

**SPORT FACILITY MANAGEMENT:
ORGANIZING EVENTS AND
MITIGATING RISKS**

SPORT FACILITY MANAGEMENT: ORGANIZING EVENTS AND MITIGATING RISKS

Robin Ammon, Jr.
SLIPPERY ROCK UNIVERSITY

Richard M. Southall
STATE UNIVERSITY OF WEST GEORGIA

David A. Blair
SOUTHWESTERN UNIVERSITY



Fitness Information Technology, Inc.

P.O. Box 4425

Morgantown, WV 26504-4425

© Copyright 2004, Fitness Information Technology, Inc.

All rights reserved.

Reproduction or use of any portion of this publication by any mechanical, electronic, or other means is prohibited without written permission of the publisher.

Library of Congress Card Catalog Number: xxxxxxxxxx

ISBN: 1-885693-39-7

Copyeditor: Sandra Woods
Cover Design: Jamie Pein
Managing Editor: Geoff Fuller
Production Editor: Jamie Pein
Proofreader: Jessica McDonald
Indexer: Jessica McDonald
Printed by Sheridan

10 9 8 7 6 5 4 3 2 1

Fitness Information Technology, Inc.
P.O. Box 4425, University Avenue
Morgantown, WV 26504 USA
800.477.4348
304.599.3483 phone
304.599.3482 fax
Email: fit@fitinfotech.com
Website: www.fitinfotech.com

Acknowledgments

Wendy Amundson, Elmer Becker, Peter Han, Deborah LeGrande, Mark Nagel, Crystal Southall, Elizabeth Southall, Gladys and Jason Southall, Thomas Southall, Douglas Wells, and the undergraduate sport management students at the State University of West Georgia.

Sometimes during the rush of the promotion and tenure process, while we are presenting at various conferences and trying to acquire the right number of publications, some of us in higher education forget the common denominator that we all share. We are teachers and while we devote tremendous amounts of time to the issue of *research*, we forget that without our *students* most of us would not be similarly employed. This text goes out to my students past, present, and future. **RA**

Wendy Amundson, Elmer and Gladys Becker, Peter Han, Deborah LeGrande, Mark Nagel, Crystal Southall, Elizabeth Southall, Jason Southall, Thomas Southall, Douglas Wells, and the undergraduate sport management students at the State University of West Georgia. **RMS**

I would like to thank Rob, Richard, and Geoff for their support and friendship, and for keeping a sense of humor throughout the process of writing this text. To my wife, I thank for providing unwavering support and encouragement in this project. She helps me to keep in perspective that tenuous balance between work and play and reminds me that life is to be enjoyed and that every day is a wonderful gift. **DAB**

Contents

Chapter 1	•	<i>Introduction</i>	1
Chapter 2	•	<i>Planning and Producing the Event</i>	9
Chapter 3	•	<i>Financing Facilities</i>	29
Chapter 4	•	<i>Privatization</i>	43
Chapter 5	•	<i>ADA Requirements</i>	57
Chapter 6	•	<i>Hiring Personnel</i>	73
Chapter 7	•	<i>Contracts</i>	89
Chapter 8	•	<i>Risk Management</i>	105
Chapter 9	•	<i>Facility Negligence</i>	121
Chapter 10	•	<i>Crowd Management</i>	141
Chapter 11	•	<i>Medical Emergency and Evacuation Plans</i>	161
Chapter 12	•	<i>Alcohol Management</i>	181
Chapter 13	•	<i>Concession Management</i>	191
Chapter 14	•	<i>Box Office Management</i>	203

Detailed Contents

CHAPTER 1 • *Introduction* 1

Preliminary Thoughts
Globalization of Sport
Violence at Sport Events
September 11th
Other Concerns
Industry and Technology Changes
Conclusion

CHAPTER 2 • *Planning and Producing the Event* 9

Application Exercise
What Is Event Management?
What Are Sport Event Planning and Production?
Steps in Planning and Producing the Event
 Agree Upon Event Goals
 Identify Strengths, Weaknesses, Opportunities, and Threats
 Develop and Monitor Planning Process
 Manage Event Logistics
 Motivate and Influence Event Volunteers
 Draft and Conduct Pre-event Briefings
 Track the Event in Real Time
 Develop and Conduct Postevent Debriefings
 Perform Event Cleanup and/or Closeout
 Reconcile the Event (Settlement)
Summary
Questions

CHAPTER 3 • *Financing Facilities* 29

Application Exercise
Introduction
Facility Financing
 Bonds

- Public and Private Cooperation
- Financial Team
- Other Factors
- Cash Flow
- Public v. Private Financing
- College Facilities
 - Student Fees
 - User Fees
 - Corporate Funding
- Summary
- Questions

CHAPTER 4 • *Privatization*

43

- Application Exercise
- Introduction to Privatization
 - Rationale for Utilizing Public-Private Partnerships
 - Types of Public-Private Partnerships
- Examples of Public-Private Sport Partnerships
- Event Promotion and Management
 - Infrastructure and Privatization
 - Sports Stadium Financing and Construction
 - Private Sport Facility and Event Management
- Possible Benefits and Drawbacks of Privatization
 - Benefits
 - Drawbacks
- Summary
- Questions

CHAPTER 5 • *ADA Requirements*

57

- Application Exercise
- Introduction
- History of the Americans With Disabilities Act
- The Americans With Disabilities Act
- Sport Facilities and the ADA
 - Readily Achievable
- Newly Constructed Facilities
- Alterations
 - Cost
 - Exemptions
 - Case Law

Planning and Accommodations Specifics

Parking Area

Entranceways

Stairs

Elevators

Public Restrooms

Telephones

Water Fountains

Sports Participation and the ADA

Track and Field

Swimming

Tennis

Final Thoughts

Summary

Questions

CHAPTER 6 • *Hiring Personnel*

73

Application Exercise

Introduction

Human Resources

The Job Itself

Writing the Job Description

Finding the Employee

Gathering Information

Name

Work History

Discriminating Questions

Residence

Age

Dependents

Photo

Citizenship

Arrests

Relatives

Military Service

Association

Medical

Conducting the Interview

Special Circumstances

Tests

The Interviewer
Checking the References
Discrimination
 Title VII of the Civil Rights Act of 1964
Negligent Hiring
Final Negotiations
Summary
Questions

CHAPTER 7 • *Contracts*

89

Application Exercise
Introduction
Definition of a Contract
Types of Contracts
 Bilateral Contract
 Unilateral Contract
Elements of a Contract
 Meeting of the Minds
 Offer
 Acceptance
 Consideration
 Legality
 Capacity
 Intent and Specificity
Errors in Contracts
 Misrepresentation
 Undo Influence/Duress
 Mistake
 Integration and Parole Evidence
 Breach of Contract
Damages
Delegation of Duties
 Defenses to Breach of Contract
Breach of Contract Remedies
Facility, Game, Event, and Sponsorship Contracts
Facility Contract
Game Contract
Event Contract
Issues to Consider
Goods Contracts

- Uniform Commercial Code
 - Implied Warranty of Merchantability
 - Implied Warranty of Fitness
- Products and Strict Liability
- The Contract Form
 - Opening
 - Representations and Warranties
 - Operational Language
 - Other Clauses
 - Termination
 - Entire Agreement and Amendments
 - Closing
- Summary
- Questions
- Case Study Revisited

CHAPTER 8 • *Risk Management*

105

- Application Exercise
 - Date and Type of Event
 - Risk Management
 - Insurance
 - Staffing Needs
 - Facility Considerations
 - Maintenance
 - Business Operation
 - Evaluation of the Event
- Introduction to Risk Management
- Definition of Risk Management
- The DIM Process
 - Developing the Risk Management Plan
- Identifying the Risks
- Classifying the Risks
- Treating the Risks
 - Avoidance
 - Transfer
 - Personal Injury Liability Insurance
 - Property Insurance
 - Workers' Compensation
 - Additional Types of Transfer
 - Retention

Reduction
Implementing the Risk Management Plan
Managing the Plan
Application of the DIM Process
Summary
Questions

Application Exercise
Risk in Sports and Recreational Activities
Definition of Negligence
Elements of Negligence
 Duty
 Breach of Duty
 Proximate Cause
 Damage
Responsibility/Liability
 Employee
 Administrative or Supervisory Personnel
 The Corporate Entity
 Facility Liability
Premise-Related Issues
 Premises Upkeep
 Types of Patrons
Activity-Related Issues
 Emergency Care
 Conduct of the Activity
Defenses Against Liability
 Negligence Elements not Met
 Primary Assumption of Risk
 Contributory Negligence
 Ultra Vires Act
 Facility Lease Agreements
 Indemnification Agreements
 Independent Contractor
 Pure Comparative Fault
 Modified Comparative Fault
 Statute of Limitations
Immunity
 Recreational User Immunity

Volunteer Immunity
Good Samaritan
Human Resources Law
Use of Waivers and Releases
Evaluating a Waiver's Enforceability
Summary
Questions
Practical Application

CHAPTER 10 • *Crowd Management*

141

Application Exercise
Introduction to Crowd Management
What Is Crowd Management?
Why Is Crowd Management Necessary?
Foreseeable Duties
Global Crowd Management Concerns
Components of a Crowd Management Plan
Innovations in Crowd Management
Summary
Questions

CHAPTER 11 • *Medical Emergency and Evacuation Plans*

161

Application Exercise
Definition of Emergency Management
Emergency Management Components
Emergency Response Planning
Scope and Types of Emergencies
Steps in the Emergency Planning Process
Building a Preparedness Culture
Forming an Emergency Planning Team (EPT)
Developing an Emergency Management Plan
Implementing an Emergency Management Plan
Medical Emergencies
First Aid Stations
Base Medical Stations
Roving Medics
Emergency Transportation
Automatic External Defibrillators
Model Protocol
Summary

Questions

CHAPTER 12 • *Alcohol Management*

181

Application Exercise

Introduction

Foreseeable Risks

Alcohol Legislation

 Alcohol Training Programs

 Components of an Effective Alcohol Plan

 Key Strategies for Alcohol Sales

Summary

Questions

CHAPTER 13 • *Concession Management*

191

Application Exercise

Introduction

 Concessions

 Concession Operations

Outsourcing

In-House

 Facility Design and Concessions

 Projecting Operational Costs

 Concession Industry Trends

 Consolidation

 Premium Food Services

Brand Names and Regional Favorites

 Merchandise

Summary

Questions

CHAPTER 14 • *Box Office Management*

203

Application Exercise

Introduction

Tickets

 Types of Tickets

Lost Tickets

 Box Office Design and Administration

 Price Strategies

 Methods of Purchasing Tickets

 Primary Third-Party Sales

Secondary Season Ticket Sales	
Kiosk-Based Ticket Sales and Service	
Customer Relationship Management (CRM)	
Future Trends	
Industry Concerns	
Summary	
Questions	
References	215
About the Authors	223
Index	225

Photos

Except where otherwise specifically noted below, all photos come from the personal archives of the authors and represent the work of the authors

Chapter 1: Introduction

- Photo 1.1: Examples of sports venues.
- Photo 1.2: Example of a European soccer stadium.
- Photo 1.3: Two types of baseball fields.
- Photo 1.4: Multipurpose stadium.

Chapter 2: Planning and Producing an Event

- Photo 2.1: A successful event requires planning.
- Photo 2.2: Different basketball games may have different goals.
- Photo 2.3: Some event tasks must be taken care of prior to tip-off.

Chapter 3: Financing Facilities

- Photo 3.1: Many colleges and universities have replaced out-of-date recreation facilities with new, state-of-the-art complexes.

Chapter 4: Privatization

- Photo 4.1: Today, many phases of facility management have been privatized. (Photo courtesy of Jay Bratschi.)
- Photo 4.2: The 1984 Olympic Games were a successful public-private partnership. (Photo courtesy of Ballpark.com.)
- Photo 4.3: Many sports stadia, such as Invesco Field at Mile High, have been constructed since 1988.
- Photo 4.4: Construction of Invesco Field at Mile High was accomplished through a limited public-private partnership.

Chapter 5: ADA Requirements

- Photo 5.1: Persons with disabilities must be granted equal access to an event.
- Photo 5.2: The Justice Department has identified accessible restrooms for each gender as a major priority.
- Photo 5.3: Planning for accessibility for the disabled may start in the venue parking lot.

Chapter 6: Hiring Personnel

- Photo 6.1: What would you include in a job description for security personnel at your venue?

Chapter 7: Contracts

Photo 7.1: What type of contract did the NCAA and the Georgia Dome enter into for the 2002 Men's Final Four?

Photo 7.2: Before putting fans in the stands, facility managers must ensure that all contractual obligations have been met.

Chapter 8: Risk Management

Photo 8.1: Risk identification may include design flaws. (Photo courtesy of Todd Seidler.)

Photo 8.2: What risks can be identified at a baseball game?

Photo 8.3: Property insurance should be purchased to protect events as well as facilities.

Photo 8.4: SOPs require proper facility maintenance. (Photo courtesy of Todd Seidler.)

Photo 8.5: Inadequate storage needs to be avoided. (Photo courtesy of Todd Seidler.)

Chapter 9: Facility Negligence

Photo 9.1: Supervising a weight and fitness area involves several important facility management concepts.

Photo 9.2: Many sporting activities, including soccer, involve the risk of injuries from collisions. (Photo courtesy of The Times Georgian and Kendra Wayenilis.)

Photo 9.3: Hockey and softball are two examples of activities that may involve a duty on the part of a facility manager.

Photo 9.4: The duty owed to participants is situational.

Photo 9.5: There are often standards associated with teaching sport skills.

Photo 9.6: Sport and recreation participants often rely on the professional knowledge and judgment of the service providers.

Photo 9.7: A weight room supervisor is responsible for establishing rules and regulations for the safety of patrons.

Photo 9.8: A facility manager is responsible for upkeep of the premises so that they are reasonably safe for all who enter.

Photo 9.9: Business invitees occupy seats during an MLB game at Coors field.

Photo 9.10: What steps would you take in developing a supervision plan for a field hockey venue.

Chapter 10: Crowd Management

Photo 10.1: An overcrowded event is one result of poor crowd management.

Photo 10.2: The Taylor Report led to the elimination of standing-room "terraces" at many English soccer matches.

Photo 10.3: Trained staff performs various types of searches to prevent prohibited items from being brought into the facility.

Photo 10.4: Trained staff must be able to assist with emergency procedures as well as traditional crowd management.

Photo 10.5: Example of central command post at English soccer stadium.

Photo 10.6: Example of directional signage.

Photo 10.7: Informational signage decreases confusion.

Photo 10.8: Most facilities use video cameras to monitor spectators throughout the venue.

Chapter 11: Medical Emergency and Evacuation Plans

Photo 11.1: What elements would you include in a tennis center emergency management plan?

Photo 11.2: Emergencies can occur in a variety of sport and recreational settings.

Photo 11.3: Planning for emergencies that may arise in sport settings is similar to any other type of planning.

Photo 11.4 Building fire (major) and tornadoes (catastrophic) are examples of the differing scopes emergencies may encompass. (Photos courtesy of National Oceanic and Atmospheric and the Federal Emergency Management Agency.)

Photo 11.5: The Georgia Dome's facility manager probably did not plan for an avalanche, but Atlanta's Super Bowl XXXVI was affected by a severe ice storm. (Photo courtesy of Federal Emergency Management Agency.)

Photo 11.6: All personnel must be trained in their responsibilities.

Photo 11.7: Slips and falls may occur even on well-maintained stadium steps or bleachers.

Photo 11.8: Emergency transportation is a critical part of an EMRP.

Photo 11.9: The availability and use of automatic external defibrillators (AEDs) is becoming more and more common at sports events and facilities.

Chapter 12: Alcohol Management

Photo 12.1: Some venues rely upon alcohol sales to generate a profit.

Photo 12.2: Placing restrictions on alcohol sales will limit concessionaire liability.

Photo 12.3: Restricting the location of alcohol consumption will limit potential problems.

Chapter 13: Concession Management

Photo 13.1: Organizing a concession stand may even include the condiments!

Photo 13.2: Some venues, such as Cleveland's Jacobs Field, provide picnic areas beyond the outfield fences.

Photo 13.3: Examples of wide concourses at Invesco Field and at Mile High in Denver.

Photo 13.4: Premium food services are provided at a variety of locations, including glassed-in restaurants at Jacob's Field and Toronto's Sky Dome.

Photo 13.5: Brand-name recognition helps customers choose quality products they can trust.

Photo 13.6: Merchandise sales occur in a variety of settings.

Chapter 14: Box Office Management

Photo 14.1: The Internet may be used to purchase tickets from your office.

Photo 14.2: Advanced ticket sales may also occur at the venue box office.

Photo 14.3: Several windows will be designated for will-call tickets.

Photo 14.4: Example of an interactive fan-card kiosk.

Tables and Figures

Chapter 2: Planning and Producing an Event

Table 2.1: Event Planning and Production Questions

Table 2.2: Event Planning and Production Suggestions

Figure 2.1: Event Triangle

Figure 2.2: Simple Gantt Chart

Figure 2.3: Sample Orientation Checklist

Figure 2.4: Sample Job Orientation Checklist

Figure 2.5: Sample Operations Orientation and Training Checklist

Figure 2.6: Sample Scuba-Diving Briefing Checklist

Chapter 3: Financing Facilities

Table 3.1: Revenue Streams From the Private Sector

Table 3.2: Example of a Typical Financial Team

Table 3.3: Examples of Cash Inflows

Table 3.4: Examples of Cash Outflows

Table 3.5: Development Team Members

Chapter 4: Privatization

Figure 4.1: Privately Financed Sport Facilities in North America (since 1988)

Chapter 5: ADA Requirements

Table 5.1: Five-Part Test to Determine if Facility Is “Readily Achievable”

Table 5.2: The Following Remedies for Various Barriers Have Been Designated

Table 5.3: Alterations Prioritized by the Department of Justice

Chapter 6: Hiring Personnel

Table 6.1: Basic Components of a Job Description

Table 6.2: Ways to Avoid Reference Check Situations

Chapter 7: Contracts

Table 7.1: Qualities of Merchantable Products

Table 7.2: Seven-Part Test Used to Settle “Risk-Utility” Debate

Chapter 8: Risk Management

Table 8.1: Risk Category Matrix

Table 8.2: Most Commonly Named Perils

Table 8.3: Coverage That Might Be Included in an All-Risk Policy

Table 8.4: Risk Treatment Matrix

Chapter 9: Facility Negligence

Table 9.1: Five Categories of Responsibilities for Administrators

Table 9.2: Necessary Elements for a Waiver to Be Enforceable

Figure 9.1: Example of Liability and Express Assumption of Risk Document[®]
Omnernational PADI, Inc. (Reprinted with permission of International
PADI, Inc.)

Chapter 10: Crowd Management

Table 10.1: Specific Duties of Crowd Managers

Figure 10.1: Communication posted on 2002 super bowl website (courtesy of
IAAM and facility manager)

Figure 10.2: Civil liberties vs. law enforcement (courtesy of IAAM and facility man-
ager)

Chapter 11: Medical Emergency and Evacuation Plans

Table 11.1: Types of Emergencies

Table 11.2: Sample Emergency Management Plan (EMP)—Facility Evacuation

Figure 11.1: Sample Automatic External Defibrillator Protocol

Chapter 13: Concession Management

Table 13.1: Facts Concerning Facility Food Service Operations

Chapter 14: Box Office Management

Table 14.1: Challenges for Box Office Managers and Directors of Ticket Opera-
tions

Chapter One

Introduction

Preliminary Thoughts

The World Cup, a corporate golf outing, a high school volleyball match, a Metallica concert, the French Open tennis tournament, Major League Baseball's All-Star Game, and Disney on Ice all share at least three common denominators. Do you know what they are? Actually, the answer is quite easy: They are all sport/entertainment *events*, each takes place at some type of *facility*, and each has specific *risks* associated with it.

Sport facilities are not new; arenas for sport are some of the earliest cultural artifacts. However, the first university sport-management program was not established until 1966 at Ohio University (Crossett, Bromage, & Hums, 1998). Teaching the components of sport management, including event and facility management, has been around for less than 40 years. Even though the sport facility industry has experienced substantial growth in recent years, the amount of information or published materials available are far from extensive. Knowledge pertaining to sporting events, risk, and facility management will be valuable for anyone with an interest in, or association with, the event or facility industry. Some authorities in the field maintain that if sport managers understand the varying aspects of management pertaining to events in a large facility, then they will have a relatively easy transition to events in a smaller venue (Farmer, Mulrooney, & Ammon, 1996). Therefore, understanding the management techniques of smaller sport facilities and events such as golf courses, recreation centers, and 5K races, as well as multisport entertainment facilities and large events such as the Super Bowl, is imperative for anyone interested in pursuing a career in this area. This text will limit the discussion regarding physical education and fitness facilities because these topics have previously been sufficiently addressed in the marketplace.



- Examples of sports venues
- a. Aquatic facility
 - b. Motosport track
 - c. Football field being converted into motocross track

Recent estimates describe sport as one of the 10 largest industries in the United States encompassing over \$190 billion dollars (King, 2002). However, do not be naive enough to believe that this is just a U.S. phenomenon; sport on an international basis has also reached epic proportions. The diverse nature of sport on an international basis has produced a need for sport event and facility managers not currently met by traditional curriculums (Li, Ammon, & Kanters, 2002).

Globalization of Sport

The world of sport has been strongly influenced by globalization. Sporting events today are widely viewed as a culturally universal and global phenomenon. Due to the increased internationalization of sporting events, the demand for individuals who are educated and trained to manage various international events and facilities has grown considerably in the last decade. Both corporate America and academicians believe that internationalizing the curriculum is an area that needs immediate attention (Wheeler, 1998). The same reasons can be applied to explain why sport event and facility management curriculums need to be more globally oriented (Li et al., 2002).

Various events in sport within the past few years substantiate the global impact of sport. Rupert Murdoch, owner of Fox Sports Network, the LA Dodgers, and the British television network BSkyB, made several attempts to purchase British Premier League teams. NFL owners have allowed players, in need of further development, such as Super Bowl MVP Kurt Warner, to play in the NFL Europe Football League. Golf tournaments such as the Ryder Cup, the Solheim Cup, and the Match Play Championships not only attract the world's best golfers, but they also are played on the world's best courses. The NBA and the NHL have discussed adding foreign franchises, and both allow their athletes to play in international competitions such as the Olympic games. Major League Baseball has opened most of their seasons since 1999 in non-U.S. countries such as Mexico, Japan and Puerto Rico. In addition, MLB owners plan to allow the Montreal Expos to play 22 games of the 2003 season in San Juan, Puerto Rico. The Arena Football League continues to discuss playing in stadiums overseas. The 2002 World Cup finals witnessed a team from Brazil play a team from Germany at a stadium in Japan. When viewed independently, these may appear to be isolated events, but collectively these developments demonstrate the globalization of sport (Ammon, 2000).

The demand for individuals who are educated and trained to manage various international events and facilities has grown considerably in the last decade.

Violence at Sport Events

Violence has occurred during sporting events throughout the past few decades. A Palestinian terrorist attack on Israeli Olympians during the 1972 Munich Summer Olympics left six dead. In addition, two died, and over 100 people were injured after a bomb went off during the 1996 Sum-

Example of a European soccer stadium



mer Olympics in Atlanta. During the summer of 2002, Major League Baseball fans witnessed two spectators jumping onto the field at Comiskey Park to attack a Kansas City Royals baseball coach. The 2002 collegiate football season witnessed violence ranging from a brawl between players at a University of Hawaii game against Cincinnati to a 67-year-old Clemson University sheriff's officer being trampled by celebrating fans attempting to tear down a goal post. Collegiate, professional, and Olympic sports are not the only sporting events where facility managers are concerned about potential violence. In January 1999, metal detectors were installed in the gymnasium of Manual High School (Denver, Colorado) before a boy's high school basketball game between Denver East and Thomas Jefferson. The installation was in response to a gun's being fired in the parking lot of the same gymnasium during an earlier game in December between Denver East and Manual (Stocker & Fitzgerald, 1998).

Some individuals may feel that the use of metal detectors was an overreaction to one isolated incident. However, the courts have held that facility managers must act on threats of violence as if the violence had actually taken place (Miller, 1993). As noted by the court in *Leger v. Stockton*, "School authorities who know of threats of violence that they believe are well founded may not refrain from taking reasonable preventative measures simply because violence has yet to occur" (p. 694). Taking the *Leger* decision (though pertinent only to school athletic events) and what we know of "foreseeability," the next few years may witness a paradigm shift in crowd management philosophy.

The terrorist attack on September 11, 2001, had an immediate impact in many areas of our global society. Some of the more sport-oriented consequences included Major League Baseball's canceling the 15 games scheduled for that infamous day in addition to all games for the rest of that week. The NFL cancelled every game played the following weekend. All shows on Broadway were closed as well as theme parks such as Disney and Six Flags. A Madonna concert scheduled for the Staples Center in Los Angeles was also postponed ("Facilities Adapt," 2001).

September 11th

Neither event and facility management nor risk management will ever be the same after that tragic September morning. The most comprehensive problem for event and facility managers after the terrorist attack was to reassure their guests about safety concerns. Many individuals who had planned to attend sport and entertainment events had second thoughts about their personal safety. This apprehension produced a residual drop in the number of tickets sold, and compiled with the slowing economy, that drop forced many event and facility managers to investigate new ways to decrease costs (Barbieri, 2001). Industry representatives were concerned about the difficult juggling act that event and facility managers were forced



Two types of baseball fields

a. “New” style baseball field (Jacobs Field) b. “Old” style baseball field (Tiger Stadium)

to undertake. On the one hand, these individuals had to effect new strategies to ensure the safety of the spectators while, on the other hand, remaining optimistic about the current safety of their facilities.

As the aftershocks of the terrorist attacks continue to vibrate throughout society, the effects on the event management industry are still unclear. Sporting events such as the Olympics

An event risk profile is completed during the early planning stages of an event.

and soccer’s World Cup provide an attractive vehicle for the celebration of global sport. Unfortunately, these events also provide an attractive target for any terrorist group wishing to make a statement. Event managers undoubtedly recognize the potential problem, but implementing a solution may not be totally within their power. Some experts estimate that the costs pertaining to security and operational changes because of 9/11 may increase event budgets by 40% (Roberts, 2001). Obviously, most events do not have such a large profit margin, and these increases would put a majority of events out of business. For example, FIFA, the governing body of international soccer, announced it was considering canceling the 2002 World Cup due to its inability to find an insurance company willing and able to provide adequate coverage. FIFA was finally able to secure the proper insurance, but other events may not be as fortunate. One alternative to this problem would be to create an *event risk profile*. This profile would need to be completed during the early planning stages of the event to determine if a viable financial plan was available for items such as insurance. If the profile was unable to identify such a plan, the event would need to be immediately cancelled (Roberts, 2001).

Some academics have pointed out that in addition to 9/11, the economy can influence the sport/entertainment industry. Attendance at concerts in 2001 was down over 10%. AMF, owners of over 500 bowling centers (a sport facility) in 11 different countries, filed for bankruptcy protection in 2001 (Fried, 2001). In addition, facilities have found out that the economy can affect their revenue streams in unplanned ways. Pro Player Stadium, the TWA Dome, the Savvis Center, Adelphia Coliseum, PSINet Stadium, Enron Field, and CMGI Field all were forced to change names when their naming-rights sponsors either went bankrupt or succumbed to financial difficulties. TV ratings have decreased, and attendance figures have flattened out or declined for many professional sports (Fried, 2001).

Positive features about the sport event and facility management business exist as well. Extreme sports had a huge impact on the 2002 Salt Lake City Winter Olympics. This has caused some sports like snowboarding to achieve almost mainstream popularity. Made-for-TV events such as the X-Games and Gravity Games are seeing a surge in TV viewership and attendance as well.

Society's view of sport has transcended from a spectator-based sport to an entertainment experience. People are now viewing sport and entertaining clients during one single experience (Mooradian, 2001). In addition, the facilities themselves are changing, with quality being emphasized over quantity. The venues are being designed to hold fewer people, but with more amenities. In the past, event and facility managers were interested in putting 50,000-80,000 spectators on bleachers in a facility that had bad toilets, bad concessions, and bad sight lines. Today, the newly constructed facilities serve 30,000-50,000 spectators sitting in individual seats (and hundreds sitting in club seats and luxury suites), with premium food, spacious restrooms, and a proximity that is closer to the action than that of many of the team's substitutes (Zoltak, 2001).



Multipurpose stadium
(soccer and track)

Technology has also changed the event and facility management industry. The increase in Internet sales has affected the box office, as now there are not as many windows available to “sell” tickets (Cohen, 2001). To assist in counteracting the problem of fewer ticket windows involved in sales, one new piece of technology has been implemented at some stadiums. It is called the ATTM (automated teller and ticket machine). Customers put in their magnetic striped ID cards to redeem tickets purchased from the Internet, or a combination of tickets and cash, or to pick up tickets and use the fan loyalty program (Cohen). “Smart” fan cards are available at some stadiums such as Qualcomm Stadium in San Diego. These cards provide season ticket holders the ability to sell unused tickets over the Internet and allow for ticketless entry into the Stadium. The Louisiana Superdome provides the technology for club seat holders to order concessions via wireless devices. Finally, Choice Seat allows spectators different camera angles and the ability to research player stats and order concessions and merchandise all from the comfort of their seat at Tropicana Field in Tampa (“Into the Seats,” 2002).

The ATTM allows customers to pick up tickets purchased from the Internet, or a combination of tickets and cash, at the game.

Conclusion

A 23% increase occurred from 2001-2002 in the construction of sport stadiums and arenas, with projected costs of \$7.8 billion (Cameron, 2002e). These new facilities will undoubtedly generate impressive additional television and sponsorship fees. In addition to the increased revenue streams, the increased public and media exposure accompanying the *events* at these facilities has emphasized the need for sport and recreation managers to have a clear understanding of what it takes to *manage* these facilities and events, while attempting to diminish the *risks* and accompanying liability.

Sport management curriculums have been in existence for over 35 years. These curriculums were originally developed by leaders in the sport business industry to meet a recognized need in professional sport (Mason, Higgins, & Wilkinson, 1981). These individuals, along with forward thinking academicians, have helped sport management to continue to evolve, so it now includes many diverse components that constitute modern sport. In order for event and facility management to continue to grow, however, visionaries within the field must correctly anticipate the future of sport.

Chapter Two

Planning and Producing an Event

Application Exercise As part of your practicum experience, you and another sport management student have been hired to manage a professional wheelchair basketball game between two NWBA (National Wheelchair Basketball Association) teams to be played on your campus. You are responsible for planning and producing the event. Your staff will consist of students enrolled in your sport management program's facility and event management class.

This is the first such event ever held on your campus. You are the event manager. You have been hired to ensure that the event draws a capacity crowd and generates good press coverage and university-wide recognition for the client and your program. The planning and production of the event are up to you. If the event is a success, you will receive the praise. If the event is not a success, your reputation and the reputation of your university's sport management program will be affected. Develop a workable event management plan. Information to be included may come from interviews or observations of event managers of local high school, collegiate, or professional sport organizations. You may obtain additional information from a variety of sources, including your class notes, the Internet, this text, and your professors.

What Is Event Management?

When faced with planning and producing an event, figuring out what it is you have been hired to do—in other words, defining event management—is a necessary first step. To ensure your event's success, you need to answer several event planning and production questions.

You will find answers to these and many other sport event, risk, and facility management questions throughout this text. As you read, and during your in-class discussions, generate additional questions on your own. In any kind of management situation, things change. The answers to these questions found in this text are not the only possible answers. Don't just

Event Planning and Production Questions

What are event planning and production?	What can I learn from box office management and customer service?
Is our food service management adequate?	
Are there some basic managerial steps in planning and producing an event?	Do we need medical emergency and evacuation plans?
What is risk management?	What about beverage management?
What about event operations?	Do we need to have any contracts with anyone?
What is the DIM process all about?	What about waivers?
Do we have a handle on crowd management?	What have I forgotten?
What about negligence?	What about getting workers?

Table 2.1. Event Planning and Production Questions

think outside the box; also recognize that both the box and what's inside or outside of the box may constantly change: *Today's* answers may be *tomorrow's* questions.

Fundamentally, planning and producing a sports event, like any event planning and production, involve elements of *management* occurring within an *organization*. Planning and producing an event—both part of *event management*—occur within an organizational framework. Event management is getting things done (accomplishing goals) through people. It is a social and technical process that utilizes resources and influences human behavior to accomplish an organization's goals. Bolman and Deal (1997) describe organizations as complex, surprising, deceptive, and ambiguous. With this in mind, planning and producing a sports event will be a complex process, full of unforeseen circumstances. However, even though complexity is a given, an event manager must deal with this complexity and uncertainty and develop a plan capable of bringing a semblance of order out of this uncertainty.

What Are Sport Event Planning and Production?

Event management is a social and technical process that utilizes resources and influences human behavior to accomplish an organization's goals.

A helpful conceptual device for the event manager is to think of every event as a triangle (see Figure 2-1). Each side of the triangle represents the important stakeholders (parties who have a stake in the event's success) who must be satisfied for the event to be considered a success: participants, sponsors, and spectators. Your job as an event manager is to satisfy the



A successful event requires planning.

needs of each of these groups. At times the needs, wants, and desires of these groups may initially seem to conflict. Because of these apparent conflicts, when planning and producing sporting events, sport managers would be wise to remember Gunny's (Clint Eastwood's character) famous admonition to his troops in the movie *Heartbreak Ridge*, "Adapt, improvise, overcome."

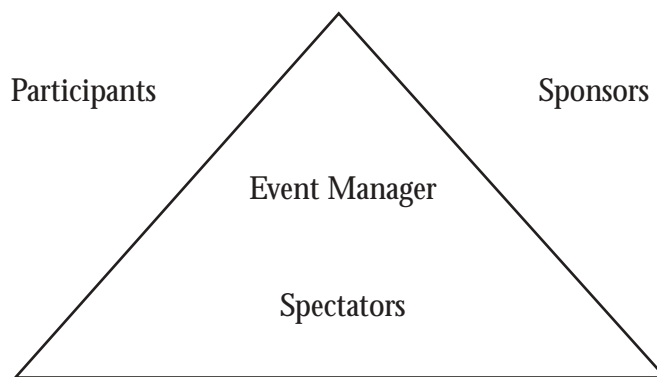


Figure 2.1. Event Triangle

Steps in Planning and Producing the Event

This adaptive planning process includes the (a) achievement of identified goals/objectives by (b) coordinating the actions of people/organizations, while (c) recognizing the constraints of limited resources (Chelladurai, 2001). Planning involves deciding what you are going to do before begin-

ning to do it. Planning is paying attention to details. Sounds easy, doesn't it? As a sport manager waits for her volunteers to arrive for their first meeting, she must know what she wants to accomplish. Here are some steps in planning and producing a sports event. (Note: Steps may not always occur in the described sequence.)

Agree Upon Event Goals

Is the event intended to make money for the organization? How much money? Is the event designed to generate publicity for the organization? Is the event unique, unlike anything else ever done? Asking these types of questions enables the event management staff to conceptualize the event's purpose and focus. In addition, searching for answers to these questions helps frame the event-planning structure. Before spending time dealing with specific logistical concerns, a sport manager needs to define the event and its associated goals. Coming to a consensus about the event's goals focuses the event planning process toward achieving these goals.

Defining goals helps frame the event-planning structure.

Different basketball games may have different goals.



Identify Strengths, Weaknesses, Opportunities, and Threats

As this questioning process takes place, both the organization's and the event's strengths and weakness need to be identified. Although event planners, even in ancient times, have probably always asked these types of questions, one of the first documented examples of this process was developed and used in the 1950s by U.S. military planners and was referred to as a strengths, weaknesses, opportunities, and threats (SWOT) analysis (Chelladurai, 2001; Graham, Neirotti, & Goldblatt, 2001; Slack, 1997). Many types of managerial functions call for a SWOT analysis, but performing a SWOT analysis is extremely important in event planning. Initially a SWOT analysis involves identifying an organization's or event's strengths and weaknesses. What is the group or organization good at doing? Do members have experience in planning and producing the event? If they have experience, this can often be a strength. If no one in the organization has ever organized and produced any sort of event, this is probably, at least initially, a weakness. Referring back to the wheelchair-basketball-game scenario at the beginning of the chapter, even if none of the sport management students has produced a wheelchair basketball game, perhaps some students have produced or worked at other sporting events. Perhaps some students have experience as student managers or trainers. Maybe some students have worked as security staff or concession-stand employees at a game.

Identifying opportunities and threats involves looking outside the organization at the surrounding social, cultural, economic, and political environments.

When performing a SWOT analysis, managers need to move beyond just looking at an organization's strengths and weaknesses. The next two steps, identifying opportunities and threats, involve looking outside the organization at the surrounding social, cultural, economic, and political environments.

Although it is important to identify weaknesses and threats, it is just as important to recognize that identified weaknesses and threats can often be transformed into organizational strengths and opportunities if managers can learn to effectively utilize the environments that surround an event. For example, even though a fledgling student-run organization may not have specific expertise in managing a wheelchair basketball game (a weakness), the event still provides the organization excellent opportunities for media exposure and sponsorship opportunities not available from many other events. These opportunities arise from economic, social, cultural, or political situations that surround this type of event.

Threats are external to the organization. Threats may come in many shapes and sizes. A threat may be a similar event scheduled at the same time, or it

may be the fact that many students commute and are not on campus at night. A threat may be economic, such as a lack of funding for the event. Whatever the results of the SWOT analysis, it is important that the event-planning staff moves on to the next step, generating alternative courses of action based on the SWOT analysis. In addition, plans of action must be measurable. A manager has to be able to evaluate the efficacy or success of any plan.

To help make a SWOT analysis more effective, it is a good idea to develop checklists that list and evaluate the organization’s strengths, weaknesses, opportunities, and threats. Construction of these checklists should involve as many of the central members of the organization as possible. After the checklists have been developed, it’s a good idea to have someone who was not involved in this process perform an evaluation and provide comments and suggestions.

Develop checklists that list and evaluate the organization’s strengths, weaknesses, opportunities, and threats.

Develop and Monitor Planning Process

After strategies for achieving an organization’s goals have been completed, planning begins. Effective event planning necessitates completing critical tasks in a timely and efficient fashion. For example, in planning a wheelchair basketball game, insuring proper scoreboard-clock operation does not need to take place 3 months in advance, but it should be done more than 10 minutes prior to tip-off. One way to not run out of time and make sure that everything gets done is to plan in reverse. This reverse planning can occur through the use of Gantt charts, developed in 1917 by Ameri-

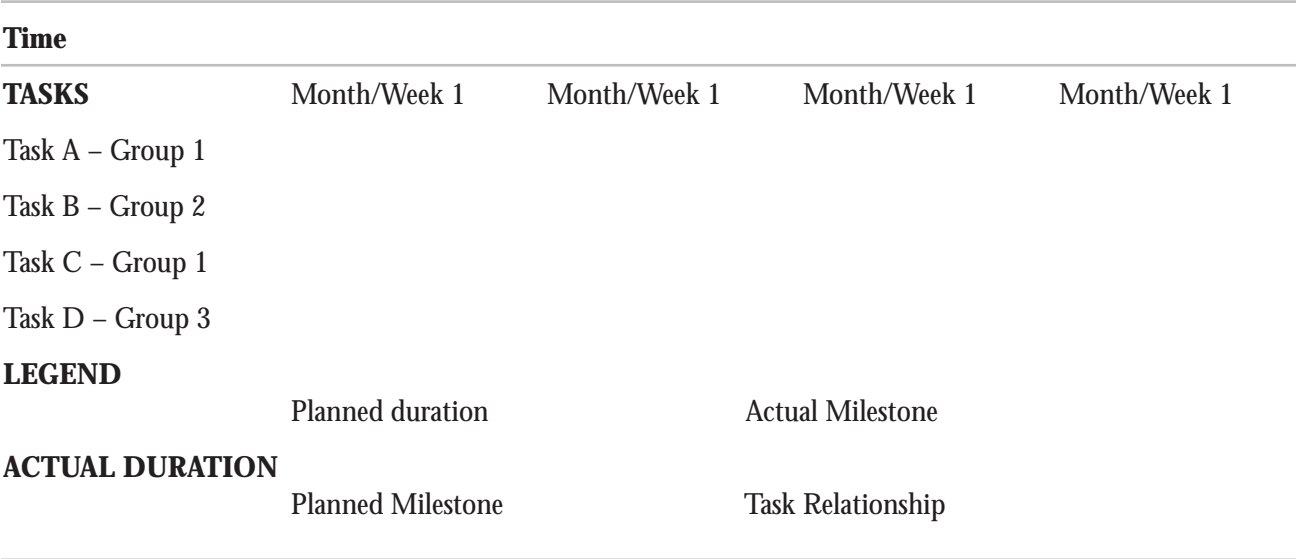


Figure 2.2. Sample Gantt chart

Some event tasks must be taken care of prior to tip-off.



can engineer and sociologist Henry L. Gantt. These charts are horizontal bar charts used in project planning and management. Gantt charts provide a graphical depiction of schedules that help to plan, coordinate, and track specific project tasks. These charts may be simple, created on graph paper, or more complex. Today, computer software programs or personal computer applications such as Microsoft Word, Project, or Excel can be used to construct a Gantt chart that graphically displays the relationship(s) between tasks, the planned and actual task duration(s), groups or persons responsible for task(s), and the milestones in a project/event.

After you have utilized your Gantt chart to plan your event from start to finish, mentally rewind back through your event to the first planning session (think of how the movie *Memento* unfolded in reverse), making sure you can identify the preceding event for each event in your planning sequence. Make sure to assign a completion date for each task/item/or event in the event planning cycle. Practicing event planning this way forces the sport manager to think in greater detail about the “nuts and bolts” of the event. Think about how much concentration and attention to detail it takes to drive a car in reverse. Planning this way is another example of thinking outside the box. Managers are less likely to forget things when they are forced to look at the event from this type of reverse perspective.

-
- Event checklists need to be developed to reflect the event's budget. Do not plan items the budget cannot support.
 - Make sure to check items off the lists, but check back with the person(s) responsible for the item to confirm and reconfirm completion of the task(s).
 - Design specific checklists for each facet of the event. Breaking the master checklist down into checklists for specific areas of the event helps each person in charge of that specific area monitor individual area(s) of responsibility.
 - Make each checklist as specific as need be. It's better to be more specific than too general, but also keep in mind the nature of the event, possible threats, and their consequences.
 - Recognize the existence of Murphy's Law: Anything that can go wrong will go wrong. Recognition of this law should guide the development of event checklists. Build flexibility and adaptability into the event checklist. Use *branch-chain thinking* (developing alternative outcomes based on changes in the external environment) in constructing of the checklist. As you build your event checklist, continually ask yourself, "What if. . .?"
-

Table 2.2 Event Planning and Production Suggestions

Manage Event Logistics.

After developing the event checklist, the next questions that face a sports event manager are "How do I check off checklist items?" and "Whom do I get to help get things done?" These questions involve managing an event's logistics. The phrase "The devil is in the details" sums up the challenge of managing event logistics. Assign specific duties to specific persons. Demand accountability for accomplishing the assigned tasks on time. Also, recognize people when they complete their tasks. If you are going to demand, then reward, too.

Develop a timetable and methods for effective communication. Make sure everyone involved in the event knows whom he or she should contact for information and answers. However, as part of the training process of staff and volunteers, empower event staff members to solve problems on their own. Make it clear to both staff and volunteers that they are expected and encouraged to be problem solvers within their job description parameters. Point out that not all situations require them to contact a supervisor. Explain that you expect them to recognize the difference between a situation they are qualified to handle and one that requires a supervisor's intervention. Throughout the training process, allow staff and volunteers to be active participants in the event-planning process. Encourage analysis and use, and where appropriate, their suggestions. This process helps develop critical thinking on the part of event staff and volunteers. If you, as the manager of the event, fail to practice this technique, you will become nothing but a firefighter, saddled with constantly putting out problem

fires, thus decreasing your effectiveness and the overall likelihood of your event's success.

Train event staff to perform their jobs. Never assume any level of knowledge or skill. If staff members have not been trained, a manager does not know if they have the ability or motivation to perform their assigned tasks. With this in mind, developing checklists to train staff members on their individual duties and responsibilities is critical.

When training event staff, never assume they have any level of knowledge or skill.

Figures 2.3-2.5 are examples of orientation/training completion checklists for staff members. Complete the checklists as staff members perform the tasks. It is important that the managers do more than simply ask staff, "Do you understand?" Staff members must actually *show* a trainer they can perform their duties.

Phase 1: General Orientation

Estimated Time to Complete:	<i>[✓ =Done]</i>
1. Explain the kind of organization we are.	[]
2. Describe who our customers are.	[]
3. Review our company/organization's history, traditions, and values.	[]
4. Describe our most recent changes: Past, present, and future.	[]
5. Describe who our competition is and how we position ourselves differently.	[]
6. Explain how we are organized (i.e., levels of management.)	[]
7. Explain how company/organization is unique or special.	[]
8. Review products and services.	[]
9. Familiarize employee/staff with vendors and suppliers.	[]
10. Tour the facility/event area.	[]
11. Introduce employee to people he/she will work with.	[]
12. Give employee copy of employee/staff handbook.	[]
13. Allow employee time to review handbook.	[]
14. Answer questions.	[]

Supervisor _____ Employee/Staff _____

Figure 2.3 Sample General Orientation Checklist

Phase 2: Job Orientation

Estimated Time to Complete:	[✓ =Done]
1. Summarize job description.	[]
2. Define major job responsibilities.	[]
3. Communicate job expectations and standards of performance.	[]
4. Explain introductory period.	[]
•Length of time	[]
• Define <i>conditional employee</i>	[]
5. Discuss employee benefits and eligibility requirements.	[]
•Insurance*	[]
•Vacations*	[]
•Holidays*	[]
•Sick leave*	[]
6. Discuss pay periods, rates of pay, and how figured.*	[]
7. Discuss payroll deductions (voluntary and involuntary).*	[]
8. Discuss overtime.*	[]
•Approvals required	[]
•How calculated	[]
9. Explain purpose of this orientation and training program.	[]
10. Emphasize company as equal employment opportunity employer.*	[]
11. Explain the performance evaluation system.	[]
12. Summarize company/organization rules.	[]
•Ethics	[]
•Alcohol and drugs	[]
•Personal appearance and name badges	[]
•Safety	[]
•Telephone use	[]
•Smoking	[]
•Parking	[]
•Visitors	[]
13. Respond to questions.	[]

Supervisor _____ Employee/Staff _____

* (Note: These elements may not be appropriate to certain events or organizations.)

Figure 2.4 Sample Job Orientation Checklist

Phase 3: Operations Orientation and Training

Estimated Time to Complete:	[✓ =Done]
1. Review with the employee how to _____.	[]
2. Review with employee all emergency procedures.	[]
3. Review with employee _____ approval levels.	[]
4. Review with employee all _____ response codes.	[]
5. First review and demonstrate each procedure listed below. Then determine if employee has acquired the ability to perform each transaction by asking him or her to demonstrate it for you.	
• _____	[]
• _____	[]
• _____	[]
• _____	[]
• _____	[]
• _____	[]
6. Demonstrate _____ procedures. Ask employee to demonstrate.	[]
7. Explain _____ procedures. Ask employee to review the procedures with you.	[]
8. Review all _____ procedures. (Refer to event manual.)	[]
9. Explain how to deal with _____. Familiarize employee with proper forms.	[]
10. Discuss _____, its causes and preventive measures.	[]
11. Define and review _____ procedures.	[]
12. Answer questions.	[]

Supervisor _____ Employee/Staff _____

Note: Successful completion of this ORIENTATION DOCUMENT verifies that on (Date _____) (employee/staff member) _____ demonstrated the ability to perform the tasks listed above.

Figure 2.5 Sample Operations Orientation and Training Checklist

Once it has been determined that staff members have the ability to perform assigned tasks, the only real reason they do not perform these assigned tasks is a lack of motivation. Most often, event staff members possess the physical and mental abilities to perform their jobs. When they don't perform job correctly, it is because they have not internalized the importance of their performing their job correctly. In other words, they were not motivated to do their job. Because there are numerous types of motivation, including extrinsic and intrinsic motivations, one of the biggest challenges facing an event manager is discovering how to motivate and influence staff members.

It is important to note that volunteer orientation/training will often not include all of the elements contained in the staff examples in this chapter. Volunteer training, although often limited, should not be overlooked. Because volunteers have varied schedules, trainers must make the most efficient use of the limited time available for training. It is critical that volunteer training be “hands on.” Keep volunteer responsibilities to a minimum. Trainers must ensure that volunteers perform the critical tasks required. In addition, leave any checklists with the volunteer as reference tools. Volunteers do not want to appear uninformed or unable to perform. Their primary motivation for volunteering is from a desire to contribute to a cause or from altruism. If they are asked if they understand what their duties and responsibilities are, almost every volunteer will say, “Yes.” Meanwhile, they often have no idea what is expected of them, or they assume they can figure it out on their own.

Motivate and Influence Event Volunteers.

In order to manage volunteers who are not highly experienced in performing their tasks and duties, event managers must ensure a minimum level of volunteer competency through proper training. At the same time, managers must also motivate their volunteers. However, because volunteers are not paid, monetary compensation is not often available as a motivating force. Because many sporting events require volunteers to assume responsibilities in crucial areas, understanding the dynamics of motivating and influencing volunteer behavior by the use of nonmonetary means is critical. Even when all staff members are salaried employees, one of the primary challenges facing a sport event manager is finding an answer to the question “How do I motivate my event staff?”

In his book *Influence: Science and Practice*, Cialdini (1993) described several effective methods for influencing people’s behaviors. Understanding the methods discussed in Cialdini’s book and employing *influence jujitsu*—influencing without appearing to influence—allow an event manager to increase the likelihood that both volunteers and paid staff will work toward ensuring the event’s success.

Cialdini’s rules of influence include

Reciprocation. Volunteers will try to repay, in kind, what you have provided that is of value to them. In other words, you need to provide reasons why your volunteers are obligated to repay you and your event by doing a great job. These reasons may be tangible or intangible benefits. Reciprocation motivators can include staff T-shirts, a staff party, the chance to rub elbows with celebrities, public recognition, a sense of belonging, or appeals to a volunteer’s sense of purpose.

Commitment and consistency. Once volunteers make the decision to commit to your organization and its goals, they will encounter personal

and interpersonal pressures to behave consistently with that commitment. Even though staff members are volunteers, a job description and a contract that clearly outlines their duties and responsibilities are advisable. Once volunteers sign on for a tour of duty, they are more likely to fulfill their obligations.

Social proof. Volunteers view a behavior as correct in a given situation to the degree that they see others performing it. To ensure that volunteers see correct behaviors, put well-trained and efficient staff members in positions to model proper behaviors. These staff members set the tone. In addition to volunteers, other staff members will see these *correct* behaviors and model them. Not every staff member needs to be a strong leader. Actually, you need followers who take their cues from these leaders and follow directions. If a manager is successful in convincing critical leaders to model appropriate behaviors and adhere to the event plan, chances are that event volunteers will follow suit.

Liking Volunteers prefer to say yes to the requests of people they know and like. For an event manager, it's important to *not* alienate event staff or volunteers by being too demanding and autocratic. Correcting mistakes is important, but staff members, and especially volunteer staff, must also be encouraged. At a minimum, all members of the organization, both paid staff and volunteers, must respect management. If respect is present, liking often follows.

Authority. Volunteers will tend to follow the directions of genuine authorities because such individuals usually possess high levels of knowledge, wisdom, and power. Volunteers recognize and appreciate the inherent authority of an event manager who has developed a higher level of event knowledge and possesses a management plan that anticipates and deals with problems. Part of any management plan is to maintain a sense of control, to ensure calm among staff even when the event becomes hectic. To put it simply, even if you as a manager do not immediately know exactly what to do, don't panic. As quickly and calmly as possible, look at alternatives and work through them in search of an answer to the problem at hand. Maintain a calm demeanor. Remember: Even if you doubt yourself, don't let others see your doubt. Don't be afraid to admit mistakes, but also have a plan to address the mistakes and move forward.

Try to create an environment where all members of the organization, both paid staff and volunteers, respect management.

Scarcity. Opportunities seem more valuable to volunteers when they are less available. This limited-number tactic is useful to an event manager. Make sure volunteers feel as if they are part of an elite group – the event

staff. In addition, make regular staff members feel valued. Although it is important to place time lines and deadlines on the completion of tasks, reward those who are first to complete their tasks. Have contests among the staff and volunteers, and reward those who are most efficient. Make sure that the time lines are reasonable, but also build in some leeway for completion for workers who don't meet the deadlines.

Draft and Conduct Pre-Event Briefings.

Anyone who has ever been part of an athletic event knows that coaches and players always meet before a game. Players may meet with individual position coaches. Players may meet among themselves. Then, the entire team meets just before kickoff, tip-off, or when the gun sounds. Why do teams meet just before athletic events? If a coach hasn't already prepared the team for the game, isn't it too late to solve problems just before game time? If the players have practiced and developed the skills necessary for success, is a rousing pregame pep talk going to magically make them run faster or jump higher? If they aren't already motivated to do their best, are

Dive Briefing Checklist	Yes	No
<ul style="list-style-type: none"> • Site (_____) <ul style="list-style-type: none"> • Topography, points of interest, hazards, depth • Divemaster's role 		
<ul style="list-style-type: none"> • Entry and exit considerations 		
<ul style="list-style-type: none"> • Dive procedures <ul style="list-style-type: none"> • Course to follow, safety stops, air reserves 		
<ul style="list-style-type: none"> • Emergency procedures <ul style="list-style-type: none"> • Protocols • Buddy separation • Low-air/out-of-air • Diver recall procedures 		
<ul style="list-style-type: none"> • Signal review 		
<ul style="list-style-type: none"> • Roster/Buddy check 		
<ul style="list-style-type: none"> • Environmental & aquatic life <ul style="list-style-type: none"> • Hazards • Diver responsibilities • Discourage feeding • Take only memories... 		
<ul style="list-style-type: none"> • Pre-dive safety check 		
<ul style="list-style-type: none"> • "Divers are responsible for their own profiles" 		

Figure 2.6 Sample Scuba-Diving Briefing Checklist. (Courtesy Belize Divers)

In-Class Exercise

Using the pre-event briefing checklist for a scuba dive (Figure 2-6) as a template, develop a pre-event briefing for a sport or recreational event *of your choosing*. Make sure to think about as many possibilities as you can in developing the briefing. Break your briefing down into a manageable 5- to 10-minute block of time. Be prepared to justify your choices of what you have included and/or deleted from your briefing.

clichés going to suddenly instill a sense of purpose? The answer to each of these questions is “No!” But most coaches would never eliminate meeting with their team just before a game. Most event planners also recognize the need to meet with their event staff before an event.

Why conduct pre-event briefings? More than anything, such briefings allow all event team members to make sure that pre-event checklists have been completed, upcoming logistics are coordinated, and the event plan is on schedule. These meetings also increase the likelihood of any last-minute oversights being caught and corrected. Each pre-event briefing involves reviewing the highlights of the specific event plan one final time before the event begins. It serves to refocus the attention of event staff members on their duties and assigned responsibilities.

Pre-event briefings may be developed for a wide variety of events and activities. Figure 2-6 is an example of a pre-event briefing checklist for a specific specialized recreational activity/event - a scuba dive from a boat. This example can be helpful to future sport event managers; it breaks down a 5-minute event (the briefing) that takes place before a scuba dive into a series of items that must be completed. Once the staff member and the participants jump off the boat and go underwater, it is hard to communicate. You cannot easily change a scuba diving plan once it has begun. Just as dive guides shouldn't surprise their scuba diving customers with changes in plans while they are underwater, good event managers will not surprise their staff members with new plans or schedule changes unless it is necessary. A pre-event briefing is not the time to make drastic changes in an event's schedule or reassign staff duties. It is a time to make sure all of the staff is all on the same page. Remember: If staff members don't know what to do by now, they never will!

Pre-event briefings are also final pre-event opportunities to cement the culture of professionalism that began when the organization held its first brainstorming session. The number of pre-event briefings needs to be determined by the overall event manager well in advance. An event's complexity helps establish how many briefings are needed. Each pre-event briefing needs to be concise and clear. Regardless of an event's complexity, there should be at least three pre-event briefings: (a) one overall briefing for all event staff members, (b) one briefing with the overall event manager and all supervisors, and (c) at least one briefing conducted by all supervisors with their individual staff members.

Track the Event in Real Time

One common event-planning error is to lose track of the event as it unfolds. Checklists are linear, and managers have a tendency to want to work down a list from the top to the bottom. On the other hand, events sometimes unfold in a nonlinear fashion that requires adaptability and impro-

visitation by the event staff and managers. However, because something unexpected happens, event checklists and plans should not be abandoned. Abandoning well-designed event checklists because something unexpected happens makes as little sense as throwing a road map out the window because you have to take an unexpected detour around some road construction. If an event's planning is solid, the event itself will most likely unfold according to plan. If nothing goes according to plan, then perhaps the plan was deficient. Keep that in mind during postevent debriefings.

When possible, it is a good idea to set benchmarks within an event to allow staff supervisors to assess the event's status. It is critical for supervisors to periodically communicate with managers to allow ongoing event assessment. Although it is imperative for event managers to monitor their supervisors, an efficient manager will refrain from constantly interceding in the supervisor and event staff management. Because an overall event manager cannot be everywhere at once, she must trust her staff members to do their jobs. If the event's plan is sound, including solid training and motivation of staff members, it is likely that the event will be successful.

To help ensure an event's success, managers should train supervisors to track the success and failure of each phase of the event and let supervisors and staff members know that although perfection is not expected, they must prevent the same problem from continually recurring. By encouraging supervisors to freely share both event failures and successes, future event supervisors can better avoid similar problems at future events. Staff members should be encouraged to log event successes and failures as soon after they occur as possible. This will help ensure that these items are not forgotten. It is not important that *everything* be written down, but if *nothing* is written down, too much is forgotten. In addition, something that seemed catastrophic during the event may not seem as bad afterward. Through a judicious real-time tracking of the event, the postevent evaluation process will be more meaningful.

Set benchmarks within an event to allow staff supervisors to assess the event's status.

Develop and Conduct Postevent Debriefings.

Just as coaches meet with their teams before the game, they also meet with their teams after the contest. This postgame meeting allows a coach to go over the good and bad things that occurred during the game. If the team achieved its goals, the coach congratulates the players. If the team didn't achieve all of its goals, a good coach still discusses the many positive aspects of the game. In addition, the coach often uses this postgame talk to address methods of correcting the deficiencies in the team's performance

and working to maintain the team's cohesion. Similarly, a good event manager will conduct postevent debriefings.

If one of the organization's goals is to conduct the event on an annual basis, then discussing the good and bad occurrences during an event will help in the planning for future events. As the saying goes, "Those who do not learn from the mistakes of the past are doomed to repeat them." By reviewing event checklists and supervisor logs, a manager can begin to evaluate an event. Managers should look for event positives and negatives, think of ways to improve and streamline all phases of the planning and production of the event, make amendments or changes to the checklist as soon as possible, and engage in thorough discussions of the benefits and drawbacks of making a change in event protocol.

Before changes are made in an event's future plans, managers should determine whether a failure occurred because of faulty planning or because of an external environment that was different than anticipated. Will the change allow for adaptation to the external environment? Will the external environment be the same or different at the next event? The problem should be discussed with the staff members who actually encountered the problem. These staff members should be involved in plans to ensure the problem does not recur. Staff members who adapted and improvised to deal with the problem during the event are a great resource for developing possible long-term, permanent solutions.

Once a sport event manager has decided that a change needs to be made, she should not put off making changes to her checklist or procedures. If she does not make necessary changes immediately, they are often forgotten, and the same problems may recur during future events. Once the change has been made, care must be taken to begin the process of insuring that the solution or change becomes part of the organization's culture—the way the organization does things.

Perform Event Cleanup and/or Closeout.

As any college student knows, nobody likes to be the last one at a party. Why? Because the last person at the party always has to clean up. One of the hardest parts of any event is the cleaning up, closing out, and/or shutting down of the event site. The fans have gone home, the teams or participants have received their rewards, and the press has left to file their stories. All that is left is the mess! The adrenaline of the event has dissipated; the glamour is gone. Just as actors must go back to their dressing rooms and slowly remove their makeup, designated event staff members must pack up the event. They must clean up the kitchen or put away the toys.

An event manager needs to plan this event cleanup process so that it is as efficient and painless as possible. This process of postevent wrap-up must

be planned as carefully as the rest of the event. If this process is too long, too taxing, or too dreary, the event manager risks alienating volunteers, damaging equipment, and ending the event on a sour note. Managers must remember that the motivation and adrenaline that the event generated are over, so insuring that staff members and volunteers still do things correctly depends on maintaining staff motivation and professionalism. Shoddy cleanup procedures cannot be tolerated. Shortcuts in event cleanup can negatively impact an event's profitability and the prospects for future events.

An event is not over until the cleanup is completed.

Managers should develop checklists that cover this entire process. All event planning should include a thorough discussion of the postevent cleanup and closeout process. An event's staff must truly believe that the event is not over until the cleanup is completed. It is critical that a sport event manager stay upbeat during the cleanup process. An event's staff will follow their supervisor's lead, so a manager must ensure that supervisors also stay upbeat during this process. Conducting a complete and thorough event cleanup and closeout allows for a seamless transition to the accounting and reconciliation process.

Reconcile the Event (Settlement).

The process of accounting and reconciliation (settlement) actually begins during the event cleanup. Accounting and reconciliation include dealing with equipment used during the event that must be properly inventoried and insuring that procedures for returning any equipment rented, or warehousing equipment the organization owns, are followed. The accounting and reconciliation process begins during the immediate postevent cleanup but includes much more.

Settlement involves more than just the monetary balancing of the books. Although it's critical that the event budget be reconciled, there is much more to the process of settlement. Some questions that a sport event manager needs to answer during this process include the following:

- Did the event make money? How much money? Have all the bills been paid?
- If event participants received prizes or some sort of mementos, have all the prizes been distributed?
- Have all volunteers been publicly and personally thanked for helping? Have all participants been thanked for participating?
- Have all the results been communicated to the media?

- Have any sponsors been thanked publicly and personally? Have these sponsors been encouraged to be sponsors for the next event?

The process of accounting and reconciliation must start before the event begins. Again, develop checklists to ensure that planning is well conceived and the accounting process is completed according to the plan. Because this process occurs before the event's conclusion, it is more likely that there will be fewer volunteers available and that more of the workload will fall on a few organization members. With this in mind, prioritize the items and work steadily, but quickly, to complete the checklists.

The settlement process can be invaluable as a final evaluation of the entire event. As an event manager deals with an event's final loose ends, she can think back through the entire event. By going over the entire event again, an event manager can increase future event-planning efficiency. As time passes, an event manager can gain useful insights into her personal performance and the event staff's performance during all phases of the event. Taking part in accounting and reconciliation allows an event manager to better plan future events.

Summary

1. Event planning and production are the processes of getting things done (accomplishing goals) through people.
2. Event management involves satisfying the needs of event participants, sponsors, and spectators.
3. The planning process includes achieving identified goals and coordinating the actions of people/organizations, while recognizing the constraints of limited resources.
4. An event SWOT analysis consists of identifying the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats associated with a particular event.
5. Reverse planning for an event can be accomplished through the use of such planning formats as GANNT charts.
6. The use of event checklists is an excellent event-management strategy.
7. Most event staff members possess the ability to perform their assigned tasks. When they don't perform their task correctly, it is most often due to a lack of motivation.
8. Important rules of influence that an event manager should understand include reciprocation, commitment and consistency, social proof, liking, authority, and scarcity.