of a bidding city dropping out of the running. Precedent has been set for this at CMWC '99, when both Amsterdam, Denver and Guatemala all dropped their bids for CMWC 2000, and Boston and Budapest proposed at the time of the event, and in the running for CMWC 2001, where Bremen abandoned their proposal, leaving a space open for Paris to bid. It is not necessary for these empty slots to be filled, but it is in the best interest of a CMC that there be competition for the host city. Late proposals being accepted under any other circumstance would be counterproductive and unfair to those cities which have bid in good faith at the proper time. Those who would propose after the cutoff point (without this exception being met) should wait for the next year. It should be noted that we do not encourage the withdrawal of host city bids, but that sometimes circumstances make this necessary.

What to put in your draft proposal

It's best to have something more concrete to back up your statement of intent to bid than a simple "Hey, we want the championships". Outside of a formal declaration of your desire to hold the event, here are some possible inclusions (suggestions, not requirements):

- **Who in your local messenger community is behind the effort** (and you would do well to have them show up at CMWC to back your bid in person, but this is by no means mandatory)
- **A preliminary budget**
- **A basic outline of the event** you hope to put on
- **Listing of potential sponsors** or at least something to show you've begun to put some thought into this area
- **Letters of support** from local government or other organizations

Anything you can provide to "put your money where your mouth is", so to speak, is more than welcome.

You've bid - what to do for the next year

Sarah Hood

So you've presented your preliminary ideas to the open forum, and are now one of the cities bidding for the given year's CMC. Here are some ideas about what you can and should be doing in the year prior to submitting your final proposal and progress report to the next open forum:

- **Call around all your local municipal and police authorities to find out all the costs and details of street closure, liquor permits, installations like tents, insurance, police liaison, security etc.**
- **Collect all the necessary forms in advance.**
- **Start building a team of people around you** - couriers and non-couriers - who will help with mailing costs, printing costs, donated office, telephone, fax, e-mail, website, office equipment, laminating (for race numbers) and volunteer person power.
- **Make presentations to possible allies** like your local tourism authority, municipal government, cycling clubs, environmental groups, to get their help and support and official endorsement.
- **Learn how to write a budget.** Learn how to keep track of your budget as real costs begin to be known. Learn how to balance your budget. Learn how to keep track of expenses with receipts matched to checks. Learn how to make sure that absolutely everything that is paid for in cash matches a check out of your bank account. (When you receive cash, like registrations, you should **first** deposit in it your bank account, **then** write a check to pay someone. Otherwise you don't have a financial record of your dealings.)
- **Network with all levels of government, all departments, and people in the non-profit sector because there may be grant programs you could apply for** (job programs, environmental grants, cultural grants, grants to bring in visiting artists, and so on). These usually take more than a year to learn about and apply for.
- **Research a media contact list** - print, television and radio.
- **Hold fundraising events** to build up some money ahead of time and to build your network of people who are getting excited about it.
- **Call around to find out the best possible prices (or places to borrow) equipment like** portable toilets, barricades, "caution" tape, zip ties, ladders, banner printing, poster printing, staging, security, insurance, accommodations for incoming couriers, and so on.
- **Bring flyers to big races, bike shows, music events and other target places to get the word out to lots of people really cheaply that you're getting ready to go.**
- **The importance of this cannot be stressed enough - Research all the companies that might act as corporate sponsors and contact them.** They often have one deadline a year for

sponsorship requests, and if you miss it, you miss it. Also, you have a much better chance of getting money or a big donation of product if they think you look professional. It doesn't look too professional to call them for the first time six months before the race.

If you have these things done a year ahead, your chances of smooth sailing will really increase. **You want the year ahead of the race to be free for promoting it to racers, setting up registration, and setting up the event itself.** Remember that you can always scale down, according to what your city bylaws will let you get away with, and do away with some of the money-raising and publicity and extra trimmings. If you don't get the go-ahead for the CMC, you've done the groundwork for a dynamite local race.

Buffalo Bill

The list that Sarah has out-lined would work as well for any large outdoor event, musical, sporting or otherwise. I would wish to add a couple of things which are specific to a CMC and which I consider to have over-riding importance:

- **Make sure that you have the support of the local messenger community** (obvious, but easily over-looked!) and keep them posted by means of regular hand-outs of the progress of the organization and what they can do to help. We failed to do this effectively in London, and to our embarrassment there were London messengers who remained blissfully unaware of events until they read the Standard on the Monday after!
- **Liaise with, and obtain the support of the local cycling advocacy groups and local bicycle race organizers** (often the same people). They will already have some of the necessary municipal contacts and can be an excellent source of volunteers. A CMC devours volunteers like a messenger sitting down to a plate of pasta. In the wider perspective, publicity and awareness of urban cycling that can be generated by a CMC will be as useful for them in the long-term as it will be for the event in the short-term. They can also lend considerable credibility to the event when you are making initial contacts with the municipal authorities.

I would have to also add the important caveat that different cities require different approaches, but Sarah's list is nonetheless an excellent guide.

Jo Yudess

- **Have some training for the officers** - way early - about delegation, developing staff, trust, strategic planning, etc.
- **Have a mission, vision, goals and objectives** - this may seem stuffy, but the idea is to get past personal gain and look at the overall good for the messenger community.

Kamaal Onderwijzer

- **The main thing that kept our things basically organized 'properly' was that we in Amsterdam were working with group, each group had their own tasks.** Groups were for instance: Registration, housing, publicity, permits, and sponsorship. Each group consisted out of several people, but had one coordinator; he or she would know how many people he

or she needed in this group. Then how we tried it during the few weeks before the champs was that we had one coordinators meeting every week and then each group had a separate meeting also once a week or whenever the coordinator wanted this meeting.

The final proposal

After a full year of planning, researching, fund-raiser holding, etc., you should have some pretty impressive stuff gathered together to show the open forum which will be making the decision. All of the following are highly suggested (again, not required, but remember you're trying to impress your fellow IFBMA members with your preparation):

- **A full and detailed preliminary budget for the event** - it's essential that it be seen that you understand the full financial scope of the event you're planning. Budgets are also very revealing in terms of what you have planned. Budget outlines from past events are included in the Appendices section below for your review.
- **Copies of any permits you may have already obtained**, or evidence that you have effectively researched the permit situation, if obtaining them has not been possible in advance.
- **A possible location for Camp Courier, or other appropriate housing arrangements** - be sure to show that you're effectively planning for the number of people who will be attending - not just racers, but the guests as well.
- **Sponsors who have either already signed on** or who are simply awaiting the go-ahead for the event, with documentation.
- Again, **letters of support from local government agencies and other organizations.**
- **Planned dates for the event, and a basic schedule of events.**
- **Preliminary course map**, and alternate ideas, as well as your ideas concerning the race format.
- **Plans for events other than the race** but not external to the CMC - Art, Music, etc.

It's important to bring as much of this information as possible - the clearer a picture the open forum can make of your event, the easier it will for them to make a decision, and the fairer said decision is for everyone. It will also be in your best interest to begin circulation of your final proposal well before the CMWC at which the decision will be taken, to maximize the amount of review time it will get from those who will be taking the decision.

Note that you will likely be expected to give a brief presentation of your final proposal to the open forum, followed by a question-and-answer session. It cannot be stressed enough how important it is to be prepared for this, and for questions you will inevitably receive throughout the event concerning your proposal. Be sure to use time before the event (and the open forum in particular) to ensure that anyone who wants a copy of your proposal to review it can get one, and to lobby for your proposal whenever possible.

You're hosting a CMC - Now what?

General Hints:

Andy Zalan

- **Somebody should be a hub for incoming calls, always there to pick up the phone, know at least superficially what is going on, forward callers or take messages.**
- **Establish a schedule of when the "office" is "open".** It would have been better for us to work as messengers half days or something to leave us with some time every day to make the calls we needed to and receive calls, instead of trying to take a day or two off per week, as we were doing at first.
- **In the efforts to keep the racing tight and under control, it is important not to overlook the culture side of the event.** The event means a lot of different things to different people, but for people who are not messengers, looking in at what we are doing, it is important to show things representative of who we are. Let people know what we are all about. If we let people just come to their own conclusions about us just on face value of how we look or what the race is like, nobody will really understand the meaning of the event. Demonstrating the "spirit" of the event can manifest itself in parties, art exhibits, 'zines, newspaper clippings, films, poetry, a fashion show, whatever. **There needs to be more than just racing.**
- **Try to have everything as centralized as possible.** Having the art space 6 blocks from the race course we thought would be close enough, but very few people actually went to see the art aside from the Thursday opening. The trials comp was also complicated from an organizational standpoint because of its alternate venue. It's harder to find volunteers willing to be away from the action. Nobody wants to be building shit all day or sitting inside the art gallery while the finals are going on.
- **Having one person handling individual aspects of things streamlined our operation a great deal.** It is very important to have people that you can implicitly trust, who's opinion you respect, who you can bounce ideas off of, and to keep one another grounded and on track. Many times one of us would be stressing out about one thing or another, and the other would come in and settle down the situation. I think it is best to have 2 (maybe even 3) main people taking a majority of the decisions.

Joel Metz

- **It may seem petty, but some of the favorite souvenirs from CMC events are little things like racer laminates and event stickers.** Collectibles like these go a long way in the eyes of participants. Organizers would do well to look into commemorative patches, as were available at ECMC '98 Graz. Not everyone may be able to buy a \$50 jersey or \$80 bag, but patches and stickers for cheap or even free will be trade items for years to come.

- **The importance of not taking on too many tasks cannot be stressed enough.** Individual organizers should try to keep themselves focused on a **single** task, and do it to the best of their ability, rather than spreading themselves thin. It's hard to resist getting your fingers in all the parts of the event, but when the time comes, it's much easier to deal with one part you know really well rather than try to work on everything.

Jo Yudess

The organizing committee should have job characteristics and descriptions for all officers and committee captains for each volunteer committee. The descriptions should delegate a fair amount of authority and responsibility for that function. Each function should begin **at least 2** months ahead with officers and some long-term functions beginning a year or more in advance. Each job description should indicate the anticipated amount of time commitment before, during, and after the games. **Jobs should be broken into as small chunks as possible**, recognizing that many volunteers will also be participants and will also want to see some of the events. **Some functions would be better served by friends who are not couriers** - such as a computer whiz who would crank out results by computer while everyone else is watching the next event. These might even be paid positions.

- **Some suggested types of team captains and some examples of job descriptions:**

Checkpoint Captains and Co-Captains (one of each for each checkpoint)

Length of commitment:

- Several committee meetings in the two months prior to the games. Available for at least half of the races to manage the checkpoint.

Responsibilities:

- **Secure supplies for the checkpoint**, including packages, envelopes, any materials to be handed to racers, water supplies for racers.
- **Recruit and train volunteers to staff the checkpoint** and report staffing levels to the Volunteer Coordinator for additions, substitutions, or other deployment.
- **Support of the volunteers** - give them t-shirts, hats, water, food, recognition, sunscreen, etc.
- **Make sure there are some basic first aid supplies at the checkpoint** - wound cleaner, antibiotic cream, Band-Aids, etc.
- **Post the rules and the map at the checkpoint.** Ensure that rules are not bent, broken or ignored by your staff or the racers.
- **Post two participant lists at the checkpoint** - one alpha, one numeric for identification purposes during penalties, missed information, etc.
- **Ensure that all volunteers know what the participants are supposed to do at the checkpoint** and where they are to go next.
- **Fill in for missing staff**, only if necessary. Call the volunteer coordinator for replacements.

Merchandise Captain and Co-Captain (plus 3-6 people who can commit at different times)

Length of commitment:

- Several meetings **at least 6** months in advance to plan what merchandise will be sold, place orders, plan marketing, numbers, etc. Management coverage during the games.

Responsibilities:

- **Assist in the planning and ordering of merchandise**, assuring a price range of memorabilia to include jerseys, t-shirts, hats, stickers, etc.
- **Recruit and train volunteers to staff the merchandise area.** No one should be left in the area alone. It would be helpful to have two people assisting customers and one - at a distance behind - to make change.
- **Arrange pick-ups of cash at regular intervals** or dollar levels. Ensure that the money goes to the proper bank or other location as determined by the officers.
- **Arrange and staff where and when merchandise will be available for sale** - headquarters, registration, before/during/after games, at parties, etc.
- **Plan profits, keep inventory and control merchandise.**
- **Determine where merchandise will be stored** and keep control of having it delivered.
- **Develop order sheets for merchandise "holds".**
- **Keep lists of anyone ordering merchandise in advance** and package the orders with a merchandise slip to be signed by the person when picking up.
- **Provide a final accounting of sales and any remaining inventory** within one week after the games.

Registration Captain and Co-Captain (plus 3-4 staff volunteers - good place for friends/computer pros who won't be involved in the games)

Length of commitment:

- Should be in place early in the process when the games are designed. Would need management functions throughout the games, and volunteers before and during the first two days.

Responsibilities:

- **Become totally familiar with the registration database**, ensuring that all information which might be used is represented by the database.
- **Develop a registration sheet including all information needed to be mailed or faxed in advance.** The same sheet would be used for last minute registration. (Note: the registration database and the sheets should include allergies, medical conditions, and whether a signed copy of the rules (above) has been received.)
- **Recruit, train, and schedule volunteers** to work on registration with three duties:
 - **One set: Collect registration materials** from the mail, fax, or in person. Check that all information is present and understandable. Issue a "registration complete" affidavit, complete with registration number to each participant when info is complete.
- **Design the affidavit**
- **Check complete packages off against a master racer list**
- **Develop a filing system** to keep information easy to find and to answer questions about who has or hasn't picked up materials.
 - **Second set:** At a remote (read "quiet") location, **enter information into the computer**, noting any problems or questions to be turned over to set one staff.
 - **Produce master racer lists** by alpha and numeric at the end of each day, including payments due, etc.
 - **Enter any changes coming back from third set staff.**
- **Third set: Stuff packets for racers**, including numbers. Put the race number on the outside of the packet. If registration is done in advance, also include the racer's name on the packet. Distribute these packets as racers present the "registration complete" affidavits.
 - **Ensure that registration packets contain:** (among other things)

- Pre-punched race numbers and cable ties
- Local “tourist” information **and** a messenger tour guide
- Pencil or pen
- Sponsor materials, stickers, energy bars, etc.
- List of rules
- Schedule of events - easy to read

President and Vice President (one each)

Length of commitment:

- From prior to being awarded the opportunity to hold the games

Responsibilities:

- **Ensuring sufficient commitment** from local couriers and the city to make the games a success
- **Preparing the proposal for presentation** to the international group
- **Recruiting, training, and developing committees and staff.**
- **Strategic planning** - there should be a vision, mission, goals and objectives
- **Conducting all meetings and assisting captains** with working out details.
- **Overseeing all functions**, filling in holes **only** until a volunteer can be found.
- **Decision making before, during and after the games.** This means not having any committee chair responsibilities. It means managing, not controlling. It means being free to answer questions, mediate disputes, and ensure that all staff, volunteer, and official (e.g. police) people are in place **early** before events.
- **Guest relations** - consider all racers, volunteers, city officials, the neighborhood, the media, etc. your guests. Keep things calm.
- **Problem solving** - by not having other race time responsibilities, be available for clearing up last minute glitches.

Other Titles

- **Water captain** - secures supplies, ensures distribution for racers, volunteers, police, etc. at all times during the races
- **Food captain** - secures vendors - makes sure volunteers are given breaks to get food.
- **Media distribution captain** - sends press releases, updates, faxes to all media during the games - freeing the media liaison to meet with and support the media.
- **Obstacle captain** - with staff builds and distributes obstacles on the course as planned for each race. Makes repairs, plans for overnight storage.
- **Results captain** - different one for each event - collects data from event, enters into the computer, and produces (#) copies of results within one hour after the event. Sends runner to post results in previously defined areas
- **Officials** - race masters, starters, timers, etc. - different for each event. Assist in development of rules, design of event, officiating, calling and reporting penalties, etc.
- **Construction captain** - help determine what structures are needed for vendors, information booth, merchandise sales, etc. - produce it, deliver at least one hour ahead of start time each day and remove after last race each day. Provide for storage.

Derek Chadbourne

- Once you have the race, **figure out what you want to do with the money you are going to make**. Making profit is a good thing, but making money for a good cause is always better. Bike Messengers are embroiled in some pretty nasty politics around the world. **Anything to make us look better is a good thing**. And what better way to make good press then by having a race and raising money for charity. More doors will open if you do it for the kids.
- Now that you have that sorted out, **the next step is when the race is going to be**. Second is when your rain date will be. Most messengers will race in the rain, but most will not drink beer in the rain. Make sure you are not competing against such events as The Bachel Ride For Heart, National road racing events, or a real good late night movie. We are lucky enough in Toronto to have a friendly relationship with the Toronto City Cycling Committee. Every year they put on Bike Week. We have been lucky to take our event onto theirs. It saves on advertising and we get a lot of stuff gratis.
- **Have the support of your community**. If you do not, stop reading and go home. Your race will be a disaster. The community is where your corps of volunteers will come from. These will be the people who will put up out of towners on their couches, spread the word about the race. Word of mouth is the best advertising, if not the cheapest.
- **Remember who the race is for and who realistically is going to show up**. These races are for the contestants. I have been to a few of these competitions and for the most part your racers are usually also your spectators.
- **Make sure all your racers have proper medical insurance**. If someone crashes badly they might end up winning a ten thousand dollar medical bill. **Have medical personal on hand**.
- Your next step is to **gather your team leaders**. These are people you should be able to depend on. **The last thing you need is people making promises they cannot keep, or foisting their responsibilities onto others**. You will need a race captain whose sole duty is to deal with things pertaining to the race. You should have a housing mistress, a volunteer coordinator, Party coordinator, someone to look after satellite races and events, Media coordinator. Think carefully of the message you want the media to have. You will need someone who is responsible for the prizes, where they came from, who they are going to. Have someone responsible for gathering prizes so the people in the last sentence can do their job. You need people who will do the graphics, this means all printed matter. Posters, printed material, you know stuff on paper. **Do not put too much on one person's bowl**. But first stayed tuned for more hackneyed cliches. **What it boils down to is that you have to have a lot of people**.
- **Never underestimate the generosity of the bike community**.
- **Call other cities that have put on these events**. They should have some kind of mailing list [talk to Shawn Bega (bega@dccourier.com) – he has this list]. **Under no circumstances should you pass on said mailing list without permission**. The last thing we want is having these lists get into the hands of GM, Tommy Hilfiger, or some taxation department.

Ercan Tursun

- **The biggest problem was that most of the work was done by only a few people.** This is no paid job – it was really hard sometimes. And as you will see it can bring a lot of problems! We didn't have a team chief or whatever – but it was only one person who had to connect all the parts together – **working groups would be much better.**
- **One of the important things for us was to make the ECMC good for the messengers** – so this was always the thought in deciding the registration fee or what kind of catering – we always tried to have good prices for the messengers! **More work to get sponsors = lower prices for messengers!**
- **Never give responsibility to just one person** – think about the bad luck if they get sick or something! In Graz, one guy worked on all the manifests. We decided together what kind of manifests and so on, but in the end he was the only person who knew the real manifests, and that was a big problem because he was the only person who could show the checkpoint people what they have to do. At the end the stress was too much for him, and we had real problems during the finals.
- **The best thing for simplifying the checkpoint work is to write everything down.** The checkpoint marshals get a paper where they can see very easily what they have to do at their checkpoint, with different papers for the heats, semifinals, finals and so on.
- **Have your main office at the race course** – this made things easier.
- During a CMC, hundreds of unexpected things are going to happen – you have to be in position! **You need a mobile phone – no – you need 2 mobile phones! All the team had radios – it's very important.**
- We had a fun race also – a little course you had to eat marshmallows and drink and jump and get dirty – only fun – **this is important – to not just have serious races.**
- **Find someone to take pictures and shoot video of the event**, and then make copies and sell them to the messengers for cheap.
- **Never forget that all the messengers that are coming are your guests** – help them if they have problems!
- There are always things happening which no one expects – it's not easy to always be on time, but that's not the problem. **The thing is to inform the people – let them know what is going on. It's good to have big information boards with the actual time schedule and any changes.**
- Be ready to **make a dress rehearsal** several weeks before the event happens.
- **Never forget to smile during the races** – it's so stressful, you have to be in 4 places at the same time, but take it easy – smile, listen to the people, be friendly and keep the spirit!

Markus Zust

- What didn't work really well at all was the website - I had very high expectations for that. It's been like that every time; the results are posted a week after the championships - you have nothing like true online coverage of the event, and it seems that there should be some, because of all the people who stay home and want to know about the championships. I had a timetable all set up as to when to update and all that, but I just didn't have the time. What I should have done was to assign someone to do this - the timetable was there, they could have taken the time. **You need someone who can write up reports every day - someone that is taking pictures every day to add to the site, so you can just hand it all to the webmaster and it can just be posted immediately.** Our webmaster was good at it, but didn't have a lot of time on his hands. **It should be one of the prime concerns of the organizers to inform people really quickly** - the rankings should be up on the website the same day as the event - that's what I had planned.
- I tried at first to **keep meetings informal** - have people report on their specific fields, keeping the rest of the crew up to date, just an informative thing. **If there is a widespread disagreement on things, then there should be discussion and perhaps a new way of doing things - but for the most part, keep meetings from becoming a long drawn out discussion of "no, lets do it this way".** Individuals should be allowed a large degree of autonomy in running their bits of the operation - but be careful that individuals who are more outspoken or decisive don't get perceived as "leaders" or "bosses". **In hindsight, you need to differentiate from being a group effort with individual inputs, and on the other hand, being a group with a unified vision.** This may require a much smaller "core" group - 3 or 4, maybe even as small as 2 - with a common vision of the details of the event. They should outline their vision to everyone who would like to be involved as staff, and then the staff can operate as the instruments of this vision. This leaves space open for autonomy, but still leaves a general guideline.
- **The brochure should reflect what's really important in the event** - where to eat, drink, and find accommodation. I tried to get a good sequence of things in the brochure; it opens to the schedule to the event, and the first page is of the rules. Beyond that, the required information is simple - you need to get there, find a place to stay, and be fed - and then there's the party.
- **Having a list of registered participants on the website was a good idea** - it was a lot of work, but it was totally worth it. This is the kind of perspective that I was trying to get for the website - something for the people who couldn't make it to the event to vicariously participate in, and also for people who are going to the event to see who else will be there.
- The lucky 7 was a major achievement - a great idea and well executed. There's no messenger hangout in Zurich, what with there being only 2 big companies (and one smaller one), so we needed to create a messenger hangout for the event. Of course, our ambition was to have most people not realize that it was just a front (along with it being a source for cheap beer, information, and hooking up with friends). It was a major success for the championships.

Joaquin Menendez Alvargonzalez

Our first idea was organize the ECMC 2000 because we'd have 2 years from ECMC '98 where we presented our proposal. That was our "first" mistake, we started talks with the local authorities, "sold" them the ECMC as a congress/international meeting of professionals (that was very important) which paid part of our travel expenses to Graz, and gave us a lot of help and support (not too much economic) but they opened us many doors with official departments, other administrations and some private companies.

We knew that Gijón is far from the rest of Europe and this could be a problem to get there, we went to Karlsruhe to the Soffi Cup to give more information about ECMC '99, since we wanted to show that get to Gijon was easier than the people thinks. For us it was a surprise that there was only one competitor from London, and less people in general. We didn't know that a week after and the same weekend as ECMC '99 there was other races in Germany, and in that time we sent some emails saying that it wasn't right that there were events so close to a CMC. The total number of competitors was 200. With guests, organization staff and external services, there were about 400 people that sunny weekend in Gijon.

The local staff was composed of 26 people between La Luna members and Radio Links in each check point and other points. The work at each check point was done by AMB (Spanish Association of Bike Messenger Companies)

But the relative low number of foreign people was a financial problem for us for two reasons: We contracted the camping site, and the food for breakfast - with many people in the campground the price per person was cheaper, with less persons the price was higher. In the end we had to pay 100.000.- Ptas more for the food and for expenses derived from our overestimation of attendance. The excess food was donated to a charitable institution in Gijón.

John Kenda

- We had problem after problem with venues and in the case of registration it was due to my taking someone's word at face value. We had to do a mad scramble to find a secondary place (thank you Nodding Head). The lesson learned from that is **to have as much control over your venues as possible (contracts if possible)** because if your registration falls apart everything else goes with it. **Having a backup plan for all of your side events is key** as we had to use almost all of our backup plans and invent some new ones on the fly.
- **Someone who is responsible should act as the "property master" and keep track of important things like radios, truck keys and permits.** This is absolutely crucial.

Wendy Fallin

- **Know what you are getting into.** It's not going to be fun and people inevitably will get their feelings hurt. There is a lot of hard work involved and, sometimes, you won't get to reap the benefits of your efforts. And while the idea of the world coming to your back yard to party may seem appealing, keep in mind that during this party you will be inside cooking and cleaning and answering phones and finding people places to stay and things to do and answering all kinds of questions and pulling all kinds of favors and fielding all kinds of complaints and fixing all kinds

of problems. And when it's over and everyone's gone, your back yard is a mess and you are left to clean it up.

- **It is a fact that there are natural leaders and natural followers in life. Your leader should be both motivated and diplomatic.** I think there has to be a compromise between pushing people to do their jobs and gentle reminders. **There should be some middle ground that you can walk on and you'll need someone that can find it and stay there.** And who ever steps up to lead should do just that-- lead. I feel that leading is not always doing. **People should be given clear job descriptions and clear goals, and should be allowed to work on their own, at their own pace.**
- **I think that trust is very important and should be nurtured. Trust that people will do their jobs.** Yes, some people will flake and some people will screw up, but if you don't trust people right off the bat then they won't feel comfortable. **Assume that they aren't going to screw up, but if they do fix the problem together.**
- **I think one of the problems we faced in Philadelphia was the lack of a central space.** There was nowhere to go to make phone calls, or send and receive faxes, or make copies or post news or reports of our progress. I think that is really important. People in the community should have a place to go at all the times if they want to help. **The office doesn't have to be open 24-7, but even having a place where people can slip notes under the door has to be better than no office at all.**
- If a company offers you an office, but will only allow one or two people in the organization use of it, then I would suggest looking elsewhere. While free office space is nice, alienating fellow organizers by not allowing them to have access to the office space simply isn't worth the money you save.
- We didn't do this in Philadelphia, but I think it might help - **have everyone sit down at the beginning of the planning stage and decide TOGETHER the goals and expectations of each job.** Then keep a list of each job, who is going to fill it and what they are expected to do. This would probably be a benefit to the person filling the position so that they can refer back to the description if they get confused. Plus it could eliminate the whole, "I thought you were doing that," conversation. **Not only will this let everyone know what is expected of them, but the group will also know what the individual feels like they can and can not give.**
- In my opinion, this race should be about community. **There are many aspects of this community and they should all be addressed to the best of the organizer's abilities.** While I understand that sponsors are important and this race couldn't be held without them, I think we shouldn't lose sight of the importance community plays in this race. And I don't think that any problem should be brushed aside with a "Fuck 'em" type attitude.
- There are lots of messengers that are under age and can not get into bars (in the US). I'm not saying that sponsorship shouldn't be sought from bars, but **I don't think that a World Welcome Party or Awards Ceremony should be limited those of us who are of drinking age.** It seems unfair to ask for \$40 or \$60 from someone and then have an event they can't attend. (I know that in Philadelphia we had our World Welcome Party at a bar, and that there was trouble in the beginning concerning under age participants. But in truth, we did originally set it up to be an all ages venue and the bar went back on their word. Eventually, though, the problem was fixed.) Every effort should be made to make everyone to feel included.

- **Personal problems should be left out of the planning stage.** No person or company should be purposely omitted from the event just because someone has a personal problem with them. **That line should not ever be crossed.**
- **Brainstorm. Brainstorm. Brainstorm.** No idea is a bad idea, unless it involves explosives.

Achim Cremer

- We thought that we could rely on 10 people. It have been 4-5! **Choose only people you can trust for the organizing team and don't hesitate to speak clearly to those who don't do the work they promised to do.** With their behavior they endanger the whole thing!
- **Don't let the competitors be uninformed.** If they know whats going on (delays, etc), everything will be ok. In Freiburg **we had a complete sound system, but didn't use it because we had no one to do the announcements.** Also, we didn't have one person responsible for the information of the racers. In Graz 1998 it was Sabine who was the person everybody could ask. **it is really good to have one persons that is NOT involved in the organisation, in the races and who knows whom to ask to get the right information.**
- **TAKE CARE of the money.** That is really important, because when youre dealing with amounts of 90000 DM (25000 EURO or 20000 US), that is not a game anymore. **Do serious budget planning. Have one person that is responsible for the money.** In Freiburg, that was a total chaos.
- Be prepared to hate some people after the races.
- **COMMUNICATE! Meet as often as possible, so you can prevent that work gets done twice.** If there is more than one main organizer and you are one of them, **never act before the others know what your plans are. If you start organizing one thing, bring it to an end. Make contracts etc.**

Daniel Meinzer

- To avoid problems after the event concerning clearing up the mess and playing the scapegoat for others, **the organizing team should divide up the tasks clearly.** Every person that is responsible for a different part of the organization can be made responsible for mistakes he or she produced. It saves a lot of personal energy and helps clearing up the mess!
- Get a good team which you can count on! Split up the work and define it exactly! **The main organizer(s) should not be involved into the work of the teams.** They merely should coordinate results, and getting them attached into the whole. It's like making a jigsaw.
- Flow of information for messengers. **Recommendable is a central point (at the track or at the camp or elsewhere) where people get information 24h a day.** It can be combined with the registration office but should be separate because at the registration they have a hell of work and no time to give general information. **The information point has to know everything new (changes of the schedule etc.)!**

Biker Bill

- **CMC organizers need a well deserved holiday after the event. Plan yourself the time to recoup afterwards.** I know the most important thing is getting the time before the event but it is equally important to have the time afterwards. If you are doing a great job as a CMC organizer you will know because the stress will be immense - "bah stress" you say ha! Plan some time away after the event and you will be thankful. It is not an easy affair, anyone who thinks it is hasn't been one, nor should they be!
- **Have your treasurer sign a contract.** From our experience with the infamous Hollywood David Marlow, don't just assume he is trust worthy. **We lost all of our funds because we left the money in one persons control.** After the event he split and we got left footing the bill out of our pockets.
- **When it comes to race day and you've done everything perhaps the toughest thing is to just let it run its course.** It will be as great as all the work you've put into it up to that point. Kick back and only deal with any of the problems that might force you in to leading up a back up plan. I feel that this was the one of the best experiences I've had, be prepared to work your ass off, burn the candle at both ends, and it will be better than you could've imagined..

Mo Kverderis

- **Get an office!** A center of activity. Preferable near the racecourse to create a nice atmosphere. Where there are a couple of phones and computers. We spent way too much personal money on phone bills etc. Personally around \$1000.
- **Make a few stickers and some cheap t-shirts early.** Just that little something which isn't just planning and words means a lot.
- **Structure:** 2 Coordinators and 1 accountant. 6 Taskforce groups with 1 president each: Side event, Race, PR & Communication Catering, Housing, Graphics and website, Sponsor / Fundraising
- **We almost stayed on time because we made it up to racers when they wanted to start within a frame of time.** If they didn't show up within that frame it was to bad.
- **Assign someone to organize the award ceremony right after the event.** We didn't think about that and were way too tired to think straight so just one little trigger like the fall of dark blew us all out. There's always someone who has to leave right after the race. So try to make it right after the final. We did the sprint final after the main race final to win some time.

I recommend you involve and work with people and organizations from "outside". They have experience you probably don't. It takes a lot weight off your shoulders and opens many doors. We involved the official tourist organization Wonderful Copenhagen that helped us in many ways: They "sponsored" our Bid booklet and provided us with contacts at the City Hall which helped with Permits and official welcome (breakfast) and it gives a more "civilized" look to our event. CMWC was on the very limit of what Wonderful Copenhagen would be involved in so at the first meeting we put a lot of focus on the "Congress for Professional Bikers" (Spoke'n'words), and how Copenhagen could inspire the rest of the world, as far as how do deal with cyclists as traffic. Later on we talked less and less about that.

Ministry of Traffic: Very early we were in contact with the ministry of traffic. There's always someone who sees it as their case to promote bike riding; it's just hard to find out who that is. But when you got it it's always a good reference.

Ministry of Environment: Same as above just easier to find out.

Danish Pro Cycling Union: We called the Boss of all the pro's who sat down with us and outline a budget for the race. We didn't know who else to contact who knew about prices and expenses involved in such a big race. He set the budget a bit high but it was good to convince the main sponsor.

PR & Communication: We contacted an ex-messenger who worked for a PR and Consult agency. He was in London for their first CMC so he knew about the spectacle. Together we outlined a sponsor proposal. We only agreed to pay them if we earned more than dkr400.000. We didn't.

Destination Copenhagen: A professional event bureau who we called when it was all too much and we needed good advice. In payback they booked some of hotel rooms where they usually get a few percent in bonus.

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Permits/Licenses/Insurance:

Derek Chadbourne

- **Road closures vary from city to city.** In Montreal it costs you a couple of dollars for the license and you close the road. In Toronto it cost us three thousand dollars. Rumor had it that Washington paid forty thousand dollars, and that would be in American, for their cops. As an officer told me when we organized the worlds in Toronto in '95, "We are the biggest mercenary force around, you give us enough money and you can do whatever you want." This is where having a charity doesn't help. **Try to be pleasant with everyone you deal with. It might come back to haunt you in a good way.**
- Trying to cut motor vehicle traffic from any street is a nightmare, even with the proper road closures and money. If you are a bunch of messengers putting on a race, expect trouble.

Joaquin Menendez Alvargonzalez

- Since from the beginning we had the support from the City Council with a letter from the Mayor included, the negotiation with the police dept. was very easy (two meetings) to get the site for the race course, any licenses that were needed, two letters communicating the dates, times and the site of the race, and the course of the critical mass. We had police to close the race course, they were very friendly with us (strange for them...). Also we had an ambulance and volunteers from the Red Cross and Civil Protection to keep the public off the race track, which was in a very busy area during weekends. Also in each check point we had a person with a radio, a radio base in the office and two radio more for Oscar and Joaquin (staff coordinators). All volunteers, police, etc... were totally free - we didn't pay any fees for that, except for the ambulance (36.000.- Ptas)
- For sprints, we asked to use the local cyclist race track "Las Mestas" there was a very spectacular sprints and everybody was very happy with using that place, the City Council gave use free use of the facilities.

Achim Cremer

- The ECMC 2000 in Freiburg has had different budgets. At first we planned to spend approx. 50000 DM (DM-US\$ ratio 2,20-1,00). With the entry fee of 50 DM and the money of our sponsors we would have come to an competitor-sponsors money of 50-50. In the end we had expenses of 80 000 somewhat DM, with a total income of approx. 74000 DM. That means a deficit of 6000 DM. NOT included are damages caused by racers. We thought our insurance would cover those damages, but they don't. TIP: **Get a good insurance that fits your needs! Its better to pay a little bit more in advance instead of running in debts afterwards and leave a really bad image!!** Now some people may think that we are punks and don't care one minute about the other people! That image we want to disprove when we organise a CMWC!

Daniel Meinzer

- **Get in contact as early as you can with your local administration office.** Get the O.K. as soon as possible. You need **to have an exact idea about the racecourse** and find a course in the center of

the city where people will watch the event. People in the administration office want to know details about the timetable and security on the track(s).

- **Make sure that you have insurance that covers ALL damages to things and objects people cause during this event! Read the contract carefully and be sure of what you are signing.** Ask somebody independent who knows what important is. It will prevent a lot of problems after the event.

Sponsorship:

Andy Zalan

- **Calling sponsors is something that should be constantly followed up on.** It is not enough to place a call and leave a message. No one will ever call back, and if they do, it will probably be to ask the same questions you gave the answers to already. Not to mention that you have to be there to get that return call if and when it comes. **This needs constant attention, preferably from the same person** -- someone with good conversational skills, and a friendly, businesslike demeanor.

Derek Chadbourne

- Make sure that your sponsorship packages are getting out on time. Larger corporations like Trek and their ilk make decisions on such matters a year in advance.

Markus Zust

- Apparently the sponsors (wrangler) weren't happy with how they were represented. They complained about several things; some of them we just couldn't do anything about, some of them were their fault. For instance - they were nowhere to be found in the red brochure, except on the race map, I think. On the black poster, we printed the posters, and then I gave proof copies to the sponsoring guy, and he freaked out about it not saying "proudly presented by" about Wrangler, so we had to go back to the print shop and add that. **The person who drafts contracts with sponsors should be given proofs of all materials to show to the sponsors before the finals are printed** - just to eliminate mistakes like that. Interestingly enough, Wrangler was more pleased with things in Graz, where they were dealt with messengers directly, compared to Zurich, where they were dealt with by a professional sponsorship guy. The only reason I can think of for them to be unhappy dealing with a professional is that a pro might be able to get more out of them. After the event, they tried to haggle with Tobias (our sponsorship guy) about getting out of some of their financial obligation; perhaps this was easier for us to deal with because of having a professional.

Joaquin Menendez Alvargonzalez

Our sponsors (cash)

- The government of Asturias Principality, 350.000.- Ptas
- The City Council of Gijón, 250.000.- Ptas
- Gijón Convention Bureau, 250.000.- Ptas
- RENFE, National Railways, 145.000.- Ptas
- CAJASTUR, Savings Bank, 50.000.- Ptas, infrastructure for race track and services like free management of the registration
- M&C promotion services, 45.000.- Ptas.

Non-cash sponsors

- Winthertur Insurance, free insurance for each competitor and free insurance for all ECMC (over 600.000 ptas)

- Timbuk2, 1000 US\$ in material
- COCA-COLA & SAN MIGUEL, beverages, coke, beer, etc....

If we had had more time, we could have gotten more cash sponsors and had a lower registration fee (51.- EUR was a 35% more than ECMC98), but we wanted to give as many things as was possible for that price.

John Kenda

- **It would be smart to attend the large bike shows such as Interbike here in the USA.** There are a ton of potential sponsors all under one roof and it shouldn't be too hard to find a bike company that'll let you tag along on their booth.
- In determining the various levels of sponsorship **be sure to mention to potential sponsors that they can team up with other sponsors to reach the next level of sponsorship.** This presents itself as something of a bargain to them. This is especially good in the case of a company that has deep pockets that wants to be a title sponsor but is concerned about their interests being looked after. They are reassured by the smaller company that has a more direct connection to us and the smaller company gets a level of sponsorship that they would have trouble getting on their own.
- **Ask for what seems like a crazy amount of money and have a detailed plan about what you are going to do with the cash.** There are more companies than you think that would like to sponsor this event with what is to them not very much money. However, they will want to see a detailed plan that makes sense to them. They figured out a while ago that good things like the CMWC cost a lot of money
- I had a very bad experience with a "professional" fundraiser who was a childhood friend of mine. When it comes to fundraising, I'd **say don't go with someone you know personally as it's best to keep that on a professional level.** The industry standard for what fundraisers are paid is 15% of what they bring in. Often they will take a kickback from the company that they bring in so keep an eye on that as it works against you. **If you choose to go this route get everything in writing and pay special attention to what sponsors who were brought in by the fundraiser expect from the CMWC.** In general, unless a fundraiser can show that they have worked with specific sponsors in the past and are excited about the CMWC I'd say stay away. I believed everything I was told by our guy and it was very nearly a disaster.

Jim Kaiser

- **You need a team of people.** They must be reliable, energetic, motivated, presentable kissass types. It'd be nice if I was joking about the kissass part. They must be prepared to handle failure. Sheer legwork is definitely the order of the day (year or years). **We divided the schmoozing into logical groups** (messenger companies, bike industry, local business, national business, maybe another one or two).
- **Put together a sheet of different levels of sponsorship available** (title sponsor, major, supporter, contributor, etc.) **and what each one gets/what can you give** in terms of literal exposure (# of banners on course, logo on racers' registration and numbers, blahblah).

- **A good sales packet is a must.** If they have won the right to have the CMWC, maybe they already have one, but a colorful, well-written booklet is necessary, esp. for the big fish.
- **Ask anyone and everyone for money!!!** There are lots of companies that need to be hip. Our success rate was probably about 1 or 2%. Seems low, but that 1 or 2 can still get you \$50g or more. If you can drop off the packets in person, do it! **Get a contact name, write it down, always talk to the same person.** If they don't say no immediately, call or write them again, but **don't be pushy, demanding or appear needy. Have confidence!** It is really about the art of schmoozing - no one likes to admit that they are good at it, and some people don't even know that they are, but it has to be done! **Give sponsors time,** be prepared to spend about a whole week for fish that bite. There will be a lot of questions, and tailoring of agreements to that specific sponsor.

Daniel Meinzer

- When you have the O.K. [from the city] it helps a lot to get in contact with sponsors. You can tell that you have an event and it will definitely be held! It impresses much more than saying, well we intend to run a championship but we don't have the O.K. up to now. **You can't make any contracts with sponsors without a defined event.**
- **The most important thing for sponsors is being in the mass media and having the event right in the center of the city.** So make sure that many newspapers write about your championships in advance to get some TV stations interested in the event. The more information in the media, the more central a racecourse you have, the more attractive is it for visitors and therefore for your sponsors!
- **Get a team of 2-3 people that are responsible for acquiring sponsors.** We had a team, that quit working or done no work at all and then I had to do the job. The main organizer is just responsible for signing contracts when they are fixed, not for getting in contact with possible sponsors. We also made good experiences (even if it was a bit too late for the above reasons) with a **professional sponsoring agency.** You have to get in contact with them as early as possible. **Set the destination for them at 200% of your calculation to get the planed 100% of your budget. Pay attention with contracts where you get no money!** I.e. we had the Mercedes Benz rooms and a bicycle as price set to the amount of 10000,- and therefore we had to pay the agency 28% of this amount, even if we hadn't seen any money in this case.

Mo Kverderis

We contacted an event management bureau to find our second main sponsor and he tried for more than 9 month and didn't find as much as a penny. The deal was that he got 12,5% percent of what he scooped. And he did try a lot. But it's hard to find sponsors who either get enough exposure from a CMWC or wants to be related to bike messengers. It varies from city to city as the perception and attitude of messengers does. Even though he didn't raise any money I still recommend you make somebody else do it unless you really like spending all your own money on phone bills and wasted time.

Our sponsor program was:

2 goldsponsors 250.000 each

5 silver 25.000
? bronze 10-15.000
? prize sponsors

This is what we got:

1 gold: 225.000
2 silver: 50.000
2 bronze: 20.000

The rest was prize sponsors or other solutions such as newspapers that placed ads for a certain degree of exposure at the racecourse

We got some pretty good sponsors but personally I don't think we gave them enough back. We just didn't have the energy anymore.

We realized that we wouldn't get as many cash sponsors as we hoped for so we had to make money somewhere else. We took the chance to rent the party location. In that way we could take care of the beer sales etc. Normally a place like that works with several "share" levels. 1. You can get the space cheap but then they make all the money. 2. You can share the cost and then share the profit. 3. You can pay a lot in rent but then you're the boss and totally in control. In that way we could make it so cheap that if you had just a little bit of money left it wouldn't make sense to go to the grocery store around the corner. It takes a lot of volunteers etc. but it saved our budget in the end. And made some really good parties with beers 50% cheaper than the rest of Copenhagen.

Media Relations:

Jo Yudess

- **Everyone should be more aware of media opportunities** - for example (at CMWC '98):
 - Hope and Jacob - the Mennonite couple who volunteered and entered cargo class.
 - The cops - the fact that they fielded a team was great - especially in light of the issues in Boston and NY.
 - Some of the public service done by the couriers could get more attention - fixing kids bikes, inviting the breast cancer group to distribute literature, etc.

Joel Metz

- **Have competitor listings, sorted by both name and racer #, available at a special location for the media.** Make sure this listing is a simple rundown of the vitals: name, racer #, team name, city/country, company they work for. Having someone set aside to deal with the media's queries about racers will free up valuable time for people with important jobs who typically get asked these questions, and will make the organizers look, well, organized.

Rebecca Reilly

- **Delegate tasks:**
 - **Media Liaison:** crafts the strategy specific to the event, delegates tasks to the coordinator and publicist. The media liaison functions to direct media interest and to oversee the big picture of total media direction and message. The link between the committee and the messenger community at large.
 - **Media Publicist:** Does the mundane tasks including faxing, phone contact, scheduling of spots and interviews.
 - **Media Coordinator:** Oversees central processes regarding legalities throughout media launch and event accreditation.
 - **1 year – 3 months prior to event:**
 - Collect media list
 - Read press clippings from previous CMCs
 - Discuss with messengers in the community about how they want their community and jobs represented.
 - **Take whatever angle the media seems to persist with and put it against the ideal view of messengers that you would like people to walk away with.** Distill this into a 3 point message and repeat that message over and over in your communications to the press.
 - **Example:** Press viewed messengers as hedonistic, arrogant drug using rejects.
 - **Counter message:** Messengers depicted as carefree hardworking member of society with a love for bikes and a commitment to improving the environment.

- Brainstorm worst case scenario questions and then intelligent responses for those questions including facts, anecdotes, statistics, and dates. **If you pepper your responses with figures media will take what you say more seriously.**
- Determine amongst your media list a priority, what media deserves to have been informed as early or as often as possible. How can they help you? **Your biggest helpers needs to be informed soon and well.**
- **4 months prior to event:**
- **Begin planning press conference.**
- What will spark interest in the media?
- Where will you have it?
- Who will attend as spokespeople, prominent community figures?
- Date of the press release announcing the press conference at least a month before the date of the press conference.
- **The press conference should be at least 1 month before the event.**
- **2 months prior to event:**
- **Press conference.** We used the unveiling of the race course map as a reason to have a press conference. We invited the mayor of the city to unveil it. Also we had a panel of spokespeople from the CMWC, company owners, bike activists.
- **1 month prior to event:**
- **Begin credentialling all of the media that want to come and cover the event.** We sent credential forms to everyone we had informed throughout the previous months. At the event these people should be issued press passes so that you can keep your eye on them should they cause you trouble. We also had them sign a release indicating that all the rights to material on the CMWC belonged to the CMWC and that using it would require our permission.
- **With the media it is important to stay one step ahead of them and always answer questions confidently.** Don't tell them more than they need to know about how the organizing committee is doing. Natural stress and headaches turn into a publicity nightmare if they are allowed to see too much. For instance **if a committee member is mad, upset or otherwise visibly distressed, keep the media away from them.** More than likely the problem will work itself out by the time they have printed that your organization is a joke because they caught one stressed out individual losing their mind.
- **Probably the most important aspects of publicity are making sure that more than one person is doing the job.** Even the most talented person gets tired and frustrated. The person who is speaking with the media has to be polished, awake and on the nail because that is the first contact you will have with the media. **If someone decides they want to do the publicity tell them they must have their own crew of volunteers.**

- If you have a professional publicist do the work expect the wrath of the bike messengers. Many messengers don't want to feel that some outside interest is selling them out to the press. **There are benefits to having professionals do the work but remember they are working FOR you, you do not work for them.** If they get snotty with you please remind them that the publicity for the past 7 CMWCs by messengers or messenger friendly people. Don't let them talk you into paying them a lot of money. The CMWC is a 7 year old event with fairly good coverage, you shouldn't by this point have to convince a public relations concern that the CMWC is worth covering, it promoted itself. **In other words, if you should decide to have professional do this work don't take any shit from them, you direct them, this is your image.**
- **Documents you will need to create:**
- **Press Releases:**
- **1st Paragraph** – Explain what, where, when, how, which in 3 sentences. Keep it brief and sweet.
- **2nd Paragraph** – Deeper explanation of the main point of the press release.
- **3rd Paragraph** – Summarize with an invitation to join in some capacity, usually metaphorically.
- **Press Packet:** Something you can reproduce in large quantities that as a booklet will give the pretty picture of the whole event and entice people to want to know more. Pictures really help and the text can be mundane so long as it describes your event as accurately as possible. You don't have to have all of the facts, you have a date and you have 7 prior CMWCs, that is all you need. The rest you can make up.
- **Brochure:** Small version of the press packet.
- **Fact Sheets:** A sheet that has all kinds of figures, the media eats this stuff up. Example: 475 messengers at CMWC Berlin, 19% grade on CMWC SF course, 8th year of CMWC, 5th year of ECMC, typical messenger bike has 15 speeds, etc. **The more numbers, statistics you have, the more important and professional you sound.** For some reason the media is really impressed by this.
- I tended to **get things out as quickly as possible giving the media more time to think about things.** My materials were not always perfect, glossy, flashy etc, **but the time you lose trying to get everything perfect can cost you in the end. When media called I always made sure that I or someone else got back to them immediately.** By the same token, I didn't do their work for them. If someone wanted messengers on TV to do tricks, I considered the message that would get across. I would take the initial interest and push my idea of a more representative TV spot for example a mock race demonstrating the nature of the race. Throughout my campaign I tried to **get the media to work with us not make us work for them.** If they didn't cooperate we turned them down. Believe me **people don't lose interest in the CMC if you turn them down to uphold the groups' ethics.**

- **Do a press release every time you have a newsworthy messenger related event**, particularly if that event involves community figures (politicians, celebrities, international people and organizations).

Mo Kverderis

We assigned one out of the task groups with the title "public relation" one and a half year before the event. We came up with plenty of good ideas which would have worked well with the press and the public. But fact was that the closer we came to cmwc2002 taken place the less time we had to actually perform any of the acts.

First we collected newspaper articles about messengers in Copenhagen to show sponsors but also to keep a track of which journalist who was paying attention to our business. We borrowed the "article gallery" of De Grønne Bude, which included more that 300 clips. In the end we didn't use it because it was never assembled in one piece. Good intentions, but nothing on the table.

We sent out press releases 3 times in the first year 2001:

1. CBMA places bid on CMWC
2. COPENHAGEN possible host of CMWC
3. COPENHAGEN hosts the CMWC.

Only 2 in 2002; 1 for 10-4 day and then 1 when we announced the press conference the week before CMWC. They weren't that effective. It was mostly our personal contacts at newspapers that gave good results

So we all slipped in our PR performance. Mostly because there were no one to take care of it. You need the right kind of guy to take care of that important post; someone who understands the perceptions of the press and the messenger scene. Normally it would probably be the organizer, but they haven't got time; maybe the secretary of the BMA. The person take notes at all meetings, know the general idea and looks maybe even good on TV.

During the event it was mostly the organizers that took care of the press, or, if we didn't have the time, we pointed out interesting people in the crowd and asked them to go and talk to them and come back later.

Registration:

How to run registration - the definitive guide.

Joel Metz

This is the only section of the guidebook that is written this way, and there's a simple reason. I've helped with registration at CMWC, ECMC and NACMC events for 5 years now, and at this point, I've come up with the absolute smoothest way to run it – one that allows you to quickly and easily process new and prepaid registrations, give them their racer packets and send them on their way. For the sake of your sanity, run registration by these guidelines – you won't regret it.

I was warned when I first volunteered to run registration for CMWC '96 (by more than one person) that I was opening a huge can of worms, and that it was a far, far more difficult task than it might appear to be on the surface. But, all the same, I took it on, and found that, if you follow a few guidelines, it's **really** not all that complicated after all.

Whomever of you chooses to work registration and check-in, it is absolutely imperative that you concentrate your work entirely on registration and registration alone. It might seem as if there is much work to be done, and much you can do to help, but if you take on additional tasks, they may interfere with your ability to deal with registration the week of the event, and **since registration is oftentimes the very first impression any of your competitors and visitors will have of the event, it is of utmost importance that you pull it off as smoothly as possible.**

Step 1 – setting up your registration basics:

- **Keep a database on computer with all your registration data.** This will make it much, much easier to deal with while checking people in, as you won't have to go flipping through stacks of paper to find registrants. Remember also to **always keep hard copies of all registration information** - computers are not infallible. A permanent, flexible registration database (for both PC and Mac) for continuing use is currently being developed by the IFBMA, making it easy for registration and mailing information to be passed along from organizer to organizer, and to facilitate easy updating of such information.

Step 2 – Getting people to register:

- **Make sure you have registration forms available at the earliest moment you can,** and that their format stays consistent. Also try to offer to receive registration forms in as many formats (mail, email, world wide web, fax) as possible. **Collect information from registration forms not only about registration, but housing needs, length of stay, participation in art shows/concerts/forums as well, and pass this on rapidly to the people in charge of those departments.**

- **Have registration materials available in a variety of languages** - English, German, Spanish, French and Japanese is a good range, but be sure to attempt to accommodate any special needs of foreign messengers to the best of your ability.

- **Encourage people to pay in advance** - the more who do, the more money you have before the event, and the less race day registration you have to deal with. **Offer a significantly cheaper rate for early registration before a set date.** Have this cutoff fairly close to the event to emphasize the advantages of registering and paying before arriving at the event. There will always be people who will pay the day of the race - there's simply nothing you can do to avoid it - but it's certainly worth attempting to minimize.

- If you can, **discourage people from using money transfers to pay their registration fees** - they're hard to track, and thus hard to match up with the registration forms they're supposed to go with. If you must accept money transfers, I would advise that you request they mail a copy of their receipt so as to ease matching up the fee with the registrant by the indexing numbers. In general, **it is best to accept payment in the form of an international money order or credit card** - they never bounce, and you know whose registration they're for.

Step 3 – Actual check-in at the event itself:

- **Start check-in about a week before the first day of the event**, and publicize this as much as possible - the more people you get checked in and the earlier you do so, the less people you'll have trying to register at the last minute when your time is more precious.

- **Each day of check-in, assign a check-in staffing person to a specific segment of the alphabet.** I suggest simply breaking the list in half – one volunteer gets A-M, and the other N-Z. **Give each of them the corresponding printed lists of paid registrants sorted by name, and teams that have paid for all their members (sorted by team name).** This will allow your helpers to quickly scan through, match the name with a preassigned race number, mark the racers as registered, and send them on their way. **At the end of each day, update your computer database from these lists, and reprint the revised listing of paid (but not yet checked-in) registrants** - this leaves less names for your volunteers to go through, which makes things still faster.

- **At the same time, the registration coordinator should run a separate table for unregistered participants and unpaid registrants.** The registration coordinator should have a laptop with the registration database with them during check-in, and thus can easily enter new arrivals. This also leaves only one person, the registration coordinator, taking registration fees, which makes keeping track of money easier.

- **When checking in, racers should receive one packet containing all their race info (numbers, credentials, course maps, rules etc.) and any other info to be handed out to them.** Manila envelopes are suggested for this use, because they can be easily numbered and stacked in boxes to make flipping through them easy. If you are handing anything out to racers that isn't flat and won't fit in these envelopes (i.e. water bottles, energy bars, etc), it

is best to have these in a separate box beside the registration tables, and just have the racers take one from there.

- **By the time the races have begun, registration should be completely closed**, leaving the database open for data entry at the finish line, so that full results listings can be outputted immediately, and people won't have to stay up until 2am just to find out if they're racing the next day. Make it **absolutely** clear in preregistration information that registration will not be possible on race days, and declare when and where the final opportunity to check-in will be. Checking racers in on race days is absolutely frustrating, and requires messing with the database at a time when it should be solely in the hands of the results people.

Other notes:

- People will beg and plead with you to give them that one special number (usually 13, 666, or 69 or such), but **I strongly advise against giving out vanity numbers**. Time and time again, I've seen registration people change numbers for racers, and no matter how easy the database makes it to do so, **I have yet to see this take place without fouling up the registration database with duplicate numbers and incorrect names**. Assign racers their numbers, and stick to your guns – they may whine about it, but in the end, you'll be glad for less busywork to do.

- While you're running check-in, **have a person who can set up housing arrangements with you at all times**. This takes care of a basic need of arriving guests, and means you don't have to deal with it, leaving you open to take care of more incoming registrants.

- **Any merchandising occurring at the same time as registration should be placed far, far away from the registration area**, so as not to interfere with racer check-in.

- Note also that **the registration coordinator, on race days, may be called upon to provide racer names for the media**. Either be prepared to deal with this, or assign someone else with a copy of the registration database to deal with this at the media info booth.

If you have further questions on this registration model, do not hesitate to contact me!

Andy Zalan

- **A disclaimer of some kind should be put on the registration form**, to the effect of: "no refunds will be given, regardless of any injustices or unfair treatment to the competitors. To race is to accept these rules as final and not subject to debate." This is just another way of protecting the organizers from irate protesters, not a suggestion to be unfair or to ignore protests.

Buffalo Bill

The first thing you should do when thinking about registration is to think about what it is that is taking place at registration.

As I see it, this will be most people's first physical contact with CMC as an organization. It will also be most people's first meaningful contact with the city. They will be seeking more than just race numbers & course maps. They will be looking for a welcome, a guide to the city & most will be looking for a place to sleep.

At CMWC 94, we had our little courier city so once you got to the docks you had a place to sleep, to eat & the registration, though' it went badly wrong for some people, was not too stressful because we **had satisfied most people's basic needs (shelter, warmth (substitute community for that) & food (substitute beer))**. As far as guiding people to the city, well it was so far away that nobody could be arsed to go.

At CMWC 95 people went to the Standby, satisfied the last 2 needs & then by & by Brad & Albert (Mercury Bless them both) blagged them somewhere to stay. The Standby was right downtown & full of superfriendly Canadian couriers so there tons of guides on hand. Once again the fact that registration was a shambles in terms of the registration team being able to do anything except take peoples money until Friday afternoon when the race numbers turned up did not get to be a public order problem until 10PM on the Friday night.

I would say that **you will need more space for registration than just your office**. This is because 600 messengers kind of get in the way when you are trying to organize a messenger championship, if you see what I mean. I would suggest that you keep the registration physically separate from the rest of it.

Wherever registration is, you must make sure that you satisfy the three basic needs at the point of contact. I know it sounds like you guys are basically going to be nursemaids, guides & general major-domo to a load of half-arsed messengers but there you go - you asked for it. It's not that difficult, really, and if you do a lot of people will be going home happy & very grateful.

Start getting a lot of stuff down on paper to hand out to these guys, maps, flyers & so forth so you don't have to say the same thing over & over. Think about what signs you are going to put up and where so that people can find you.

As far as registration for the race **you need to speak to the Race Committee guys to find out what information they want the racers to have & liaise with them to make sure that it is ALL ready for the racers collection at registration a week ahead of time.** Stuff like race course maps, information about heats, complete team listings, when the heat results will be posted & where, the race numbers, the race regulations, how to make an appeal. All that stuff should be ready for the racers a week ahead of time. That way you can deal with the people who come early once & not have to have them come back. This leaves you free to deal with the real problems, which are:

- people who think they have registered but are not;
- people who want to change their teams around;
- local teams which have members that are half-paid and want the race stuff for the guys who have (sorry, but no is the unpopular answer);

- and the jokers who show up from half-way across the world with bad English & who have not let a damn soul know that they were coming - at 8PM on Friday night (try & say no go take running jump - of course you can not);

This is the bottleneck of the event and everyone connected with the event & who is organizing something around the event should be told that there is deadline to get stuff ready for distribution to all registrants (is that a word?), inclusion in the race programme so on & so forth.

Ercan Tursun

- Our computer specialist wrote his own little program to handle all the registration. Normally, most of the people are arriving at the same moment, which means big lines for registration. **The easier and simpler your system is, the better for everyone.**

Markus Zust

- Registration went really well, but then **I believe that the way it was handled in '96 was the model, especially the table setup.** It didn't work exactly like SF did, but I never really had a lot of stress at registration - the only line I ever had was at Rohlstofflager, and even then people had at least other things to do while standing in line. I didn't keep track of who paid and who didn't - the basic system was that once you've got a number, you've paid - but then people come and pick up numbers for other people, not knowing that someone else has picked up their number, and you don't always remember who or when it was picked up. **You need to keep track of which numbers have been actually picked up, and by whom.**

Joaquin Menendez Alvargonzalez

For registration, we had a form on the website and mailed information to all companies and messengers we had in our database. As with many events, we had credit cards as method of payment for three reasons:

- Bank or postal fees for sending money are saved.
- Racers paid the exact registration fee and we got the exact same amount (see above).
- Convenience.

We recommend this to all future organizers.

John Kenda

- **The vast majority of registration money will start to come in about 3 weeks before the cutoff for increased registration fees.** Keep that in mind as you plan your budget. Backending your expenses as much as possible is important.

Achim Cremer

- **Registration is highly complicated. Maybe it is possible to work out a standard registration system,** that can be used by all CMC organisers? [ed. note: see the top of the registration section

for this.] That would be a great help for organizers, because they can benefit from the others experience. **It costs a lot of time to work out a whole new system every time.**

Housing Issues:

Joel Metz

- **If anything, have too much housing.** It's better to have some places empty than have to scramble to find places for an unforeseen arrival.
- **Have a variety of housing opportunities available,** from couch-surfing to campgrounds, hostels and hotels.
- **Be prepared in the event that a participant's housing arrangements need to be suddenly changed** for whatever reason.
- **Try to work out a discount deal with local hostels, hotels and campgrounds** for the participants.
- Not really housing, but **if there is a local airport shuttle, it's worth a try to get coupons or a discount** for participants from them.

Derek Chadbourne

- **Keep your prices low.** Make sure you have free rooming. You might want to check out cheap motels. Some people prefer to sleep at a hostel, or hotel instead of someone's floor.

Biker Bill

- **These teams** (also applies to volunteers, special events, etc.) **should be kept well abreast of all situations and work together,** Weekly meetings up to 2 months before than biweekly to get all the things in order and accomplished.
- Like everything **else the best plan is to have a back up plan for everything,** every detail big or small, and write it down so everyone knows what to do if?

Pia Steen Petersen

- It's a really good idea to **ask for the registrant's housing needs and period of stay on the registration form,** that saves lots of time. I didn't put the period on the form, so I had to write to every single person after they had registered to ask. And **perhaps put some space on the form where they can write special requests.** For example if they would like to live at the same place, same room or whatever with somebody else.
- I got the e-mail addresses from all the people I found in Copenhagen who wanted to have people couchsurfing. I had a list of the people who wanted to couchsurf, and then I just started matching them up. For example if one person had room for 3 people, I took the first 3 people, and sent them each other's e-mail addresses. That saved time, so they could find out the address, and where and how they were gonna hook up on their own, so I didn't have to bother about them anymore.
- **A bunch of people will show up without having registered,** so that's important to be aware of, and to have spare couchsurfing, camping and hotels etc for them.

- I tried to make some deals with some hotel and hostels. Some were cool and didn't want the payment before people arrived. Some wanted a deposit, and I just didn't book those at all. It would have been stupid because a lot of the people who register don't show up at all, and then we could suddenly have had a lot of unused beds we would have paid for.
- **I also tried to make people book hotels and hostels themselves.** I gave advice, addresses, telephone numbers and so on, but tried to stay out of the reservations. That meant that it wasn't our problem if people didn't show up, or if they trashed the place.
- On the campsite, we should have had toilets and showers, but somehow, something happened at the last second and we didn't get them. Of course a big problem, but we were pretty lucky and were able to borrow some next door at a construction site. So **make sure that toilets work out the way toilets are supposed to, it can make people very angry!**

Volunteers:

Maria Schur

- **Start recruiting people on a sign-up list as soon as possible.**
- **Include a volunteer sign-up form in racers' registration packets.**
- **Schedule training meetings for checkpoint workers well in advance of the event.**
- **Schedule people for short shifts** of three hours each so they don't get burnt out - they can always stay later if they want.
- **Schedule 20% more volunteers than you'll need.** Many will not show up and if they do, you'll probably be able to find work for them.
- **Emphasize how much fun it will be to help out!**
- **Plan to have relief people to circulate with water, food and sunscreen** - your volunteers will appreciate this and work longer.
- **Plan to circulate people so everyone gets a chance to watch the race.**
- **Be absolutely sure you have approval on giveaways** you promise to give volunteers, even if it means getting it in writing.
- **Letter each spot where you plan to put a barricade,** this will make assignment and identification easier.
- **Ride the course yourself a day ahead of time** to get familiar with the streets and intersections.
- **Position yourself where volunteers can find you** to check in when they arrive, but where racers, spectators and the media will not interrupt you with questions.

Andy Zalan

- **You can only crack the whip so hard over volunteers.** People often have personal agendas that get taken care of before volunteer work. If you harsh out too much on people they get pissed and quit. If you leave people completely to their own devices, chances are nothing will get done. If you do everything yourself, people accuse you of not trusting anybody.
- **If it is at all possible, pay volunteers, even a very small token sum to establish responsibility and to make people feel a part of things and that they are important, in fact vital to the goings on.** This might be most important to consider when selecting race marshals to work the checkpoints and side events.

- **If possible, have the same people doing the same jobs at the same places each day.** The checkpoints that we had that were staffed with the same people the entire weekend were the ones that ran the smoothest, and ones able to adapt to problems on the fly.

Joel Metz

- **Produce special “staff” or “crew” t-shirts** - things like these are really nice for volunteers to get, since they recognize their efforts in a really simple but effective way. Make these shirts available only to those who volunteer their time, and even better, make them different from any special shirts that racers, organizers, or anyone else might get. **Do whatever you can to give being a volunteer recognition and distinction.**

John Kenda

- **Having written instructions for the checkpoint workers that you tape to the table** (e.g. "you only take packages from checkpoint one and only give out packages for checkpoint seven") **is a good idea** as many checkpoints will have different staffing each day.

Achim Cremer

You need need need volunteers during the races and before:

Freiburg day one:	(uphill time trial, sprints, trial setup)	40
Freiburg day two:	(course setup)	8
	(checkpoints)	40
	(marshals)	36
	(setup bunny hop)	3
Freiburg day three:	(semi final setup)	8
	(semi final checkpoints)	30
	(trials course teardown)	4
	(finals: checkpoints, marshals)	62
	(cleanup, course tear down)	20

All days: 4 people cleaning up the campground, 24 hours a day!

All days: 3-4 people responsible for the catering (they sold the stuff, and kept all the money they earned, so we had no trouble with that. They cared for everything that happened in the tent)

- During all days we had a lack of volunteers. **There will always be racers who will help, but try to get as much volunteers as possible. If possible, do the course setup one day before the race starts.** So everybody will know what where to do when(?!).
- **Give the volunteers free food, free shirts, free drinks free BEER, if you cant afford to pay them a little bit.** We couldn't. **Be nice to them, appreciate their help, don't take it for granted!**

Daniel Meinzer

- **Get as many volunteers as you can for the event.** They have to be well informed about the rules and jobs during the races. The time schedule depends to a very large amount on the work and the stand of information of the staff. **Have a structure as to how to instruct the people who help.** All members of the organization team should not be part of the staff on the track!

Biker Bill

- **Although volunteers need not have ever worked or knowledge of our style of racing, the strongest point there is to make is that they must no matter what keep the game going,** the training you provide them is good in three shots ending with a Q&A period.
- What do you do with drunk checkpoint staff? mmmmmmm, nothing and call it all part of the game...
- **For course marshals, we used our Cities Masters Cycling Association,** most Cities should have one comprised of older circuit race veterans that do this for many cycling clubs. a definite valued asset and then **they know the job basics and you need only train them on the special rules.** They came as a team and we only needed to add 4 of our guys to oversee any questions or problems that may have come about with them. you can't have to many either...

Mo Kverderis

- 2 months prior to the event we assigned a volunteer coordinator. He printed out flyers with an email address to which people could send which days they wanted to volunteer what they would and wouldn't do, their phone number and email address Everybody close to CMWC got a sheet were we could assign all our friends and relatives and then hand it back to the volunteer coordinator.
- **During the event there was a volunteer pool where the volunteer coordinator was on all 3 days.** Whenever there were volunteers needed we called over the PA if volunteers would please go to the volunteer pool, where he would tell them where they were needed. It worked excellent.

The Race Itself:

Race Announcing

Sting King

- **The announcer should have a full list of all the competitors** in each heat/race with their name, race number, where they come from, their team name and sponsors (if any), so that race announcing can be more informative and exciting.
- **Race numbers should be large, and their placement standardized** so as to make them easier for the announcer and race officials to read. The competitors should know that by incorrectly placing their numbers, they only make it harder to promote them, their team and their sponsors.
- **The announcer should be in the shade, in a location where they can easily read the numbers of the approaching riders.** Positioning the announcer shortly after a checkpoint on a straightaway gives the announcer a chance to see riders clearly, and also gives them time to look up information.
- **Give the announcer plenty of information about the event sponsors** - what they do/produce, and what they have done for the event - this increases the ability to effectively promote them and hold up the event's end of the sponsorship bargain.

Joel Metz

- **A good PA system is a godsend** - much clearer and louder than a megaphone. You'll likely need an amplified sound permit of some sort, but it's well worth it. If you can, place speakers around the course.

Timing Equipment

Joel Metz

- **Stopwatches just don't cut it if we're looking to be seen as a professional event** - for time-based events, accurate timing is an absolute must. A good professional timing system will also output times immediately, making results tabulation near-instantaneous. It is likely there is a local bike racing organization to your city that has access to professional timing equipment. It would also be advisable to look into sponsorship from a manufacturer of such equipment.
- **If you're running an event with a time limit, try to have countdown clocks placed at several points around the course.** Philly did this, and it was a great help to those of us in the final, let me tell you.

Markus Zust

- Timekeeping was wonderful, of course. Working with the guys we had - I could just go up with any question, and they would help. It was incredibly smooth. And knowing how much it cost -

the biggest single amount of money we spent (between 8-10 of our budget, roughly about \$8000 us) - it was totally worthwhile. I think we could've done it cheaper without the chips, and maybe just as well, but that's how we chose to do it. One problem that could've arisen with the chips is that with going around in circles and things happening - some people don't make it to the finish... where do the chips go? I was really worried beforehand - each chip cost \$40 us. I evaluated a worse-case scenario of 50 chips being lost - that's \$2000us - incredibly, only 5 chips got lost over 3 days! This amazed the Datasport people - usually they lose more in road races, which are far less chaotic. The chips take a bit more manpower - people to pass them out, get them back, etc. also being able to look up results on the Datasport website was nice.

Daniel Meinzer

- **To guarantee that the event runs smoothly you have to work with professional timekeeping.** Nothing is more frustrating than waiting for the results. The following races depend on how quickly the results are ready to know who starts in the semifinals and the finals. **Digital timekeeping should be the standard, and nothing less!**

The Race Site

Andy Zalan

- **All efforts should be made to secure a site that can be kept closed for the entire duration of the event.** Having to tear down and set up everything each day takes quite a toll on the ability to maintain a tight schedule, and on physical energy, which could have been saved to deal with things far more important, like race logistics, sleep etc.

John Kenda

- **The way to get cheaper detail cops [in the states at least] is to not go through the department itself** - find a cop who has a private security firm that rents the services of uniformed cops. This way you get cheaper cops who are more accountable to you and who have gone through some sort of additional screening. In DC we got some real idiots who got to our event by merely signing up on a list. They were a quite serious problem and could have derailed our whole event. Approach cops who are working paid details and getting the name of their company. Ideally you want guys from more elite units - these guys are more motivated and more willing to roll with the inevitable chaos. The number one reason to deal with these fellows is that you get a person who is going to make \$ off the CMWC and not a faceless department.
- One of the smarter ideas we had was to **hire movers to help set up the course**. Three movers with one large truck really helped us get set up quicker and only cost 400 dollars altogether. If you can afford it, it's a nice luxury.
- **During setup it's a good idea to have separate trucks working sections of the course**. That way no one gets overwhelmed with hundreds of barricades and it's easier for people to step in at the last second to help. Diagrams are helpful for how the checkpoints should look
- We were able to **keep the barricades in place overnight by chaining them together**. We used the rental trucks as overnight storage during the event itself. **If I had it to do over again I'd have a**

manifest listing what was in the truck taped to the side of it-it would have saved some searching.

Derek Chadbourne

- **Make sure you secure your race site early.** This includes the road closures, the meeting with the police, transit, and city.
- **The best place for a race is where it does not interfere with business or residential.** Unfortunately that place only exists in the 1890's. Residences who were upset when they thought the race was going to cut off access to their condo, were fine when they found out there would be windows of opportunity to gain access to their buildings.

Ercan Tursun

- The first thing ever was to decide where we want to build the race track. Graz is a little city with a touch of Italian flair. It's very nice and green, but it's small and there is not so much going on. So we wanted to have the race in the old city part, not far away from the city – we wanted the city and the people involved. So we decided for the inner city, knowing that that is going to be harder to get the permits for, because everything would be more complicated.

Vending/Merchandise

Andy Zalan

- **Make sure to have tons of water.** You can't really have too much water. WATER, WATER, WATER.
- **Unless you can get a monopoly on the market, don't bother with beer on the course during the racing.** Money is lost because it was simply too convenient for people to go to any one of a number of beer stores and stock up a bunch of canned beers to take to wherever people wanted. People who really want to drink will find a way. Save the beer for the evening festivities.
- **Food sales are also a pretty low priority unless the course is extremely remote.** The best bet is to try and sell the vending rights to people who do that sort of a thing for a living. The organizers will have their hands more than full without having to worry about getting volunteers to sell stuff, and keep track of all the loose money being exchanged.
- **If sponsors are interested in producing commemorative memorabilia, an attempt should be made to try to get them to sell the merchandise themselves and give you the money,** either a predetermined, guaranteed sum, or something based on actual sales. Again, this is just something the race organizers are better off not dealing with if they can help it.

Derek Chadbourne

- **Always take the initiative and serve beer at your event.** Do not give it to some bar who will give you part of the sales, yah right. Rent a hall, get the appropriate licenses and keep all the beer money for your good cause.

- **Do not over price your event or your merchandising.** Bike messengers will happily come to your race, but not to get hosed. They are not sponsored, they are just like you, broke.

Ercan Tursun

- Estimate well – **better too few pieces than too many** – we didn't make money with it. **Please order smaller sizes for women!**

Markus Zust

- **Pay attention to the food catering.** From what I've heard and seen, we did really well with the food concession for the racers. It's very important that people are being fed in an appropriate way. I consider all participants of CMWC as my guests, and as racers who need to be fed well and kept fit. Give them the best you can manage – it's a little thing, but it reflects on your whole event, and it's a potential for a huge loss if no one's eating your food.

Joaquin Menendez Alvargonzalez

- The ECMC bar was managed by a friend of ours and her family - we didn't ask for any money but only for the prices to be cheap.
- As our prediction of participants was wrong, we had other problems with the material that we bought to sell like cups, t-shirts, sweaters... We sold part of that, and we used some as prizes - we think that we gave more prizes than other champs, more than 50 people left Gijon with a present from ECMC.

Joel Metz

- Keep a firm grasp on the status of vending at the event. **Booth fees for all vendors who want to do more than sell from their car or bike should be charged, at a preset rate.** Offer two booth sizes, with a price break for a smaller booth – but better locations for the larger, more expensive booths. Booth fees are an important source of income, and a way to contribute money to the event for companies who may not be able to afford full-blown sponsorship, or who simply don't desire to be sponsors.
- Don't worry about individuals vending from non-booth spaces, unless they're doing a large business. Trading and selling small quantities of goods at CMWC is all part of the community spirit of the event, and should actually be encouraged. Make your booth fee money off of the larger vendors.
- While t-shirts and jerseys consistently sell well, **don't neglect smaller things like patches and stickers** - patches have been offered at several recent CMCs and are **always** well received.

John Kenda

- CMWC merchandise for sale should be kept to an absolute minimum. Have a plan for how you are going to sell it after the race as you will have excess.

Wendy Fallin

- Don't offer too much. **Don't depend on your merchandise to get you through your financial troubles.**

Achim Cremer

- **Don't buy too much merchandise!** We had 100 Dee Dog Bags from Timbuk2 (sponsored) and Daniel ordered 40 more (for those we had to pay). After the weekend we had 37 bags left: deficit=3700 DM!!) CMWC 2000 also has tons of stuff left, as well as Zurich 1999... LESS IS MORE.
- **Don't calculate earnings with merchandise incomes!** Rather **see them as an extra income.** Limited ecmc/cmwc stuff is hard to sell after the races are over!
- **Get stickers, patches, caps, small stuff.** It has to be cheap, because many messengers spend lots of money for the trip).

Daniel Meinzer

- **Make sure that food and beverages are affordable. Get in contact with professionals as early as possible** and talk with them about the type of the event. Tell them your ideas and make sure that they try to convert them. The sooner you get in contact with pros, the cheaper the prices will be. On the other hand **you can organize it by yourself - it affords a lot of people and logistics and knowledge but you will be rewarded with a possibility to make money with it.** Selling beverages cause less work and it is a good possibility for making money. And you'll need money!

Mo Kverderis

- **Expect to sell 50% of what you think you'll sell.** People wants it but will rather have beer. Or do as Zurich with preordering on the website and afterwards too.

Catering: Here you can do 3 things:

1. You make all the food yourself and make a lot of money. But you need many permits and LOTS of volunteers!
2. You invite someone to do it who earns a lot of your money.
3. You cut a deal where the catering company pays in exchange for selling food. Or as we did, serve free breakfast Beware of what contract you make. If you say that there'll be 1000. He's got the right to sue you if only 800 shows up.

Race Format and Logistics

Andy Zalan

- **Have the race schedule and the marshals required established well ahead of time.**

- Having physical packages to use for deliveries is fun and adds a level of realism to the racing, but making sure that the checkpoints were stocked with enough of each particular parcel is difficult. **Try to get all of the parcels that will be used during all of the events in hand about a week prior to the racing.** Count on losing parcels during qualifying heats. **Have extra parcels ready just for the finals.**
- **Consider how manifests get stamped.** Stamps with ink pads that need re-inking after each application are a bit slow and cumbersome at times. Self-inking stamps are much easier to use, but start to run out of ink after so many stampings. **Stamps need to be difficult to duplicate in case people are thinking about cheating** - simply having different stamps on each day should be enough to deter cheats. A best case scenario would be to have special stamps made, perhaps with the checkpoint sponsor's names and/or logos on them. **Backup stamps are a must.**

Joel Metz

- **If you are going to use a Le Mans-style start format for the final or preliminaries, ensure that it is set up in an orderly fashion so as to prevent bikes getting stomped on.** DC '98 was the best example of this yet, with bikes and riders lined up in corresponding grids based on qualifying time, and everything went off perfectly at the start. It might also be considered to set up some sort of poles to lock to at the start, if this is at all possible, again in an orderly grid.
- **Time trials seem to work exceptionally well for qualifying races - they give everyone a chance to race against themselves, and against everyone else,** while reducing the amount of confusing mass starts and speeding the qualification heats along. Qualifiers based purely on time or on a points system with a time limit both seem to work well. Try to give competitors more than one shot to race - coming as far as some people do for this event, getting to race for one short 30-minute run can be a bit of a letdown.
- **As for the finals, a mass start and sprint finish satisfy the need for an immediately verifiable winner.** Spectators, sponsors and the media all love being able to see the top finisher cross the line, arms raised in victory. **Enough cannot be said for a long and grueling final event** - if we are going to crown champions, they should have shown their mettle in the most demanding and realistic of challenges.
- **Be sure to create a course that emphasizes routing decisions as much as speed.** We all know that the fastest messenger isn't always the best one, and that the clever solution is valued highly in our business. The idea of multiple possible routings from checkpoint to checkpoint has been brought up before, and I think it a good idea (i.e. presenting both a road bike shortcut and a mountain bike shortcut, both taking the same time to cover).
- **Have a variety of packages available from checkpoint to checkpoint, covering the range of items messengers can carry in an actual workday.** Tubes, flats, boxes and envelopes should all be available. Typically, it is best that each checkpoint gives out one type of package. If riders **are** offered a choice of types of package at a particular checkpoint, there should be a bonus of some sort for taking the more awkward packages. Note that multiple package offerings at a single checkpoint will significantly increase the number of packages that will need to be stored at the ready at that checkpoint.

Jo Yudess

- **Either in the invitation materials or at registration, or both - a list of rules, prominently posted.** Each rider must sign a copy.

For example:

You will be disqualified from events (and your registration money returned?) if any of the following occur

- You do not wear a helmet during your competition.
- You are rude(use offensive language, push/shove/argue with checkpoint volunteers or staff. These represent your customers.
- You do not back off when asked by staff or police during emergencies or altercations.
- You deliberately cause an accident, injury or impediment to another racer.
- You do not put your name and race number on all manifests.
- You break laws or cause damage, injury or harm to any person or property in the host city.

Signed _____ Date _____

Witnessed _____

All protests must be made in writing and given to the race master within 30 minutes after the results are posted.

Markus Zust

- 15 checkpoints was ambitious - how to get marshals for 15 checkpoints? Checkpoint money has always been a good way to get money - you get more \$ for 15 checkpoints than 10 - its just that simple, but how to get people to man all those checkpoints? It's easier in a city with a bigger community. **You need to be aware of your limitations in terms of volunteers.** The plan was to have 4 marshals at each checkpoint at any given time - counting substitutions, that's over 100 marshals - and then you have to have other race marshals, etc. 3 marshals would have been fine, though. **The more checkpoints you have, the less work there is for each checkpoint,** being as the riders are more spread out - a plus side for more checkpoints. **If you can find the volunteers for more checkpoints, by all means do - more checkpoints means more checkpoint sponsors (and therefore \$), and a more exciting race, so look at your manpower reserve, and then figure out how many checkpoints are practical.**
- **Watch that one person doesn't have too much on his hands during the races - break things down as much as you can** - sub-captains for single events, who report to the race captain. **You shouldn't forget that while you're taking care of one race, another race is being prepared.** We were really lucky with the cargo race and the time trial. The cargo race had about 80-90 registrations, and in the end, about 20 people raced - what saved us was that it was really difficult, with all the tables and benches etc - there was just no way for a lot of the people who had registered to do the difficult stuff, and a lot of them pulled out - that was really lucky for us - there

was no way we could've handled 80 people. But with all the material being moved, from a to b, and then not from b back to a - we had to move stuff back to its origin - after 9 racers, there was a pause to shift material back, and then there was a restart - this wouldn't have been possible with 80 racers. While this was going on, the uphill time trial was supposed to be being prepared, and organization of it had to be picked up from scratch a few hours before the event, and was just barely ready in time. **We should have had people individually in charge of cargo, sprints, uphill time trial etc.**

John Kenda

- **Have a plan about how you are going to deal with people offering assistance to riders with broken down bikes and then be consistent.** People will push this to the absolute limit.
- We had an appeals jury that was essentially Buffalo Bill for racers who felt that they had been wronged. This acts as a safety valve for people to voice their complaints without taking the all too valuable time of the race captains. Having a neutral panel of people to do this is a good idea.
- We had 500 packages for each checkpoint pairing during the main race. We still had to have cargo bikes keeping supplies up at each checkpoint but we weren't too pressed about it until the final day. During the final we had a complicated system that worked out fairly well except that we had to really hustle to keep the package supplies up. **In retrospect having 300 packages per checkpoint available for delivery instead of 200 would have made our lives easier during the finals.** You don't need any unnecessary hassles on finals day. In the US the post office will deliver high quality priority mail envelopes to your door or you can get them from UPS, Fed ex or DHL. If you have to buy them, **spending a few extra dollars on envelopes is better than having to use 3-4 people for nothing but moving packages.**

Wendy Fallin

- **The safety of the riders should always be an issue.** People are going to get hurt; there is probably no way of avoiding that. It is the organizer's duty to over think that possibility rather than assume it's not going to happen.
- **I like the idea of several different kinds of events that people can do.** The team relay in DC was not only fun to participate in, but fun to watch as well. I like the idea of having more than one qualifying heat. And I bet the paddle boat race was a blast! In Barcelona, I traveled far and paid a lot of money to race for 35 minutes. I still had fun and wouldn't exchange the experience for anything, but it would have been nice if I could have raced more.

Daniel Meinzer

- A very important point is the logistics at the racetrack. **Get at least 1 big pick-up truck, and a regular car and a team of at least 6 people that organizes all the logistics** (carrying all the stuff around for the cargo race, organizing spontaneously things you are in need of during the races - you can't cover up the whole event, you have to improvise to a large amount). **It saves a lot of time and helps continuing the time schedule of the races.**

- **Make sure that the manifests work!** One person "race officer" has to work out the manifests and at least two others have to control them. Mistakes in the manifests cause a lot of problems during the races!
- **Make sure that you have a very large amount of parcels and envelopes to deliver.** Nothing is more useless than finding out during the races that a checkpoint has too few deliveries to give away!

Victor Badran

- **Try to have many envelopes and boxes. The best is to have them all prepared for all the heats and runs you are planning.** In Zurich we had about 8000 envelopes which was just enough for the first day. We had to sort them out for Saturday and again for Sunday. Quite boring and takes a lot of time. And time is the one thing you don't have.
- **Try to make the course so that there are no more than 5 riders together at one checkpoint.**
- Don't use normal paper for the manifest. We used Pretex, a kind of plasticized paper. You can print on it and use stamps. It won't fall apart when it becomes wet (sweat or rain).

Stefan Vis (Fish)

My idea was to get close to working experience, though that will only be experienced in "poloco" races. But I wanted the racecourse to be different every day, starting easy to get tougher along the way. Why? Because it's fun. I wanted to give everybody two chances to race, one easy 'overnite' race, and one race that you need some thinking for.

The first race as said is a dropping race, just drop your stuff that you received at the start. One package at the time. 6 checks. 4 laps. Time counts. That had 3 reasons. 1 quick messengers have the chance to collect points (that I will be explaining later, I hope) for half finals. 2 volunteers get used to the messengers and to the packages and so forth. 3 you can have a Le Mans start, which is nicer to watch.

The second race is pick and drop, more choices to make and more checks to go to. The manifest has some choices of drop addresses; long runs are better for points. Approx. 30 mins. race. My idea was that points go before time, so you wanna get all the points but still have to worry about time. Reasons: smarter people get the chance to get points for the half finals, you don't know what's happening, all of a sudden you need to think, you don't know the course nor the checks. The volunteers will get more experience in receiving, handing out, and stamp the manifest.

After day two all the results are processed, so you got 2 lists of racers that is in order of finishing time or place. You give every racer on the list a number from 1 to 1000. Starting with 1 for the winner, 2 for the next one and so on, do that on both lists and add everybody's number. Like flip finished 22 on day one, and on day two he finished 58, add those two together and get the number 80. You do that with everybody (by computer) and then rank the racers by this number, so the least points you get the better it is. You'll get a list of three hundred racers that will do the half finals.

A short setup of my race:

Heat 1. Just dropping; 1 manifest; all packages at the start; just one package to be dropped at the time; 4 laps; 6 checks; time counts; le mans start; set course with no choices; easy for racers and volunteers; nice to watch; no distribution of packages needed; everybody can start whenever they want.

Heat 2. Picking and dropping; 1 manifest with pickup addresses (names of checkpoints), and then mostly fixed drop addresses, but some choices for dropping off; starting one by one; 30 mins race; 11 checks; points count before time; more choices to make on the racecourse; volunteers get experience with picking and dropping, and stamping manifest;

Half finals. Picking and dropping; 2 manifests with pickup addresses, and two choices of dropping addresses, 2 points for short calls, 4 points for long; 16 checks; bigger racecourse with more choices; points count before time; more distribution going on with packages; volunteers will be good with everything now.

Finals. P&d; 4 manifests with pickups, and choices to drop; short drops are 2 points long drops are 4 points, points count before time; 21 checks + one mystery check; distribution of packages is working fully.

NOTE: all the checks have a fixed choice of drops, example: check point red bull has a package to CMWC 2002 or Berlin massive, this will not change in that race. So you will get (in this setup) 55 formulas for checkpoints: 6 for heat 1, 11 for heat 2, 16 for half finals, 22 for finals.

Biker Bill

- **With radios, it's important that everyone know how to use one** (checkpoint, marshals bullies). Like the frustrating rookie that comes to work and has his mike stuck for an hour. A back up of cellular phones networked to the marshals is very important.
- **Having a no ride zone around the checkpoints is a good idea but crucial at the dispatch desk**, as well as a finish line away from it as well so that competitors can be lined up as manifests are checked with out riders divebombing dispatch volunteers.
- **It's important that you have guys checking manifests another working communications and someone to handle the media during the race.** It only takes a handful to put it together but everyone there must know and have an action plan incase of injury, dispute, etc. Being prepared for the worst is possibly the safest way to run it.
- **Perhaps the best thing we did was bought a few buckets of sidewalk chalk and went through the course and laid out all the directions as well as the blind danger points, and then on the day of the main race we let all the teams go around and write messages on the track to cheer on their team mates.** It made for a colorful course as well as made it easier to follow for those involved in the race. It's gotta suck that you get DQ'd because you fucked up because of poor signage on the course. It is an added thing the marshals can use if such an occasion arises. No one was DQ'd or hurt, and I believe it partly due to the chalk.

Side Events

Joel Metz

- **Make sure the cargo bike race has honest-to-god heavy cargo involved, and isn't just an over-and-done-with event.** Next to the women's events, this is the event that most regularly gets screwed at a CMC. In recent years this has become heavily biased towards trailers, partially because of the proliferation of such in the community, but also because the cargo simply hasn't been that big. Consider the separation of the cargo class into trailers and true cargo bikes (long johns, Brox, and the like). Full-size beer kegs, hay bales, ladders, bags of concrete - things like this should be involved to truly test cargo-moving skills. **The cargo involved should make it impossible to run the race without a cargo bike or trailer - racks or bags shouldn't be able to handle this stuff.**

John Winslow

- **The team relay was a huge success - this event really captured the essence for me of the whole event.** There had never been a team relay event at a CMWC until DC. The team relay was by far the first event to fill up in pre-registration; but even with this I hadn't visualized the nature of the spectacle that would occur.

John Kenda

- **Pre-designed score sheets for the side events** - can't say that strongly enough.

Biker Bill

- **For the sprints, it's very important to maximize your volunteers for this event** as stopping people from crossing while the race is on is tough work.

Results and Awards

Andy Zalan

- **Don't publish the prize list prior to the awards ceremony.** People get awfully disappointed, and rightfully so, when they are left out, however, if you end up bringing people onto the stage who weren't necessarily expecting it, they become doubly stoked.
- **Making sure full and accurate results are posted as fast as possible should be a concern of CMC organizers and something they need to plan ahead for to make happen.** (I still don't know how I finished in the finals at Barcelona, not to mention Philly results are still way lacking.) **Not only is it important to have results right away for the racer's personal satisfaction, but we need something official the press can look at.** Also, as these are national/international races, I think it is paramount the at least the countries the riders are from be included in the results. (city, team, courier co are all less important but would be nice to know as well). **This is something that needs to happen during the race and not after, as in many cases nobody wants to deal with anything once the final event is over and things get easily dismissed.**

Joel Metz

- **It cannot be stressed enough how important it is to have accurate results for an event available immediately following the event.** In the case of qualifying heats, this ensures that riders know immediately whether they have moved on to the finals or semifinals, and gives them sufficient time to lodge protests if such are necessary. **This goes doubly for the release of full and complete results at the end of the event.** As long as I've been involved in this event, this has been a struggle, and we need to make it so that riders don't have to keep checking a website for days or even more after the event has ended to find out how they've done! It's important to figure the top riders for the finals, but it shouldn't be too much further trouble to print out full qualifying and final results for **every** rider.
- **Keep as full a list of competitors as possible.** It may not seem important that someone finished 356th, that they were disqualified on course, or that they cleared a 10cm bunnyhop, but to them, it probably is just as important that their results are posted as it is that the winner's are.
- **Have something special to give to those riders that qualified for the finals of the main race,** something that they can **only** get by making it to the finals. Perhaps a special t-shirt or jersey, or special commemorative bag - something that isn't available for purchase by the general public.
- **Have prizes go deeper than 3rd place.** While coming away with free goodies isn't the end-all-be-all of the championships, having swag for more than just the podium crew always looks good, and does more to recognize that **everyone**, not just the winners, rode their ass off.

Derek Chadbourne

- **Make sure you get your results up fast and make sure you give first place to the right guy.** Holy Smokes man, that was the worst thing that could have happened and did. Fortunately everyone was real cool about the whole thing.

Biker Bill

- The biggest problem we (I) had and something I never even thought about... **When getting prizes from beyond the border we had to pay tax and customs on everything.** They do it on the prizes market worth whether it is given free or not. We tried "commercial samples", "Gifts", and other types of descriptions but none worked past our stringent customs officials. **A good tip - get them to reduce the value on the invoice they send with bare cost (free doesn't work.)**

Art Show and other CMC-related events:

John Kenda

- Having the art show in the same place as the registration was a nice bonus as most everyone had the opportunity to see it.

America Meredith

- To make life easier for the messenger art show: don't bother framing original art. No one really cares enough to make the hassle worth it. Only show prints, color copies (which look just fine framed), and photographs and your life will be much easier. 4040 was a complete nightmare and cost me a small fortune, while the print show at Comet Coffee was a piece of cake and is still up.

Biker Bill

- **It is a good idea to spread the event around, visitors like to be able to experience the different things your City has to offer,** this is a good way to accommodate that as well as keeping a lower profile by being at a different location each evening.
- **It would also be a good idea to have a back up bash ready to go incase one of the locations goes bad.**

Appendices

Budget outlines from past events:

These are included here for your reference. Granted, costs in your city are bound to differ, but budgets are very revealing as to the basic costs of putting on the event, and show explicitly a lot of the behind-the-scenes costs that you might not expect at first.

Estimated Budget - CMWC '94, London, England

Expenses:

Race site	£4000
Insurance	£700
Stationery (incl. race #s)	£2-3000
Phones	£1000
Barriers	£5000
Portable toilets	£2500
Red Cross medical services	£1500
Security	£1400
Sound engineer, event organizer	£400
Sculptures	£1000
Vehicles	£400
Food	£1000
Bike for race captain	£500
Banners & signs	£2000
Site cleanup	£200

Incomes:

Registration	£18000
Sponsors	£8000
Race #/programme sponsors	£3500
Checkpoint sponsors	£4500
Franchise fees	£8000

Profit (on paper)	£2500
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All these figures are estimates. About 3 times as much as was needed was spent on barriers and portable toilets, in hindsight.

Final Budget - CMWC '99, Zurich, Switzerland

Incomes:

Sponsorship:	\$22255
Membership	\$1200
Registration	\$29320
Merchandise	\$9880
TOTAL	\$62655

Expenses:

Telephone	\$805.58
Graphics	\$2576
Party sites	\$5669
Food	\$888.70
City permits	\$2072.50
Police	\$9576.45
Trophy materials	\$1438
Promotions	\$665
Insurance	\$4445
Ambulance	\$1645
Medical tech	\$525
Medical supplies	\$72.10
Parking lot rental	\$900
Toilets	\$2700
Trash	\$793.12
Security	\$1530
Barricades	\$1370
Trucks	\$1672.92
Tents/ tables	\$3675
Beer	\$2685
Merchandise	\$8600.06
Office	\$1996.15
Postage	\$312.56
Printing	\$7760.04
TOTAL	\$64373.18
NET LOSS/GAIN	-\$1718.15

Final Budget - CMWC '99, Zurich, Switzerland

Expensises:

Merchandising	6,790.55 Sfr.
Wages	20,853.00 Sfr.
Unknown	3,218.75 Sfr.
Stamps	2,007.30 Sfr.
Telephone, Radios	3,402.75 Sfr.
Office	2,428.80 Sfr.
Print	9,513.05 Sfr.
Print sponsoring	3,283.30 Sfr.
Ads	970.00 Sfr.
Tent rental	2,612.25 Sfr.
Rent	1,000.00 Sfr.
Power, Water, Toilets	4,636.45 Sfr.
PA	2,250.00 Sfr.
Medical	4,338.80 Sfr.
Housing	1,513.50 Sfr.
Parcels for race	688.65 Sfr.
Awards	3,465.25 Sfr.
Insurance	3,570.00 Sfr.
Permits	1,711.20 Sfr.
Race	10,000.00 Sfr.
Race materials	4,078.60 Sfr.
Race course, including police	10,571.95 Sfr.
Alps tour	631.45 Sfr.
Food	4,761.95 Sfr.
Merchandising costs	399.50 Sfr.
Other expenses	747.25 Sfr.
TTOTAL EXPENSES:	109,444.30 Sfr.

Income:

Sponsors	7,769.00 Sfr.
Checkpoints	42,443.60 Sfr.
Party	2,055.45 Sfr.
Registration fees	42,673.70 Sfr.
Merchandising	15,007.00 Sfr.
Ads	1,500.00 Sfr.
TOTAL INCOME:	111,448.75 Sfr.
NET PROFIT:	2,004.45 Sfr.

Note that the expenses listed for police are low for a CMWC - the police were only required to move cars off the race course, and were not necessary for road closures or marshalling, which is a huge savings.

Final Budget - ECMC '99, Gijon, Spain

EXPENSES:

Total, Camping and Breakfast:	604,325 Pts
Truck, Scenario	464,000 Pts
Web site	35,000 Pts
Official poster	80,680 Pts
Digital printing	23,200 Pts
Bike magazine	95,000 Pts
Printer	109,852 Pts
Pancarta	42,920 Pts
Total, Promotions:	850,652 Pts
T-shirts	158,920 Pts
Polo shirts	158,920 Pts
Shorts	145,000 Pts
Sweatshirts	92,800 Pts
Other	83,080 Pts
Total, Prizes and Merchandising:	638,720 Pts
Credentials	99,470 Pts
Race numbers	55,680 Pts
Total, Identifications:	155,150 Pts
Total, Administration:	17,650 Pts
Accident insurance	225,450 Pts
Civil liability insurance	132,000 Pts
Ambulance	33,500 Pts
Total, Insurance etc.:	390,950 Pts
Trial	28,000 Pts
Maderas Fco. Rodriguez	14,912 Pts
Chronometers	27,000 Pts
Gruas Coches	16,704 Pts
Plastic, 15Km	20,880 Pts
Total, Infrastructure	107,496 Pts
Bagpipers	14,000 Pts
Espicha-lunch	180,000 Pts
Total, Party	194,000 Pts
Car Rental (Van)	58,768 Pts
Coach Rental	38,520 Pts
Petrol	8,502 Pts
Tools	928 Pts
Tools	2,300 Pts
Stamps for race	3,100 Pts
Pens	490 Pts
Tools	3,463 Pts
Ibexexpress	5,040 Pts
Plastics	6,489 Pts
Wood	3,755 Pts
Checkpoints	22,365 Pts
Diets	14,725 Pts
National Courier Service	58,000 Pts
Stamps, Mail, etc.	35,000 Pts
Photocopies	35,000 Pts
Travels	80,000 Pts
Telephone	80,000 Pts
Paper Design	29,000 Pts
Printer	45,000 Pts
Stickers	8,120 Pts
T-shirts	50,000 Pts

Lottery	23,200 Pts
Customs	35,000 Pts
Total, Other expenses:	646,765 Pts
TOTAL EXPENSES	3,605,708 Pts
<u>INCOMES (includes sponsorships):</u>	
Renfe Cerc	145,000 Pts
Cajastur	50,000 Pts
Soc. Mixta	250,000 Pts
Principado	350,000 Pts
Merchandising	200,000 Pts
Registration	1,150,350 Pts
Soc. Mixta 2	95,000 Pts
M. Ambiente	250,000 Pts
M. Moran	45,000 Pts
M. Moran 2	83,080 Pts
Timbuk2	200,000 Pts
Services	80,000 Pts
Tax back	300,000 Pts
Lottery	48,450 Pts
Soc. Mixta Graz	60,000 Pts
Winterthur	357,450 Pts
Tur	58,000 Pts
La Luna	174,000 Pts
Customs back	27,300 Pts
Paper	300 Pts
TOTAL INCOMES	3,923,930 Pts
NET PROFIT	318,222 Pts

Final Budget - ECMC 2000, Freiburg, Germany

EXPENSES:

chip timing system	8,932.00 DM	700 Transponders @ 5,00 DM + staff
registration	3,000.00 DM	postage, material for starters package
course setup stuff	1,326.23 DM	90 barricades, 7000 m of security tape...
first aid	1,473.00 DM	total: 24 hours, 3 volunteers + ambulance
printed stuff	730.80 DM	stickers, organizers ID
	380.00 DM	racers ID, media ID, volunteers ID
	1,044.00 DM	500 posters ecmc2000, DIN A1, 4 colors
	580.00 DM	1500 postcards, 5000 flyer
	4,268.80 DM	3000 brochures racers info
toilets, infrastructure	500.00 DM	fresh water, rent for water meter
	471.42 DM	plumbing, pipes for toilet flush, taps
	910.00 DM	6 movable toilets (dixie) for ecmc camp
	980.20 DM	2 wc containers (1 @ party, 1 @ race course)
	1,108.38 DM	power supply party
	7000 DM	power supply race track, PA, catering
insurance	357.00 DM	organizers liability insurance
	4,000.00 DM	racers accident insurance
tent	5,000.00 DM	300 square meters, included kitchen, bar...
mobile stage	2,500.00 DM	mounted on a truck incl. Transport
PA and light system	4,500.00 DM	sound engineer, mixing desks
catering volunteers	1,182.50 DM	half price on food and beverages
bands gas money	250.00 DM	supercrush: lubeck-freiburg-lubeck
	275.00 DM	messenger sux: budapest-freiburg-budapest
	250.00 DM	DJ Heimkind: Hamburg-Freiburg-Hamburg
ecmc camp + breakfast	6,480.00 DM	540 campers, 3 nights, 3 breakfast @ 4.00 DM
party	4,943.00 DM	beverages, light and sound system...
merchandise	4,579.91 DM	timbuk2 dee dog 40pcs @100 DM
	5,000.00 DM	Shirts, caps, tees
racers ID numbers	988.57 DM	750 frame numbers
	596.94 DM	750 body numbers
tear resistant paper	689.04 DM	1800 sheet 'teslin', used for manifests
cleanup	1,000.00 DM	approx. 25 cubic metres of waste
official ecmc letter paper	162.40 DM	1000 digital prints 1 colored 120g/m2
telecommunication	311.59 DM	ISDN phone +installation
beer	1,177.40 DM	350 liters of feierling beer
postering	87.00 DM	100 posters in freiburg
extra tent	1,441.40 DM	42 000 Kilos of gravel to get a proper floor!
Customs	1,868.95 DM	customs tariff for 140 timbuk2 bags
Charges	60.00 DM	city official who checked tent setup
	300.00 DM	race concessions
	550.00 DM	licenses for caterers
envelopes	307.83 DM	fake deliveries (main race)
straw	100.00 DM	50 bales of straw
office expenses	500.00 DM	postage, copies etc.
tables and benches	150.00 DM	20 @ 7,50 DM, used for checkpoints
internet support	- DM	sponsored
graphic designs	- DM	donated

communication	- DM	sponsored
office space	- DM	sponsored
telecom charges	5,000.00 DM	sponsored
checkpoint tents	- DM	sponsored
beer for organizers	- DM	sponsored

Total Expenses	80,313.36 DM
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EARNINGS:

Sponsorship	35,628.00 DM	
checkpoint sponsors	8,120.00 DM	7 CPs @ 1160,00 DM
main sponsor	13,920.00 DM	brewery feierling
alpha express	2,668.00 DM	banners, presentations
randstadt	2,320.00 DM	banners, presentations
ads in racer info	600.00 DM	felber, pac designs, local bike
timbuk2	8,000.00 DM	100 dee dog bags with ecmc logo
Registration	32,400.00 DM	540 racers @ 60,00 DM
Merchandise	6,000.00 DM	

Total Earnings	74,028.00 DM
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Net Loss	-6,285.39 DM
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Rules from previous events:

The following are full rules from prior CMC events, assembled here in the interest of giving some insight into possible race formats for both the qualifying and final races.

RACE DESCRIPTION AND RULES (qualifying heats, CMWC '96)

Basics:

Le Mans style start
Points format
30 minutes timed race
1 "rush" 8-minute package at start
5 checkpoints
2 u-turn decision locations
50 riders per heat

The Course: About 2 km with 5 checkpoints. There is a hill of around 200 feet/60 meters. Checkpoints 4 and 5 are at the top of the hill. The course is one-way with 2 u-turn decision points at checkpoints 3 and 4. You may turn around only at these 2 checkpoints; otherwise you cannot ride the wrong way or turn around on the course.

Time: You have 30 minutes to earn as many points as possible. You earn points by delivering packages between the 5 checkpoints. With each delivery, your manifest sheet is stamped. Within 30 minutes you must turn in your manifest sheet at checkpoint 1, which is at the Start/Finish line. (If you are later than 30 minutes, you get no credit!)

Route: You must create your own route between the 5 checkpoints. You are free to visit the checkpoints in any order (without riding in the wrong direction) to create a route which earns the most points. Generally, you earn the most points by climbing the hill, and a good racer will probably ride the whole course and climb the hill at least 3 times in the 30 minute heat.

The Start of the Race: A Le Mans style start, where your bike is laid down on the street and you must run about 100 feet (30 meters) to your bike. Your bike must be locked at the start! You start the race with one package in your bag. This package goes to checkpoint 5, the checkpoint furthest from the Start/Finish line. If you deliver this package within 8 minutes, you earn 60 points. If you deliver it later, you earn only 30 points. The only other rule about the start is that you cannot pick up a package at checkpoint 1 (which is located at the Start/Finish line) immediately. You must proceed to a different checkpoint.

Rules about Pickup and Delivery: Pickup and delivery are mutually exclusive. At a single stop, you can either pick up one package, or drop as many as 3 packages, but not both. Packages picked up at even-numbered checkpoints may be delivered to ANY odd-numbered checkpoint, and vice versa. When you pick up a package at checkpoint 3, for example, it is your choice whether to deliver that package to checkpoint 2 or 4. (See points values.) You can pick up only 1 package at a time, but you can deliver as many as three at once. (For example, stopping at checkpoint 2, you may either pick up one package, or, if you had made pickups from all odd-numbered checkpoints, deliver packages from checkpoints 1, 3 and 5.) But you cannot deliver multiple packages picked up from the same checkpoint. (So if you have picked up at checkpoint 1 twice, you cannot deliver both those packages to checkpoint 2 at the same time.) It is not necessary (and probably not beneficial) to be "clean" when you pass checkpoint 1 and begin a 2nd or 3rd or 4th lap of the course. Make sure you understand these new concepts.

Locking your bike: There will be one of the 5 checkpoints, probably checkpoint 3, where you MUST lock your bike to a barricade. If you do not lock your bike to the barricade, your bike will be STOLEN!

Points Values: Generally, you earn more points with packages going to or coming from checkpoints 4 and 5, since they are on the hill. You will receive the final points values for your heat before your races, but the points values will be something like this:

From Checkpoint	To Checkpoint	Value
1	2	10 points
1	4	30 points
2	1	20 points
2	3	10 points
2	5	40 points
3	2	10 points
3	4	10 points
4	1	30 points
4	3	20 points
4	5	20 points
5	2	50 points
5	4	10 points

Packages: Packages will be small (except for a few boxes). Each package will have a brightly colored sticker indicating where it was picked up from, and where it can be delivered to.

Boxes: At checkpoint 2 there will be 52 boxes. When you pick up at checkpoint 2, you may take either an envelope or a box, if a box is available. When you deliver this box to an odd-numbered checkpoint, you earn a bonus of double points. (For example, 80 points for delivering the box to checkpoint 5.) Once all 52 boxes have been picked up, no more are available. Boxes must be delivered in good condition; if you smash the box, you get no points for it.

Finish: Deliver your manifest sheet to checkpoint 1 within 30 minutes. Late manifests earn 0 points. There is NO PENALTY for finishing with undelivered packages in your bag.

Good Sportsmanship and Safety: Be nice to workers at the checkpoints. Do not cause a crash on the downhill. Don't use any bad words in any language.

RACE DESCRIPTION AND RULES (ECMC '97)

The qualifying heats will be held on Saturday and Sunday. The semi-finals and finals are on Monday. There are a few guidelines to have in mind, especially during the messenger races.

These are the rules for the qualifying heats, semi-finals and final race. The course of the qualifying heat is about 3700m with 6 checkpoints and a finish, a sort of Le Mans style start and a maximum of 50 riders per heat, depending on the number of registrations. Maximum 100 competitors will reach the semi-finals and 50 can reach the finals. The first 10 messengers in every qualification heat are able to go through to the semi-final. In the semi-finals messengers race in groups of 50. The first 25 per heat will go through to the final. The final is a race between 50 messengers for the third, second or first place.

Your manifest is available 15 minutes before the start of your heat. The race is divided into 2 separate orders of collecting stamps at the checkpoints, but all the messengers will ride the same one-way route. An envelope will be handed out to you at the start and points out your first checkpoint. Deliver this envelope to this first checkpoint and follow the arrows on the manifest. **YOU ONLY RECEIVE A STAMP IF THE ORDER ON THE MANIFEST IS CORRECT.** If you're not riding the route which is given, you will not get a stamp. (in fact you made a wrong delivery or pickup)

The course is a one-way route, going the other direction means disqualification. If you did choose the wrong way you will make more kilometers. Also, don't take short-cuts crossing over or under the fences or other borders.

Your package, which is in your messenger bag all the time together with the manifest, may not get wet, damaged or lost.

At checkpoints you will be served in order of arrival, and you have to wear a tie and be gentle. (remember: pushing and hitting is NOT gentle, no it isn't)

At one checkpoint your bike must be locked, otherwise professional bike thieves take them immediately away and sell them for 50 guilders in the red-light district and you are out of competition.

Women race together with the male messengers. There is no separate final. We take the ratings of the girls out of the overall ranking.

About the team-classification. A team is defined by 5 persons. Team-members can collect points in the whole messenger-race, from qualifying to final. The sum of individual points makes your team-ranking.

Wearing a helmet is a must. (insurance thing)

VERY IMPORTANT: During the messenger races non-racers are not allowed to enter the racetrack. Not even on foot.

The race-jury will judge any eventual problem having to do with the races.

RACE DESCRIPTION AND RULES (ECMC '98)

To manage all the events in time, it is important that you are at the starting area, ready to race, by the time your group is listed! Start and finish will be at the Karmeliter Square. We will start in 15 sec. interval.

On Sunday the people who didn't qualify on Saturday have a second chance.

Rules:

- Wear a helmet on your head.
- You need a lock.
- The race number has to be fixed at the front of your bike. If you lose your number you have to pay 50 OS for a new one. (sorry)
- Don't cheat and be friendly; she might become your best friend.

You have two possibilities to qualify for the finals:

Heat 1 (Sat) the 17 best women and the 50 best men go to the finals.

Heat 2 (Sun) the 8 best women and the 25 best men go to the finals.

There is going to be a Le Mans start in the final. You put your bikes in the order of 1. The heat and 2. The time ranking. Heat 1 will take about 45 min (15km), heat 2 40 min (14km). The final heat will be 40km and 1h40min. (just a guess, we'll see)

The Race:

Like in any ECMC, CMWC, you have to collect stamps at the checkpoints. Do your jobs in the order of the numbered blocks that are printed on your manifest you receive at the start.

Within each block the order of delivery is free.

How you deliver your jobs (in the bag, in your shirt, in your shoes, with your teeth...) is free.

The different jobs you have to do:

Pick up:	Go to the checkpoint and receive your tag and sometimes a stamp and deliver in the order you have on your manifest.
Stop at checkpoint:	Stop at checkpoint and get a stamp before you continue your job.
Go to:	Go to the checkpoint and receive your tag and sometimes a stamp. You will see the address on you tag.
Deliver:	Deliver your tag from A to B. Check your manifest.
Next checkpoint:	Go to the checkpoint and receive your stamp.

What parcels you will deliver:

Box:	Shoeboxes of different sizes.
Tube:	About 1m long and pretty thick.
Letter:	Two different sizes.
Packages:	Pizza boxes, what else?
Fax-orders:	You'll receive a paper (fax) telling you where to pick up and deliver your tag.

Or finally you may get a tag at one of the checkpoints where you deliver.

RACE DESCRIPTION AND RULES (CMWC '98)

GENERAL RULES:

Helmets must be worn by all competitors during all events. Riding on the course without a helmet will result in disqualification.

All riders must be sober in order to compete in any of the events. Intoxicated riders will not be allowed to race.

Riders may not receive any outside assistance during any of the Main events. In case of a mechanical malfunction, riders will have the option of fixing it themselves, at the side of the road, or running their bikes to the Rider Support Area. Mechanics, bike stands, tools, and limited parts will be available at the Rider Support Area. Spare wheels and bikes may be left at this area for specific riders and/or team members. Anyone caught receiving outside assistance from anybody along the course during the main event will be disqualified.

At the Slalom Obstacle, riders are required to avoid colliding with the cardboard cutout "pedestrians". A 15-second time penalty will be assessed to any rider caught making even the slightest contact with the cardboard "pedestrian". A 30-second time penalty will be assessed to any rider caught making full contact with the "pedestrian". Knocking a "pedestrian" over or striking one violently or intentionally will be considered full contact.

All decisions made by official course marshals are final and not subject to debate.

MAIN RACE, QUALIFICATION HEATS:

Qualifying heats for the main race will take place on Saturday and Sunday, (Sept. 5 & 6) from 12 p.m. to 4 p.m., and be run in time trial fashion, with two riders starting every 30 seconds. Every rider must race on both days, and the combined time from the two days will determine who qualifies for the finals. The top 80 men and the top 40 women will advance to the finals on Monday. Each qualifying heat can be expected to last approximately 20-35 minutes in duration, and will require riders to complete a manifest given to them, by delivering parcels, making routing decisions, and navigating obstacles on the course. At the start, riders will have to run to their locked bikes from a distance of approximately 50 feet (20 meters). It will be necessary for all bikes to have at least one wheel secured to the frame at the start. Riders will be required to check in at the staging area 5 minutes prior to their start times, which will be assigned to them upon final registration. In the staging area, riders will be given their individual manifests which will list a series of pick-up and delivery addresses. The pick-ups must be made in the order specified; however, the deliveries may be made in any order. To finish, riders must take their completed manifests to the finish line and present it to the Finish Line Checkpoint Marshall. Race times will be measured from the time that a rider is scheduled to start until the time when they turn in their manifest to the Finish Marshall. If a rider shows up late for their qualifying heat, their time will still begin when originally scheduled, and the rider will be sent on the course when they arrive. Parcels may range in size from small envelopes to shoe boxes. Going outside of the specified lanes of the racecourse at any time during a heat, or going the wrong way on the course will result in disqualification. If a rider drops something and wishes to go back to retrieve it, they must place their bikes to the side of the road and run back, yielding right-of-way to oncoming bicycle traffic. Riders will not get their manifests stamped at the checkpoints without their bikes, however they will be permitted to run with their bicycles, in the direction of the race course if they desire. If a rider misses a checkpoint, they may not reverse direction or turn around. Returning on foot will not be allowed. At the lock-up

checkpoint riders will be required to physically lock their bikes to the street barricades provided at the checkpoint.

MAIN RACE, FINAL ROUND:

For the finals, the top 80 men and 40 women will be lined up together in 12 rows of 10, according to their qualifying times, with the fastest qualifiers being positioned furthest forward. The riders' bikes will also be placed into 12 rows of 10, and riders will be required to run to them from a distance of approximately 50 feet (20 meters). It will be necessary for the bikes to have a lock securing at least one wheel to the frame at the start. There will be 8 rounds of competition in the finals, and to advance to each consecutive round, riders must finish among the top of their respective divisions. The 10 slowest men and five slowest women will be eliminated after each round, until there are only 10 men and 5 women left to decide the World Champions. Upon arrival at the staging area, all riders will be handed their first manifest, very similar to those used in the qualifying rounds, specifying a number of pick ups and deliveries. Again, the pick-ups may be made in any order, but the deliveries must be made in the order specified.

RACE DESCRIPTION AND RULES (NACCC '99)

Everyone must wear a helmet when they are on the course.

Only competitors are allowed on the course during their assigned race time and open course time. Anyone screwing with this will be disqualified.

Race Marshals are like your clients. Give them the same respect.

All starts are locked Le Mans starts. If you don't know what this means, ask one of our friendly race officials.

Results will be determined by number of points. Finishing order breaks ties.

You will have to get off your bike and walk to the checkpoint table. You do not ride your bike into a reception area, well, most times.

Some checkpoints will have lock-ups, but we ain't telling ya which one they are until the start of the race. If you don't lock it up, one of our kind race officials will lock it up for you, for fifteen penalty points.

Watch out for the school crossing guard. If you go past that, you're disqualified you fuck. Just kidding, mow the little bastards down. Just kidding, you'll lose two points.

During the race, checkpoints might get important phone calls. Please be patient.

Don't forget about those mailrooms.

As in the regular day of a messenger, you are going to run into problems that will infuriate you. Please remember that the people at the checkpoints are volunteer, and therefore will have no qualms to disqualify you if you piss them off. You have been warned.

Decisions of judges are final. If you have a problem go tell it to the guy crying beside you, because it will do you just as much good.

No roughing it.

RACE DESCRIPTION AND RULES (CMWC '99)

The messenger race features preliminaries, repechage heats, semi-finals and finals. Up to and including the semifinals, the race is timed; in the finals, the racers are ranked based upon the order in which they cross the finish line. For timing purposes, a time-chip must be attached to the quick release of the front wheel. Every racer must see to it that this chip remains on the bike for the whole duration of the race, as a ranking will not be possible without. Please remember this especially when replacing the front wheel during the race. Right after finishing the racer has to return the time chip to an official.

Before their start, every racer gets a manifest with a list of assignment in the form of rectangles that are connected with arrows. Whether you have to drop or pick up at a specific checkpoint can be seen from the direction of the arrow. The manifest must be stamped for every pick-up and drop. It must be completed from top to bottom. Checkpoints appearing side by side on the same line can be done in any order. It is the racer's responsibility that they receive the right parcels. The manifest must be returned right after the race. However, the time will be taken when the finish line is crossed not when the manifest is returned. Returned manifests remain in the hands of the race commander. After this point it is not possible to make any alterations to them, particularly signing the manifest with the racer's name and number. This must be done before the start. Don't forget.

All of the racetrack is made up of one-way streets. This applies when a racer is on foot, too. An exception is, when a parcel has been dropped. In this case, the racer must leave his/her bike by the side of the race track and return on foot to pick up the parcel. Bicycles may never be taken up to the checkpoints. Fences are put up a few meters from the checkpoints, where the bikes have to be left behind and the checkpoint approached only on foot. At some checkpoints the bikes have to be locked to the fence. Those are marked in the race map. It is not permitted to leave behind any locks at those checkpoints, nor to put them there before the race for later use. At the checkpoint 'Velopa' the bikes have to be parked with the handlebars into the parking device.

In front of the checkpoint 'Inka', there is a pedestrian zone. Bicycles have to be left outside this area. Racers may enter the zone on foot from both sides but can't take their bikes to the other side.

Checkpoints marked with an asterisk in the race map may only be approached when an actual pick-up or delivery is being made there and may not be passed through otherwise. Racers not picking up or delivering will be sent back.

In the finish area, the race track is made up of three lanes, the right one for getting to checkpoint 'Veloblitz', the middle one to pass and the left one to finish the race.

Rules:

Wearing a helmet is required for all races except the pedal-boat race. Those who race without one will not be ranked.

Racers must be sober in order to compete.

If a rider is not in the race, he/she is not permitted to be on the race course.

In case of mechanical failure, outside help may be accepted, in particular tools and spare parts. However, repairs have to be done by the competitor. All repairs must be done by the side of the race track.

The paper race numbers may be worn on the jersey or bag and have to be visible at all times in the race, the hot dog plate numbers must be attached to the front of the bike. If in case of irregularity, the race number can't be read, the racer will be stopped by race officials for that purpose.

All streets may only be rode on in the direction marked in the race map. Failing to do so will lead to a one-minute penalty. If a racers repeatedly rides in the wrong direction or if he/she doesn't turn around right away when told to do so, he/she will be disqualified.

If a bicycle is not being locked at a checkpoint where this is required, the racers gets a one-minute penalty. Also for leaving his/her lock at a checkpoint and for not properly parking their bicycle at the checkpoint 'Velopa'.

Riding in the pedestrian zone is one minute penalty. And for taking a bicycle up to a checkpoint instead of leaving it at the fence.

All parcels must be kept in the bag or on the bike rack, never in the hand or under the jersey. Not complying with this rule is another one-minute penalty.

All these rules, where time penalties are applied, lead to disqualification if the rule is broken repeatedly.

The stairs must be run down. Those who ride down the stairs will be disqualified. Riding is only allowed on the trail next to the stairs, where running or walking is not permitted, and doing so will also lead to disqualification.

Preliminaries:

The field of competitors is split into ten heats, which are determined by the last digit of the race number (i.e. Number 31 = heat 1, number 70 = heat 10). The racers start every 15 seconds. The start sequence in each heats is open. Men and women race together, but are ranked separately. The 10 fastest men and the 2 fastest women from every heat advance directly to the semi-finals. The rest of the racers get a second chance to advance to the semi-finals in the repechage heats on Saturday.

Note: On Friday night, a small number of trucks will drive up or down Grubenstrasse. Please watch out for them.

Repechage heats:

Identical to the preliminaries but with different assignments. The 5 fastest men and the fastest woman from every heat qualify for the semi-finals.

Semi-finals:

Here the field isn't split up any more. There are starts every 15 seconds in numerical order by race numbers. Compared to the qualifying heats, there will be more routing options. The 20 fastest men and the 5 fastest women advance to the finals.

Finals:

The start will be done in the Le Mans style. The bikes must be laid down and locked about 20 meters in front of the start line with the fastest qualifiers starting up front. Every lock will be

checked by a race official before the start. After the start signal has been given, the racers run to their bikes. The race format is similar to the one in the semi-finals but the race will last longer and the racers will be ranked in the order in which they cross the finish line.

Team ranking:

Teams are made up of up to 5 racers. Only the results from the four best racers are taken into account. The first ranked gets as many points as there are racers ranked (x), the second ranked 1 point less, etc. The first ten of those not qualified for the semi-finals get x-180 points, the next ten get x-190, etc. Mixed teams are ranked in the open category, all-female teams in the female category. But for the purpose of team ranking, all riders will be ranked together, regardless of gender. The number of racers ranked (x) is the number of racers finishing at least one race.

The number of competitors in this race is limited to 700.

Racers who obstruct or endanger other racers voluntary or by excessively negligent behaviour, or who behave or treat other racers or volunteers in an unsportsmanlike manner, whether in the race, as a spectator or even off the race site and at any time, will be taken out of the races completely.

If one racer helps another in a way that these rules don't expressly permit, both racers will be disqualified. This goes also if the helping party is not in the race.

Racers who try to improve their ranking by dishonest means, will face his/her own disqualification as well as his/her team member's. Also in case of excessively unsportsmanlike behaviour.

(These rules apply not only to the messenger race but to all races.)

Please be nice to each other and especially to the checkpoint people.

Decisions of the race commander may be appealed against with the international race jury. All decisions made by the race jury are final. Those who think they might have not understood any of the rules should ask the race officials about them. In general, they mean: Don't cheat and don't be a prick!

RACE DESCRIPTION AND RULES (ECMC 2000)

General Rules (valid for all competitions):

A helmet must be worn at all times during the races. Riding without a helmet is grounds for disqualification.

The participants must be sober during the races.

In order to prevent chaos at the starting line, riders must arrive no later than ten minutes before the start of the race. Those not appearing may lose the chance to participate. The final decision rests in the hands of the course director.

Participants not involved in a race are not allowed to hang out on the racecourse.

Riders incurring bike problems during the race are not allowed to solicit any outside help. The riders must perform all repairs and all necessary tools must be carried with the rider during the race. The availability of replacement parts is permitted in the starting area.

The starting numbers should be visible on the frame and on the right side of the jersey.

A transponder is necessary for all timed races. This must be returned directly after the end of the race. Every rider is responsible for his or her own chip. If a chip is exchanged then both riders will be disqualified.

Before the start all riders are required to sign a liability waiver. All participants are responsible for themselves.

Furthermore, if a rider loses their transponder it is their responsibility to replace it.

The course directors will make decisions pertaining to disqualification as a result of unsportsmanlike conduct or cheating.

Courier race:

The race will consist of preliminary, conciliation, semi-final and final rounds. The list of tasks, a.k.a. the Manifest, will be given out at the start. The riders are required to enter their names and start numbers. The predetermined tasks must be picked up in the specified order, but the packages can be delivered in any order. Each rider receives a stamp for each properly picked up and delivered article as proof. But, it is up to the rider to make sure that they receive the stamp and that it is correctly stamped.

Riders must turn in their manifest and transponders to a helper directly after the finish line. Manifests will be able to be processed and compiled for final results.

Riders will only be allowed to ride in one direction for the race duration. Turning around directly after control checkpoints or at intersections is strictly forbidden. If a rider loses a package or the task list, he/she will be allowed to walk back and recover it, allowing that the bike is off to the side and out of the way. Other racers cannot be hindered or injured in any way. Those riders turning around on the bike will be disqualified.

Each rider is required to dismount their bikes at every control point using the designated bike racks. There are also a couple of control points where the bikes are required to be locked.

Simply biking through the control point will not be allowed. Failure to comply with either will result in a five minute time penalty.

Furthermore, all deliveries must be carried in the bag or on a bike rack. Simply carrying the deliveries in the hand or under the jersey will not be permitted. Failure to comply will once again result in a 5-minute penalty.

Riders must always travel with a bike lock. They cannot be left behind at any of the stations, i.e. start or checkpoints. Intentionally leaving a lock behind or exchanging it will result in a 5-minute penalty.

Pedestrian zones and walkways are just that. Bikers are not allowed to use them whether it is while riding or coasting, and a failure to comply will result in a 5-minute penalty.

We will play fair which means first to the checkpoint is the first to get the stamp. Cutting or barging your way through will not be tolerated. Those riders feeling the need to be rowdy will be penalized by 5 minutes.

Preliminary round:

There will be ten start groups, each with a different set of tasks. The individual rounds will be sorted according to final numbers, which means that riders in each round can start in any order. Men and women will be started together but judged separately. The best 5 men and best 3 women will progress to the semi-finals. Whoever misses their round will have a second chance in the secondary round.

Secondary round:

Same starting procedures as in the preliminary round and all are entitled to enter as long as they are still qualified for the semi-finals. The fastest 3 men and fastest woman will proceed to the semi-finals. Those who were disqualified due to unsportsmanlike conduct or cheating will not have the right to compete in the secondary round!

Semi-finals:

Qualifiers will start in reverse order according to their finishes in the preceding rounds. Women and men will once again be mixed. First the 3rd place from heat #1, then the 3rd place from heat #2, etc. Then the 2nd place, the female winner, the male winner, then the 5th place from the preliminaries, etc. The starting lists will be hung and therefore those that miss their start will lose their right to be judged.

Finals:

The starting order for the finals will be exactly the same as the finishing positions from the semi-finals, regardless of sex. The best man or woman can pick their own starting place. In order to prevent unnecessary damage to the bikes at the start, the Le Mans start will not be allowed. As the riders organize themselves on the starting line, each rider's history concerning years as a courier, previous finishes at other WM's and EM's, company, etc. will be read over a loudspeaker. Therefore, be sure to write all pertinent information about yourself when registering.

The length and combination possibilities will be increased for the finals.

RACE DESCRIPTION AND RULES (CMWC 2000)

General Rules for All Events

Racers must wear helmets at all times. If you race without a helmet you will be disqualified.

Racers must be sober in order to compete.

Racers must obey all one way lanes. Racers that ride the wrong way down a one way street will be disqualified. If you drop your package and need to go back to get it, ride to the side of the road, dismount your bike and walk or run back to your package. Do not ride back! This is for safety purposes; you will be disqualified.

After finishing, racers must hand in their timing chip along with their manifest. Failure to do so will result in disqualification. If you drop out of the race before finishing, please bring your timing chip to the finish line. Failure to do so will result in disqualification.

In case of mechanical problems, racers may accept tools, parts and assistance from onlookers. Beer is not a form of assistance. Racers must perform all repairs off of the race course. Racers may also take their damaged bike to the neutral race support area, where our mechanics will get you back in the race as soon as possible. The mechanics are free, parts are not. You must pay for all parts.

Both race numbers must be visible at all times. Racers may be stopped by race officials for identification purposes.

All packages and manifests must be kept in a bag or basket, or on a bike rack. Racers who carry packages or manifests in their hand, mouth, jersey, up their shorts or any where else except in their bag, in their basket or on their rack will receive a 1 minute penalty.

All rules where time penalties apply will lead to disqualification if broken repeatedly.

Racers who exhibit unsportsmanlike behavior or ride in such a way as to endanger others will be immediately disqualified. This applies to racers at the side events off the course and racers who are just watching.

Racers who try to cheat in any fashion will be disqualified. Organized cheating by teams will disqualify the entire team. Cheaters never prosper.

Race volunteers are as essential as race officials. Racers will treat all race workers with total respect at all times or face time penalties or disqualification.

If you are not racing you must stay off the race course.

There has been no attempt to make this race fair. All decisions by the race judges are final. To quote the Toronto '95 guidebook, "Street justice is arbitrary."

Main Race

The first two days of the main messenger race will be timed. We will be using the ChampionChip timing system, similar to the system used in Zurich. The chip will be on a velcro band that must be secured around your ankle. You must ensure that the chip remains secured to your ankle throughout the race. (Timing will be impossible without it.) You must

return the chip to the finish-line officials immediately after finishing along with your manifest. Failure to do so will result in disqualification. Any racer who loses the Chip while racing will receive no time that day.

Qualifying heats for the main race will take place on Saturday, September 2nd and Sunday September 3rd. You will have 2 opportunities to post qualifying times for the finals. The fastest of these two times will be used for qualifying purposes. For example, if Racer X posts a 36 minute time on Saturday and a 33 minute time on Sunday, the 33 minute time will be the result considered for entry into the finals. It is advantageous to race both days in order to post the best time possible, but you are not required to do so.

You will receive a manifest at the start of the main race that will list a series of pickups and deliveries. Put your name and racer number on your manifest. The pickups must be made in the order specified on the manifest, but deliveries may be made in any order you see fit. You may pick up and deliver packages at the same checkpoint during a single visit.

You may only return to the finish line when you have completed your entire manifest. Racers who return to the finish line without having completed their entire manifest will receive no time for the day.

For scheduling purposes racers will start in heats consisting of 50 racers. These heats are determined by the first digit of your race number. For example, 1-50 will be in the first heat, 51-100 will be in the second heat, 101-150 will be in the third heat and so on. Racers will go off every 15 seconds. There will be a 15 minute window for each heat. If you miss your heat we will try to squeeze you in at the end, but we are not making any promises that we will be able to do so. The 15 minute window is a estimate only and could be longer or shorter depending on conditions. These heats are for scheduling purposes only and have no bearing on results.

The course is made up of one and two way streets, as indicated on your course map. Racers must only travel in the direction indicated on the map. The single exception is when a package is dropped by the racer. In this case the racer must put their bike to the side of the road and return on foot to the package, exercising caution while doing so. Riding the wrong way on the course will result in immediate disqualification. If you are not racing you must stay off the race course.

Bicycles may not be ridden or taken up to the checkpoints. You must approach checkpoints on foot. There will be barricades provided for you to place their bikes on a few yards from each checkpoint.

At some checkpoints, racers will be required to lock their bikes to these barricades. You must lock your bike to the barricade-- free locked or unlocked bikes will be stolen by our bike thieves. If you are stupid enough to have your bike stolen, it will be waiting for you at the information booth by Memorial Hall-- along with a generous helping of abuse and teasing. You will not be permitted to leave locks behind at these checkpoints for later use.

Checkpoints that require you to lock your bike will be indicated as such on the racer map. Remember, not all checkpoints require you to lock your bike.

Men and women will race at the same time, but will be ranked separately. 800 racers maximum

The Finals

The final day of racing will take place on Monday September 4th. The final race will be 4 hours long and use a point system.

80 men and 20 women will race for 4 hours to compete for the coveted title of World's Fastest Messenger. The race will start "le mans" style with the fastest qualifiers in the front. All bikes must be free locked at the start of the final race.

At the start of the race the gun will sound, you will run to your bike and ride to checkpoint 8 where you will be given your first manifest.

After receiving your manifest you'll start with a pick-up. As in the main race, all pickups must be made in the order specified. You will have 2 options for each delivery-- a short delivery that is worth \$2 or a longer delivery that is worth \$4. (You won't actually be getting any of this money.) You may only pick up one package at each checkpoint-- either the short or long option but not both.

When you have completed your manifest you must return to the start finish line to obtain a new one then start the process over again. At 3 hours and 55 minutes we will sound a horn indicating 5 minutes left. All racers should stop making pickups and deliveries and return immediately to the finish line.

You must be across the finish line no later than 4 hours after the start. If you cross the finish line at 4 hours and 1 second you will be disqualified. There will be no discussion. Begging and pleading won't change our minds.

We will have clocks placed around the course counting down from 4 hours. All checkpoint workers will know exactly how much time is left as will course marshals. Please feel free to ask, nicely, how much time is left.

You will receive credit for partially completed manifests, but not for undelivered packages. You may choose to abandon the final at any time and will receive credit for a partial manifest, provided you return to the finish line and turn it in.

As in life, the winner is the messenger who has made the most "money." In case of a tie, the messenger that crossed the finish line first will be crowned Champion.

Please feel free to ask a race official questions if you do not understand these rules. Good Luck!

RACE DESCRIPTION AND RULES (NACCC 2000)

General Rules:

Racers must be sober to compete. Alcohol is not permitted at the Minnesota State Fairgrounds.

Racers must wear a helmet while competing. If you compete without a helmet you will be disqualified.

Racer must obey all one-way lanes. Riding the wrong way will result in disqualification. If a package is dropped the racer must dismount his/her bike at the side of the road and continue on foot to retrieve said package. DO NOT RIDE BACK. This is for safety purposes: you will be disqualified.

Racers may receive outside help for mechanical purposes only. Maintenance must be made on the side of the course. Neutral bike support will also be available. The mechanics are free but the parts are not.

Packages must be carried in a bag or on a rack not in hand or in jersey or shirt. This will lead to disqualification.

Cheating will lead to disqualification. Organized cheating will result in disqualification of the entire team.

Failure to treat race volunteers and marshals with courtesy and respect will result in disqualification.

Main Race Rules:

The main race will feature preliminaries, second chance heats, and the finals. Preliminaries and second chance will be run in a series of heats with the top 20% from each heat advancing to the finals.

At the start each racer will be given a manifest of jobs to complete. Once completed he/she will return to the NAC3 office and receive a new set of jobs. In the preliminaries and second chance rounds racers will receive 3 manifests and in the finals they will receive 4 larger manifests to complete. Each manifest must be completed to receive a new one. All manifests must be completed to receive a ranking. Racers must have their name and race number on each manifest for it to be complete. Ranking will be determined by the order racers cross the finish line once their manifest is completed.

Manifests must be completed from top to bottom. Pick-ups and drops at specific checkpoints can be seen from the directions of the arrows. Manifests must be stamped at every pick-up and drop. Pick-ups and drops appearing on the same line can be done in any order.

Racer numbers must be visible at all times. One double side number must be placed in the main triangle of the racer's bike at the headtube. Paper numbers must be clearly visible on racers bag or persons. Racers will be stopped in order to correct any numbers not clearly visible.

Example draft proposals:

These are examples of previous CMWC draft proposals submitted at the 2-year point. I am personally of the opinion that these have generally been too vague and last minute - a single sheet proposal is fine, but it would be nice to see things moving towards serious proposals rather than one-page photocopies that people have written up the day before the open forum. The examples shown here are considered to be the type of proposal that is expected of a serious host city bid.

Example final bids:

These are examples of previous CMWC final bids submitted at the 1-year point. Even more so than the draft proposals, it is important that these start being more detailed proposals, as more and more cities want to hold this event. See the section earlier in the guidebook concerning the final proposal and the type of things that would be good to include with it. Take into account that the more hard information you can submit with your final proposal, the more weight that's going to have with your fellow messengers when it comes time to make a decision as to what city the CMWC should go to.

CMWC '96 SF Proposal

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I. Statement of Purpose

The bicycle messengers of San Francisco have organized to carry out the arrangement of the 1996 Cycle Messenger World Championships (CMWC) in San Francisco during Labor Day weekend 1996. Our drive to bring about this event is grounded in the goals of the International Federation of Cycle Messenger Couriers (IFCMC):

- i. to ensure the successful realization of the annual Cycle Messenger World Championships;
- ii. to foster cooperation, understanding and comradeship amongst cycle messengers world wide; and
- iii. to promote the use of pedal-powered vehicles for commercial purposes in order to improve the urban environment. [though we would like to see pedal power expanded to all areas of life.]

We hold the spirit of the CMWC in high regard and have pledged ourselves to the creation of a professional quality event. Our goal is simple: to celebrate the culture of the cycle courier by bringing together those from all over the world who throw a bag over their shoulder and brave the steel pulse of the city streets for meager means and many thrills in the continued camaraderie that began in Berlin four years ago. We are preparing to offer the 1996 participants a safe, exciting and fun environment to celebrate our worldwide community.

We would like to preserve and enhance the friendship and camaraderie established at previous CMWCs. San Francisco messengers feel a strong sense of gratitude to our brother and sister messengers from all other countries, and we hope to provide them with the same hospitality and happiness which we have enjoyed.

Messengers in San Francisco feel our city offers the possibility for CMWC '96 to be one of the best. Berlin's, London's and Toronto's CMWCs have laid the necessary foundation to allow successive CMWCs to occur and for the continual advancement of the profession of the cycle courier.

We invite constructive ideas and advice from prior organizers.

II. CMWC '96: The Event

San Francisco's CMWC '96 has chosen to host the next CMWC on Labor Day Weekend 1996 (Friday, August 30 through Monday, September 2, allowing for an extra day of celebration). Labor Day in both the USA and Canada is the day nationally set aside to honor those who LABOR for a living. Need we say any more?

Friday, August 30, 1996: Participants are invited to join in San Francisco's own Critical Mass, a "spontaneous" bike ride home from the financial district with hundreds of other bikers on the last working Friday of the month. On this particular Friday, international participants will be biking to their home away from home for a World Welcome Party. San Francisco is looking forward to the participation of international bikers to make the 8/30/96 Mass the biggest and most culturally diverse ever.

Saturday, August 31, 1996: Preliminary heats through the streets of San Francisco; Walker Hand-Truck Race; Trials Competition.

Sunday, September 1, 1996: Sprint Competition; Cargo Race; Client Class Race; Finals; Awards Ceremony; Memorial for Deceased Colleagues.

Monday, September 2, 1996: a non-affiliated but great event: the Giro di San Francisco Criterium, held on a fast 1km course with a messenger class. It is a tradition for us in SF and we hope all you foreigners will stay and race.

Ongoing events: participants will be entertained by San Francisco's finest offerings in music, film and art, guided bicycle tours, messenger memorabilia, messenger commerce, fun, silliness, sharing and spontaneity highlighting the natural, historic, culture and bike heritage of our region. Sharing the ongoing festivities with us will be various civilian (non-messenger) bike organizations to help us promote the love of the bicycle to the whole world.

A Weekend Guide will be sent to each competitor upon receipt of their entry form and fee. The guide will include a detailed list of events, topographical maps, housing details and other particular information to enhance the stay of our visitors.

III. CMWC '96: The Race

The Race Course Committee has considered several options and based on the opinions of contestants in London and Toronto we have decided to locate our course in the financial district, downtown San Francisco. We would like to center a start/finish line in Justin Herman Plaza, just across from the World Trade Center. The race course would run north and west from this site running through scenic and historic Battery Point and up the backside of Telegraph Hill.

We would like the qualification races to be run as a points race within an open course where riders will collect packages within a fixed period of time and return to the finish with all of their packages. Points awarded would be based on distance, size and difficulty--those who climb the hills will be compensated with elevation points.

The format of the final race is yet to be determined, as we would like a dramatic first-across-the-finish-line finish. The other competitions (sprint, cargo, trials, walker/handtruck and client class) will fit easily within the larger course.

Thus far we have met with the Police Lieutenant who is in charge of approving permits for street closures and he gave us very positive feedback in regards to our plans for the race course and the overall event. When San Francisco is approved as the site of CMWC '96 we will put in our application for the street closure permit. Obtaining this site would complement our desire to locate a Camp Courier on one of the piers just north of the World Trade Center--which would provide a spectacular view of the San Francisco Bay.

We invite any advice and/or criticism from the IFCMC and potential contestants in regards to how we will run our race, as the format is certainly not yet set in stone. Our goal is to provide a challenging race that tests the messenger's skill as a cyclist, one's ability to handle unwieldy packages while under the clock, and one's ability to make decisions in order to maximize one's efforts relative to points awarded.

IV. CMWC '96: The Organization

Jeni Ladd has become the sole proprietor of Cycle Messenger World Championships 1996 ("CMWC '96"). This step is necessary to opening an account at a bank, which requires a paper certified by the Clerk of the City and County of San Francisco before allowing an account to be opened. Jeni is one of many individuals working together to arrange the CMWC '96 in San Francisco over Labor Day weekend 1996. If San Francisco does not hold the event, CMWC '96 will amend its identification pursuant to the requirements of the event and the advice of our pro bono legal counsel.

Currently, CMWC '96 meets once a week to assign acts to and share findings of its sub-committees which include Permit, Race, Sponsorship, Media, Budget, Benefit, Event, Personnel, Equipment, Gallery, Registration and Housing. Subcommittees meet during the week and report at the weekly meeting.

CMWC '96 has held several events to gain notoriety for the Championships. On October 9 (10-9 in official radio language means "what?"), SF messengers cooperated with Odwalla Juice to alert the financial community to Odwalla's Messenger Appreciation. Odwalla gave free, fresh juice to SF messengers, and the office dwellers who came out to show their support. CMWC '96 used this event to announce its intention to hold the CMWC '96 in SF. Since then, CMWC '96 has held one benefit, earning our first real money, and plans to hold a benefit each month prior to the Championships. A raffle is currently underway and the drawing is at the November benefit.

Negotiations are underway among a potential sponsor and the SF Bike Coalition to rent an office for the duration of CMWC '96's efforts to organize the Championships.

CMWC '96 has joined the Northern California/Nevada Cycling Association (NCNCA), the local district association of the United States Cycling Federation (USCF). USCF is the umbrella organization for all bicycle road racing within the United States. NCNCA provides low-cost resources (insurance, barricades, officials) to its members for races. With this support, we will access a broader base of interest within the larger cycling community.

Any net proceeds garnered by CMWC '96 will be donated to bike-related non-profit charities, and to help retire the debts incurred by previous CMWCs.

The organization known as CMWC '96 is dedicated to successfully holding the 1996 Cycle Messenger World Championships and will do everything within its power to maintain professional decorum in arrangement and production.

V. Budget (Projected)

We expect to spend both more and less.

We have broken our budget into several areas: the race, organization of the race, and funds to be secured that offset expenses.

Some of the items listed have no expense assigned. We are still researching this and, as soon as we know exactly where the race will be held, will make headway accordingly. CMWC '96 is exploring various sources and means by which to obtain these necessities including: donations, sponsorship, petty thievery, prostitution of our friendships and our good looks.

DEBITS

Race

Permits	400
Police/MUNI Fees	*
Barricades	*
Insurance	3,500
Checkpoint Construction	2,000
Radios	*
Packages	*
Start/Finish Banners	3,000
Race Information Packet	3,000
Pre-Registration Form	1,500
Portable Potties	*

Set-up

Entity Identification	1,000
Office Rent (\$125/mo. x 11 mos.)	1,375
Telephone (flat rate/mo. @ 11 mos.)	400
Facsimile	1,000
E-mail (flat rate/mo. x 11 mos.)	160
Informative Mailings	1,000
Publicity/Sponsorship packets	4,000
Filing, Record keeping	200
Paper	200
Bank Account (minimum balance)	1,000

TOTAL: 23,735

CREDITS

Benefits held once/month x 11 months	5,000
Raffles held once/month x 6 months:	3,000
Pre-Registration (based on 600 participants @ \$50 each)	30,000

By this projection, CMWC '96 would have money left over to donate to charities and past CMWC debts. The (*) means we must have status regarding site before proceeding any further.

However, we do not expect to cover our costs without sponsorship and donation. Therefore, we have begun the process already by soliciting our closest allies - the messenger companies, who have promised financial backing. We are also working closely with Timbuk 2 Bags and Odwalla Juice, both of whom have donated time, goods and money to our cause. Upon receiving word that San Francisco will host CMWC '96 our solicitation efforts will surge forward.

Our list of potential sponsors include:

- local bike manufacturers (Specialized, Gary Fisher....)
- local parts manufacturers (Phil Wood, Salsa.....)
- bike shops
- messenger friendly businesses (ie: bars, record labels, magazines....)
- Power Bar
- Our Clients (who will hopefully come out and race in the client race.)
- Motorola
- And more

VI. Food, Lodging, Language

Food: San Francisco has a diverse ethnic population and more restaurants per capita than any other US city, so eat you will. To aid this eating, the Weekend Guidebook (sent upon registration) will provide you with recommendations and coupons from some of our favorite eateries. We are planning to serve race day breakfasts as provided in Berlin and London.

Lodging: Lodging is being arranged by our housing committee. They are currently entertaining several ideas, and will base their conclusion on the capabilities of our potential sponsors, and on participant input. Choices include:

- Camp Courier, a site along the wharf devoted to allowing individual tents, portable toilets, electricity, and close proximity to the main events;
- the rental of a warehouse that will accommodate everyone's tents, as well as a kitchen for communal cooking which may also provide a venue for bands, messenger-based movies and an art gallery devoted to messenger art;
- the Presidio with its newly vacated barracks;
- the network of couch surfing, allowing participants access to closed doors, couches, showers, and the ever-loving kitchen. San Francisco's extant bicycling community is a strong base willing to share its hospitality.

Aside from our own organization of lodging, SF has many alternatives: hostels, hotels (seedy and swank), bed & breakfasts, campsites within the Golden Gate National Recreation Area (GGNRA).

Language: English. Though most of us speak the way rad California - American version, San Francisco is an international community wherein most languages are spoken. The arrangement of translation of published materials will be made available upon request.

VII. Transportation

The City: When we say the City and County of San Francisco is small, we mean it. SF is on a peninsula that measures seven miles square (eleven km), bounded by the Pacific Ocean, the Golden Gate strait, and the San Francisco Bay. Within the seven square miles, it is said that there are 49 hills. Your legs will attest to that by the time you leave. Within SF there are mountains to hike and ride, valleys to camp in, ocean waves to surf.

You can get almost anywhere in less than 40 minutes by bicycle: from downtown to the beach, to Candlestick Park, to the Presidio, to Nob Hill, Noe Valley, the Richmond, or the Zoo--a few pedal revolutions and you are there.

The Peninsula: CalTrans is a train system leaving from the Train Terminal at 4th and Townsend (a short ride from downtown, traveling south of the peninsula to and through San Mateo County, San Jose and on its termination at Gilroy. People wishing to travel to Santa Cruz, to visit or surf, can take this train to San Jose and either ride or catch a connecting bus to Santa Cruz. Bicycles are allowed on the train. Its destinations include Palo Alto (home to Stanford University), Bay Meadows Race Track (horse racing), various cities serving as points of departure for the unusual single tracks through mountains south of San Francisco.

East Bay: Bay Area Rapid Transit (BART) is the Bay Area's tube system primarily allowing access to many cities laying east of San Francisco across the SF Bay. Many sites there lure the bicyclist, and bikes are allowed on BART with the exception of commuting hours.

The Golden Gate Bridge and the Ferries: North of SF lies Marin County, home of Mt. Tamalpais and the commonly accepted birthplace of mountain biking. The bridge provides easy access to Marin's headlands, Sausalito, Mill Valley, bike trails, home-brew beer pubs, and the ferry stops which provide service back to the city. The bridge is open to bicycle access 6:00 a.m. to 11:00 p.m. (23:00). Camping sites are available by reservation through the Golden Gate National Recreation Area.

Transportation from SF and Oakland International Airports: Door-to-door shuttles are available at SFO and cost \$9 to \$13. If you are traffic-savvy, biking from SFO is possible. From OIA, keep your bike in the box, take the BART shuttle to BART, and then take BART to the city. It's very simple. (Precise details will accompany our Weekend Guidebook to be mailed to registrants.)

VIII. San Francisco

Composition: San Francisco is a small city: cosmopolitan, chic, filled with tall buildings, museums, monuments, bars, clubs, consulates, lots of bikes, swank restaurants, concrete, parks, parks and more parks, city grit and harshness. It is the westernmost city of the continental 48 states, and it is rumored that the same forces that hang around Stonehenge and the Bermuda Triangle also converge in Golden Gate Park.

SF is an eclectic city bursting with energy and diversity. While you ride around the neighborhoods, keep your eyes open. There is a lot to see and the scenery changes rapidly.

One minute you are riding leisurely through Golden Gate Park looking at a herd of Buffalo, then, before you know it, there is the Pacific Ocean shooting salt water in your face. And, in a few minutes, you'll find the SF Zoo. Or maybe you are downtown, amazed that people in California actually wear suits and move at a fast pace. But a few uphill pedals take you into North Beach to drink some espresso, chomp a biscotti, maybe even view a nude show or two. Or, walk left and hit the bustle of Chinatown's herb and produce markets (check out the 2 foot pork rinds in the windows). Head south, across Market Street, and wander the side sunny avenues of SOMA warehouses, small alley streets with odd names, restaurants, home-brew pubs, clubs, and more coffeehouses where everyone looks like a graphic designer. There is so much more too: the mansions of Pacific Heights, the woods of the Presidio, the Latino and urban hipster Mission, the gardens on Potrero Hill, the fog in the Richmond and Sunset districts, the Haight--where IT started and IT still goes on (tho' no one knows exactly what IT is). There is the giant phallus of Coit Tower, concocted by Lillian Coit, wealthy firetruck chaser of sometime past, the never-asleep Castro, sleepy Now Valley, and more, more, and more. And you can see it all because the city is small: You can ride a bike anywhere.

Climate: The climate is made up of what weather specialists call "micro-climates." Basically, that means never go anywhere without layers. You will be putting them on and taking them off all day. Just remember: Summer is winter; winter is spring, fall and spring are summer. Labor Day weekend is usually when the best weather heads to town. It is warm (70's F, 20's C) and sunny, and the wind is relatively lackadaisical. It is the most pleasant SF weather of the year. Bring clothes that layer easily!

History: The messenger community in San Francisco is strong, multi-faceted and old. There are messengers riding SF streets today who have pushed their basket bikes since their rookie companions were mere infants, and since before other cities caught on to the messenger industry. San Francisco began its relationship with messengers early in its history as the far end of the Pony Express. In the 150 years since, messengers in SF have enjoyed the nurturance of a city founded by rebels, runaways, outlaws and freedom-seekers. SF has respect for people who get things done, and in the age of faxing bicycle messengers deliver whereas the fax can only promise. SF messengers know they have something to share.

IX. Letters of Endorsement

(not included here)

X. Conclusion

It is with a heartfelt realization of the benefits offered by messengering on a professional basis that San Francisco commits to further the CMWC here in 1996. There are few jobs available to the average worker today that offer an opportunity to feel heart and soul the challenges and rewards available within work. Messengering is one that does offer that opportunity. Anyone who has done the work knows the commitment it exacts and the blessings it bestows.

Perhaps the camaraderie among messengers is offered everywhere the job is performed. San Francisco offers wind and hills that fine-tune the experience. The unity within the community of messengers here is long-standing. Yearly events include the JAX Christmas toy-drive at South Park, the 49-mile scenic ride (open to one-speeds and road bikes alike), the Russian River Ride every Memorial Day Weekend (Guerneville looks forward to us and offers us free camping accommodations on the river), the San Francisco Illegal Soapbox Society series on Bernal Hill (unfortunately exploited by MTV and Levi's for monetary profit), the Annual Bike Messenger Fashion Show (for the Aids Bike-a-Thon), Zap Courier's race Team - Team Zap, as well as holding benefits for messengers in need.

The larger cycling community in the Bay Area is strong. Messengers are involved in this community through S.F. Bike Coalition, Bicycle Advisory Committee, racing, maintaining high visibility on the streets every day and writing to the editor often making bicycle awareness a daily issue. The leaders of the S.F.B.C. and the B.A.C. have shown very strong interest in our event and have promised to help us in any way they can.

SF is a nurturing city, tolerant and healthy. During the early 90's, after small messenger companies were bought-up by the dreaded international corporations in a mass feeding frenzy, some messengers started their own companies. This can-do attitude is fostered by SF's tolerance.

San Francisco has international connections in its being host to the development of the United Nations during 1945. It shelters 70 consulates. There's a goddamn HERMES in Union Square - that's proof of SF's dedication to the messenger - for God's sake, anyway.

In this day of pomp and meaningless show, it is nice to know there are some things that will never change. One of those things is the need for people to communicate. Messengering communicates. By bringing CMWC '96 to SF we feel we will be doing a small but very real effort towards global understanding. The love of bicycles and sharing such a tough and thankless vocation is a language beyond words. It is with this spirit that we wish to host the Cycle Messenger World Championships; messengers giving to messengers a really good time.

San Francisco will continue to cherish its bicycling and its bicyclists. We only want to share.