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A to Z

Guide to Organizing a Sports Event



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J. Gayduk

“It should be noted, however, that there is a major difference between the effective planning of an event and the efficient conduct of it.”

It All Starts with a Plan

MANY SPORT CLUBS and organizations have thought about putting together their own event or tournament, yet have never ventured into that effort. The *A-Z Guide to Planning a Sports Event* is a blueprint to assist grassroots organizations with identifying those projects and compiling all of the related details of a successful event.

It should be noted, however, that there is a major difference between the effective planning of an event and the efficient conduct of it. All of the fails to properly execute. It is most certainly that game-day operation that matters most to participants, spectators and rights holders.

An event that has all of the pieces smoothly fall into place and is well-conducted will not only become a lasting memory for everyone involved but, more importantly, throws wide open that door to future events. The reputation your organization earns reflects clearly on your community and becomes that magnet needed to either attract more and bigger events or to further the growth of your ongoing event.

Now in its third edition, this A-Z guide and accompanying appendix of forms and charts has been used by over 4,000 organizations throughout the world. It provides most of the tools needed by a small sport organization that wants to conduct an event in a local venue.

All of this material has been formatted and revised through 40-plus years of event management experience which started with our long-time contributor Bill Hanson, based on his trial and error, success and failure at the San Antonio Sports Commission. It has been adapted over time and there is a great deal of flexibility built into each tool so that it can be formatted to fit the specific needs of your event and organization.

In addition to the advice available in this guide, I encourage you to explore the resources available at **SportsPlanningGuide.com**, as well as our annual print publication.

I welcome your feedback on this edition and will be happy to add items where appropriate. You may contact me at jeff@ptmgroups.com, or call 630-794-0696 to talk sport anytime!

Good planning,
Jeff Gayduk
Publisher, Sports Planning Guide

The Three A's of Event Management

ATTENTION – ASSUME – ANTICIPATE

SPORTS EVENT MANAGEMENT is, simply stated, the organization of the functions required to conduct a sporting event or tournament. Event Managers who live by the three A's will produce successful events.

Attention to Detail:

The smallest item overlooked (water key, electrical adapter, batteries) can cause a major delay of an activity, especially if the venue is not located near a store. List every possible item needed at every area of the venue.

Never Assume Anything:

This is a four letter word to Event Managers and should never be spoken at planning meetings. Any staff or volunteer who has a job responsibility should never assume that someone else is “taking care of that” if it affects their particular area. Checking and double-checking will ensure that all details are covered. The same applies to how a task is completed. The Event Manager who wants a project completed in a specific manner needs to give specific instructions to that effect.

Anticipate Problems:

Every area of responsibility should have a Plan B. Medical personnel are onsite because those problems are anticipated and a rain date is set for the same reason, so planners should look at every area and anticipate potential problems.





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A is for ADMINISTRATION

ADMINISTRATIVE items listed below should be the foundation of every organizing committee because each one is an important physical piece of the process. By constantly updating this information and distributing it to committee members, the Event Manager can keep everyone informed and fully engaged in the process.

1. A concise Equipment & Supply List ensures that even the smallest items are onsite when needed. Staff and volunteers can do their jobs only when they have everything they need.

2. The Event Committee List and Staffing Structure are all the more important when a large organizing committee is involved. They contain everyone's contact information and their event responsibilities.

3. An Event Information Sheet is a

one-page who, what, when, where and how summary of the event that is primarily given to organizing committee members for quick reference, but it can also be a participant recruiting tool.

(See sample forms in appendix.)

4. The Event Manager should format a Timeline of the major projects of the organizing committee and, most importantly, monitor these projects to completion. The unexpected always pops up at the last minute.

5. A Logistics Form is a grid summary of all equipment needed in each area of the venue. Each coordinator needs to determine the tables, chairs, coolers, pipe & drape, lights, etc. needed and the Event Manager will then have accurate numbers for acquisition.

6. The Logistics Schedule of Events provides a complete picture of all activities leading up to and supporting

the event, such as equipment deliveries, banner and sign installation, tent set-up, ticketing and gate opening, game times, etc.

7. A Signage Form provides a summary of all signage needed, their quantity, size, color, message, location and method of display.

8. A Venue Map is a major help to volunteers who get asked about the location of restrooms, concession stands and hospitality areas.

9. An Event Binder can be the best way to consolidate paperwork pertinent to the event, and it is easily used at home, office or venue.

10. An After-Action Summary should be distributed to staff and volunteers immediately following the event. This summary can be very important to improving the event for the following year.

11. Two Contracts that need close attention in the administrative phase are the ones for the **facility** and one for **hotel arrangements**.

Most facility contracts consist of 10 pages of legalese and one page of fill-in-the-blank with important facts like the rental dates and daily rental fee. But the legalese contain the various what-you can-and-cannot-do policies for concessions, tickets and merchandise sales, security, parking, medical and in-house staffing policies, insurance requirements and equipment rental.

Hotel contracts require constant communication. If your organization is on the hook for participant room payments, then you really need to pay attention to incidental expenses.



B *is for* **BUDGET and FINANCIAL MANAGEMENT**

The **BUDGET** is obviously the most important item in determining the feasibility for hosting the event and for the ultimate decision to conduct it again the following year. Many people in an organization will show an interest in conducting an event, but it's the budget that shows whether it's feasible. Unless there is a deep-pocketed benefactor or sponsor available to make up a shortfall, there must be considerable work done to compile a realistic budget before moving ahead.

Considerable discussion must take place to properly identify the various line items of revenues and expenses. The incomplete

budget will result in unexpected, overlooked and last-minute expenses that may mean financial disaster. A number of items might be donated by local supporters, such as ice, printing, food and snacks and beverages. Something else to remember— donated/value in-kind items are very important. Unless committed to early on they should be accounted for in the original budget, just in case they don't materialize.

Once the line items applicable to your event have been identified, it then becomes important to be realistic when estimating these revenue and expense items.

Research similar events if possible but try to avoid total guesswork on important items. Above all, do not arbitrarily raise revenue numbers to match expenses.

Creating a budget and following it are two different things. It is the **FINANCIAL MANAGEMENT** of the budget throughout the organization and conduct of the event that determines its final success, and it is the Event Manager who should be responsible for keeping expenses in line. A volunteer or staff member with some financial/accounting expertise can help with cash management and accurate bookkeeping. **(See sample budget in appendix.)**



C is for **CEREMONIES** and **COMMUNICATION**

The **CEREMONIES** conducted before and/or after a tournament are quite memorable for the participants and need to be conducted accordingly.

The Opening Ceremony will most likely be the best memory for the participants who do not win medals, especially if there is a parade of athletes involved followed by some name entertainment. Big or small, this ceremony should be well-planned and conducted, with all parts of it scheduled, scripted and run in a timely manner. Too many speeches can mean a yawn-fest, so work to control that portion. Athlete parades can be a challenge, which

means having a good staging area, lots of volunteer help to coordinate it, and allowing plenty of time for the march-in.

As the very last activity of a long tournament, the Awards Ceremony is very often haphazardly conducted, but the winning participants deserve the best recognition possible. If many teams or athletes are involved, then the ceremony should be scripted, have notable award presenters, possibly a victory stand, and the awards in proper order.

COMMUNICATIONS involves the varying technology needed to support your level of competition.

Telephones and internet are the most common needs for most sport events, with a big preference for wireless access. These are essential needs if your event involves media coverage and/or web streaming options. If any of these require special installation by a technology company, then maintaining contact with the installing technician is very important. If the event is heavily dependent upon internet usage, then it's a must to have a technician onsite. Whatever was working in the days leading up to the event will ultimately fail on competition day. Trying to call the 1-800 repair line will be frustrating, if not useless. When the event is complete, be sure to check that all lines have been disconnected according to schedule.

Having an effective communication system for your committee and key volunteers is vital to a successful event. Everyone may have a cell phone, but having a pocket directory is most helpful. A walkie-talkie system works very well for a group of 12-15 persons but, again, a directory should be distributed and radio protocol followed. A laminated card listing staff, cell number and radio call sign can easily be worn on a lanyard behind a credential. Radios also need a secure storage area for battery charging, and there should be a sign-out sheet for accountability (**see sample form in appendix**). Important: Radio conversations must be discreet, especially when problem issues are concerned.



D is for

DETAILS, DETAILS, DETAILS

Event management is **DETAIL MANAGEMENT**. The main point of this entire guide is to emphasize the need to identify all projects and items involved in a specific tournament or event. Each of the printed forms, lists, maps, etc., mentioned throughout the guide or included in the appendix has played an important role in some past organizing effort.

The **EVENT TIMELINE** (see **sample form in appendix**) is not only a list of the important tasks to be completed, but provides staff with deadlines for completing those tasks. It cannot be stated strongly

enough the importance of adhering to the timeline. Every event will have some last-minute issues to be dealt with, and this becomes very stressful if timeline tasks are late being completed. Some projects, such as a souvenir program, will require tasks to be completed by different people in a certain order. If that program is to be printed and delivered on time, then the info gathering, editorial,

pictures, design and layout must be completed in a timely process.

The best way to ensure that all needed **EQUIPMENT AND SUPPLIES** are procured and ready for use is to make one big list (see **sample form in appendix**) and check it constantly. This sounds logical, but way too many items are left in storage or forgotten to order and/or purchase.

“Every event will have some last-minute issues to be dealt with, and this becomes very stressful if timeline tasks are late being completed.”

E *is for* **EVENT SCHEDULE**

An **EVENT SCHEDULE** goes beyond a competition schedule in that it includes all of the activities leading up to and including the competition. It should give staff and key volunteers a complete picture of the event's functions and logistics. **(see sample schedule in appendix)**

For the days prior to game day this can include team arrivals and practices, supply and equipment deliveries to the venue, phone, internet and signage/ banner installations, tent set-up, field or floor marking, and coaches/officials meetings.

If practices or meetings will take place off venue, then that should be noted. The game day schedule should include staff and volunteer reporting, final set-up, spectator gate opening, team warm-up and game start time. One of the final items needs to be venue teardown, just so it stays fresh in everyone's mind.





F is for **FACILITY and FUNDRAISING**

The initial selection of the competition **FACILITY** meant that it met all of the sport specifications and had adequate support areas for the event. It is one thing to have these areas, but quite another to ensure that they are properly engaged and utilized during the event. Too many events and tournaments have been delayed because event staff was unable to quickly communicate with facility staff about an issue. This not only means the staff who do the work, but also the staff who may need to authorize it, so the Event Manager needs to have all of the needed phone numbers readily at hand.

We talked about the rental agreement in the Administration section, but it bears repeating how

important it is to read it thoroughly and to get a good understanding of what can and cannot be done. Many facilities give exclusive rights to specific vendors such as security, medical and caterers, thus locking in your organization to contract with them. There may be ties to labor unions when it comes to sound and lighting technicians and set-up/rigging personnel.

Air-conditioning is one of those items that won't be noticed until it's not there. Having the correct temperature is a matter of communication with venue management, primarily before the event but certainly during it if a problem arises. Prior arrangements are particularly important because many venues are on computerized

schedules and controlled by specific staff. It's also important to note that a few sports, such as badminton, are very much affected by the location of heating and AC ducts.

Locker/Dressing Rooms may or may not be needed depending upon the level of competition. Local tournaments generally find the participants arriving dressed for competition and, in some cases, changing in a restroom. Higher-level events might require separate rooms for teams, and these can be used on a rotating basis. If they are needed there are several items to consider.

Signage may be needed to designate which teams or groups use particular rooms. Security of the locker rooms is very important so that items don't go missing while teams are competing. Giving the key to the team is one method, as is a specific attendant for the room. The same applies to any rooms for officials. Having the rooms cleaned

between teams is very important. For championship-level events, additional furniture, floor mats or equipment racks may be needed.

Lighting is another one of those items that is not noticeable until it fails, and when that happens it's important that venue staff be quickly located. Checking the lights prior to competition might also prevent some low or unbalanced lighting.

Championship-level events may need light levels adequate for television, while a youth tournament such as volleyball may need safety covers over the competition area. Some table lighting may be needed for media and scorekeeping areas.

A very important detail is the amount of time needed for competition area lights to come to full power. More than a few impressive player introductions have become embarrassments when

the game is delayed waiting for the lights to come back on.

Parking lot lighting should be considered for events that go late at night, especially where staff and volunteers walk to their vehicles.

There may also be some competitions that require window coverings to prevent sunlight shining into participants' eyes.

The **Restrooms** at your venue can be a big topic of conversation if they are inoperable, dirty or few in number. This may be redundant with the janitorial section, but it needs emphasis to ensure that it's a priority of the committee.

Good signage for their location can prevent constant questions to staff and volunteers, and handicapped access is especially important when portables are used.

The Event Manager should have a readily-accessible contact person to handle malfunctions and regular cleanings. When renting or using portables, be sure to have extra TP.

FUNDRAISING AND SPONSORSHIP are really the same when they relate to a youth sport organization, event or tournament.

Youth teams and leagues still engage in sales of candy, pumpkins and Christmas trees, and

baseball facilities raise funds through concession stands and fence signs.

The organizer of a grassroots event or tournament often faces the challenge of raising money from the community, especially if it involves volunteers who do not particularly like asking for money. Having people who don't mind doing this is beneficial, while having people who can prepare realistic sponsorship materials and know where to take them is much better.

As the spectators at these events are limited to family members, sponsorships are often not attractive beyond community involvement level, which brings us back to the realistic expectation of the organizer. If a local corporate executive is a parent on your committee, you just might get a multi-thousand-dollar donation. Parents who approach their employers about a donation likely have a greater chance of receiving a couple thousand than does the person soliciting a sponsorship package.

Youth teams and leagues should make it a point to know where their parents are employed, then proceed accordingly. Organizers should thoroughly discuss various revenue possibilities during their budget process. If a souvenir program is an option, include the names of participants to make it attractive to buy.

If there will be a parking fee, then consider a pass that will allow in-and-out privileges. Small businesses may purchase a package that includes a sign, program ad and public address announcements.





G *is for* **GOING GREEN**

The “**GREEN**” movement has been hitting nearly every facet of society, but there is one area that you may know little about: **sustainable sports**. This trending concept can have a huge impact on the community, your sporting event and, of course, the environment.

Going “green” in sports has manifested itself in a variety of ways, each underscored with some major innovation. For instance, a company called repurposed materials focuses on repurposing—or adapting for use in a different purpose—used sports materials to

create an eco-friendly cycle.

You may not be building a professional sporting arena, but you are planning events with the potential to have heavy environmental effects. You can be part of the change. The sports tourism industry can get on board, and youth and amateur events can be part of the cause, too. With more emphasis being placed on the environment, there are several ways to “go green” with your event.

Emails, evites, social media shout outs and online invitations cut down on paper use and help your budget. Recurring events should concentrate

on building email lists for just this purpose. If paper mail-outs must be used, keep them simple and use them to drive participants to a website for complete information and registration.

The biggest effort should be that of recycling at the venue. There are groups that will handle a recycling project on-site and having people there to do that makes the project that much more effective.

In spite of putting out the blue bins and bags, too many people dump trash into the first container they see. City Public Works Departments may well provide the blue bins free of charge, but having the bags removed can be a challenge so have a plan for it. Biodegradable items are also becoming popular, especially at events with thousands of participants, such as road races. Wax-coated cups are trash while non-coated are recyclable.



H *is for* **HOSPITALITY** *and* **HOTELS**

Of all the preparations needed for various **HOSPITALITY AREAS**, controlled access may be the most important. To run out of food while having a number of people to feed means a quick and expensive trip to get some fast food.

The most common hospitality needs for a youth tournament are for volunteers and game officials, both groups of which need a quiet break area as well as a quick

meal. Providing a hospitality area for athletes is generally limited to national championship level events and the items may well be snacks and beverages. The same applies to media and VIPs, but if local events have a number of sponsors, then providing them with hospitality access is recommended. Be aware that VIP passes are not always used by the person to whom you sent them, and you'll have sponsor

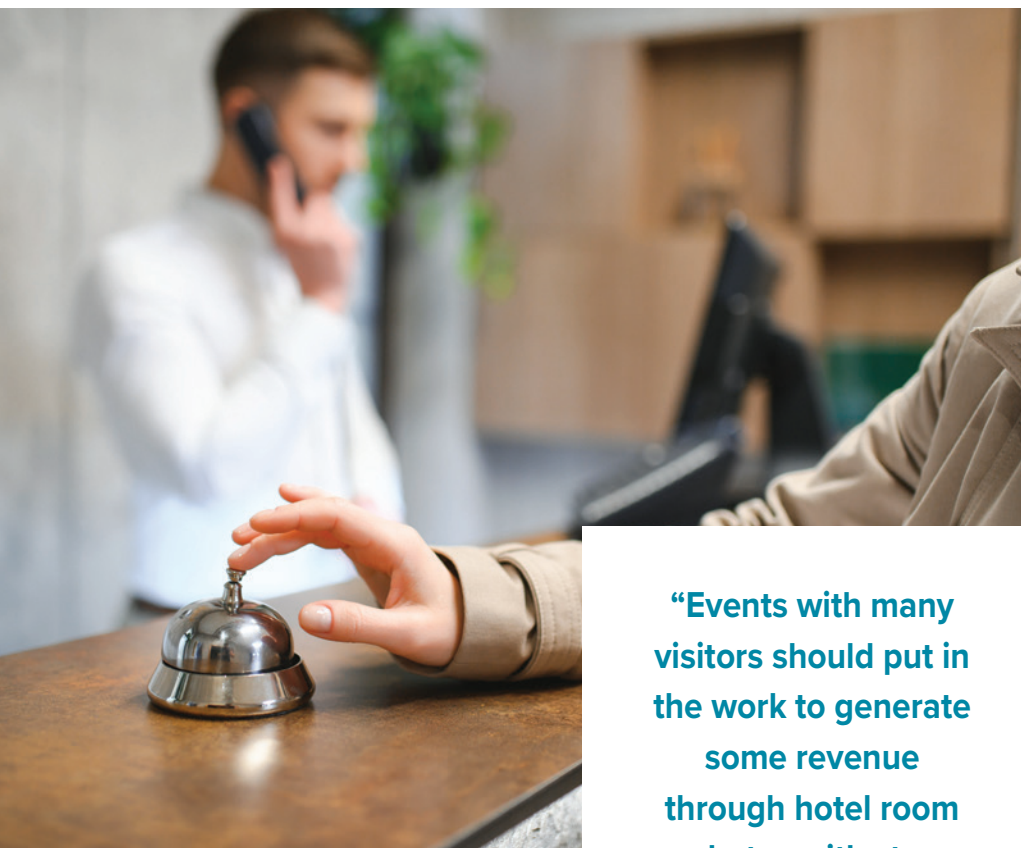
employees taking advantage of the free food.

Most hospitality areas are in empty rooms or pipe and drape areas that necessitate all equipment being solicited, to include tables and chairs, decorations, refrigerator, coffee pot and microwave.

It's also important to note that alcoholic beverage laws and policies vary among facilities, so allow plenty of time in case a permit process is required.

HOTEL ACCOMMODATIONS is an area that can range from no involvement by the organizing committee up to arranging and paying for hotel rooms. It's also a potential revenue source that is very often overlooked by organizers at all levels. Stay-to-play mandates put in place by tournament organizers requires teams and athletes stay in sanctioned hotels which pay a fee or commission to the event organizers.

Tournaments that attract even a few out-of-town teams would be wise to at least advise visitors about accommodations near the



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“Events with many visitors should put in the work to generate some revenue through hotel room rebates with stay-to-play policies or sponsorships. However, with teams themselves looking for favorable rates, your sponsor hotels need to be desirable even with your rebate.”

venue. Having said that, however, teams that travel frequently most certainly do their own research to locate sites that fit their desires.

Events with many visitors should put in the work to generate some revenue through hotel room rebates with stay-to-play policies or sponsorships. However, with teams themselves looking for favorable rates, your sponsor hotels need to be desirable even with your rebate.

There may also be an opportunity to work with a national housing agency or your local convention and visitors bureau. The housing agency and most CVBs can handle large numbers of hotel reservations and provide a rebate to the organizer. It should be noted, however, that agencies working with national rights

holders will often ask local hotels for discounted room rate, a rebate and a commission, all of which can strain an organizer’s relations with the hotels. If a rebate and commission are added onto a room rate, it can drive participants to other properties.

With or without a contract, the organizer should receive some complimentary rooms based upon paid room nights. At a minimum

this could be one free room for every 15-20 room nights realized. These can be used for staff, volunteers or officials.

The organizing committee that must provide housing for participants, officials or others should consider a number of items in order to prevent issues. When contracting for a room block, be sure that the drop dead date fits your event in terms of participants needing to qualify. An obvious item is the occupancy tax that goes on top of every room night, often 12-16%. If you’ll need meeting room space, be sure to arrange that up front or you may be charged for a last-minute request, if the space is even available. The attrition clause in the contract means that an organizer may well be liable for unused rooms in a block, so it’s important to know what the clause reads and to keep close communication with your hotel contact. Hotels are known to take rooms from a block without informing the organizer, and good luck at getting them back.

Of primary importance when providing rooms for youth or international events are the arrangements for incidentals. Mini-bar, telephone, internet, room service, video movies and games can, and will, lead to massive expenses if not dealt with up front.



I is for

INFORMATION BOOTH and ICE & WATER

INFORMATION BOOTH or table is always appreciated at events with high numbers of out-of-town participants and spectators.

Information handouts that feature nearby restaurants, shopping and sporting goods stores are good to have, as is a large map of the area. An event binder is a great way to consolidate event and city information, key contact phone numbers, maps, etc. It's also recommended to have staff keep track of frequently asked questions.

The local convention and visitors bureau may well provide personnel to staff this booth and the various handouts, especially if they have been involved with the hotel reservations or

if you're using a city-owned facility. This booth is also a good location for Lost and Found, and be sure to identify it with a sign.

ICE & WATER get their own line item because of their importance in warm-weather tournaments. With a temperature of 85 degrees or higher, the demand for ice and water increases tremendously for spectators, not to mention the standard needs for concessions, hospitality, medical and team operations. Depending upon the level of the competition and the number of spectators, it is often recommended to have some water supply for the participants and spectators.

Not only is the delivery schedule important, but so is the potential for a second delivery. This is always a concern for weekend events. An important point to remember when planning the amount of ice needed is the quantity used in the initial cool-down of beverages and overall venue distribution.

The availability of Ice Machines at a venue should be researched and, if available, make sure it's working. Ice vendors also have the capability of delivering ice in a portable freezer but check for electrical outlets and a somewhat secure location.

The logistics form referred to earlier should include the number and placement of beverage coolers, ice chests and cups (cone cups are cost-effective and particularly good in gymnasiums where spilled cups are common).



J is for **JANITORIAL and MAINTENANCE**

JANITORIAL AND MAINTENANCE

should be coordinated with the venue to ensure that areas are kept clean, especially during events that are long in duration. Being able to quickly repair a facility problem may be essential to keeping the event on schedule. While this sounds like a “that’s obvious” issue, it is very commonplace for venue personnel to be missing when needed.

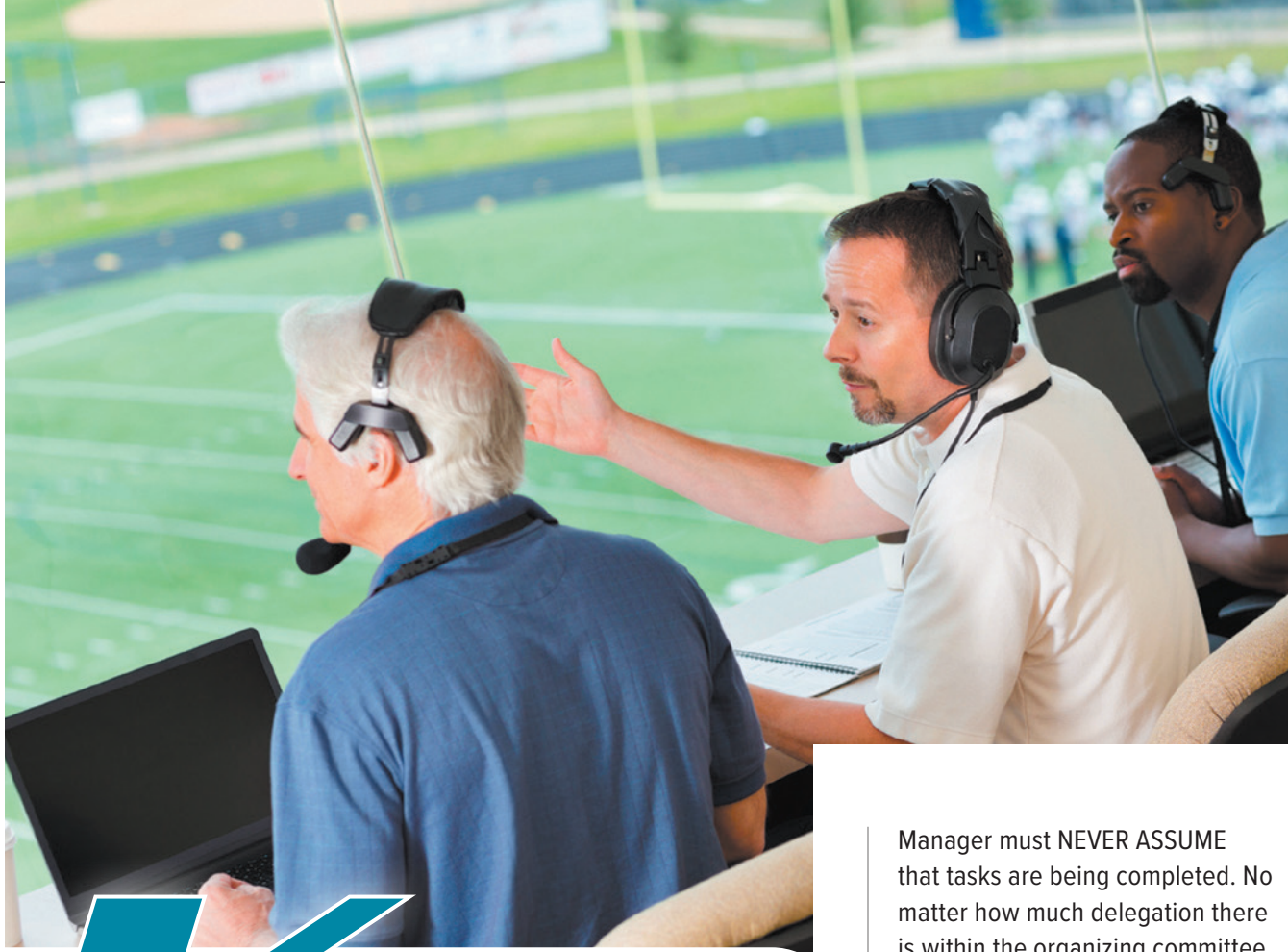
Events that attract hundreds of participants and spectators are particularly challenging for maintaining a level of cleanliness in seating areas, restrooms, public areas and walkways. It is very

important to make the proper janitorial arrangements in advance, based upon the estimated number of attendees.

The more trash cans the better, but the emphasis then becomes servicing them when full and moving trash out of the area.

Volunteer cleanup sweeps can be effective, but they can also be unreliable. Unless they sign up specifically to perform janitorial duties, few volunteers like being assigned to litter pickup, especially at the end of a long day. The venue may well charge for cleanups if not done well by organizers.





K *is for* **KEY STAFF**

One of the most important jobs of the Event Manager is finding the **KEY STAFF** for the Local Organizing Committee, the team that will organize and conduct the event or tournament. For local or relatively small events the Event Manager will likely undertake the majority of the projects, but delegation of responsibility is paramount to the success of large or high-quality events.

The first step is to identify the Jobs to be Done (**see sample form in appendix**) in support of the event. With that accomplished, staff and/

or volunteers can be recruited to fill those positions. In the case of a youth sport organization, the first targets for key positions should be the parents. Persons familiar with handling money will work well in the merchandise and ticket areas, for example. While previous expertise is certainly preferred in some areas, veteran Event Managers can also write detailed job descriptions and give precise instructions for specific projects. Referring back to the beginning of this article, the Event

Manager must NEVER ASSUME that tasks are being completed. No matter how much delegation there is within the organizing committee, the Event Manager must take full responsibility for the entire process and maintain close contact with each support coordinator, might suddenly become unavailable.

Each key staff member should also have one or more assistants, and this is particularly important for the Event Manager who is the primary organizer of a small event. There are a number of reasons why a support function coordinator or Event Manager might suddenly become unavailable, yet the event must move forward. A fully-informed assistant can easily take over.

A final thought for organizations that conduct annual events. Staff and volunteers who are treated well and recognized for their efforts will likely stay involved, thus making the organizing process that much easier each year.

The Event Manager who fails to be a good leader will be constantly recruiting to fill coordinator positions.



L is for **LOCATION, LOGISTICS and LICENSING**

LOCATION, location, location is truly the catch word for any successful business. This doesn't particularly apply to the local event organizer, but it is something that the national rights holder is often aware of. Taking the same event to the same community year after year may well cause a loss of appeal, especially if the participants are the same year after year. Community attractions

aside from the competition should be considered, such as local theme parks, state and national parks and destination shopping malls. Local organizers that host such a recurring event should think of any additional benefits that their community can offer to visitors, or other ways to keep their competition from becoming stale to participants.

How great would event

management be if all of the **LOGISTICS EQUIPMENT** came with the venue? Then ask yourself how many times you've scrambled for some item at the last minute. Event Managers who expect their coordinators and volunteers to perform their jobs must give them all of the needed equipment and supplies.

The best way to identify these needs is by compiling a Logistics Form (**see sample form in appendix**). Coordinators should list all of the items needed within their area of responsibility. The most common items are tables, chairs, tablecloths, lights, extension cords, power strips and trash cans. If the event becomes an annual one, then the lists will



be similar each year, BUT they should be updated each year to ensure accuracy. Identifying the most common items is quite easy, whereas it's the small ones that can cause the delays. Examples of these are a water faucet key, an electrical plug adapter, a thirst quencher stirrer and a pencil sharpener.

The experienced Event Manager will have a tool bag that contains common tools, zip ties, tent stakes, duct and packing tape, box cutters, wire cutters, trash bags and the unique items mentioned above.

Some events call for a box truck to transport all equipment and supplies to a venue, examples being outdoor basketball, soccer and dodgeball tournaments. In this case

it pays to carefully pack all equipment for easy locating and offloading items. This may be nit-picking, but get a truck with a ramp, not a lift gate, if you'll be working out of it.

A written Tear-Down Plan will ensure the complete and efficient post-event recovery of equipment. The loss of loaned or rented equipment means reimbursement expenses. Tents, ice chests and beverage coolers must be cleaned and dried before storing, and inflated balls should be deflated. If signs are to be used repeatedly, the mounting tape needs to be removed and banners should be dried and properly rolled. Equipment that is recovered and properly boxed and stored will be good to go for the next event.

LICENSE AND PERMIT

requirements definitely vary throughout the U.S., and they can create challenges for an organizer if not identified early.

As the majority of these involve the competition venue, this is another reason to carefully read all of the fine print, addendums and policies in the venue contract. An indoor event will likely be subject to a fire marshal inspection and can result in a competition delay while a safety issue is rectified. Alcohol sales are highly regulated and require temporary sales permits as well as server training, and a booster club concessions stand will likely need a food permit and certification of at least one food handler. It's also possible that merchandise vendors will need a temporary sales permit.

Organizers that want to promote their events throughout the community may well need a permit or two to hang street banners and may also face a lengthy approval process for the banner itself.

Event Sanctions are also a consideration when participants are members of a national governing body, and organizers are generally required to pay a fee and to conduct the event in accordance with national rules. Recreation-level events are usually not bound to such requirements, but they also will not attract participants from national organizations as they are prohibited from playing in non-sanctioned events.



M is for

MEDIA OPERATIONS *and* **MEDICAL**

MEDIA OPERATIONS is most likely not an area of concern for the majority of youth tournaments, but certainly is for championship-level events. Local tournaments that are fortunate enough to have a media rep attend do need to have someone as a host and not ignore them.

National-level events and other high-level sanctioned events will need a media seating area, specific photographer area(s) and possibly even a workroom.

The media should have access to the hospitality room and be given assistance in interviewing participants. Amateur sport organizers know well the challenges of getting newspaper and television coverage, but it's also well known that media reps can easily be ignored when they attend an event.

MEDICAL coverage is a must, no matter what size or level of competition. Today's lawsuit-happy society makes it imperative that an organization protect itself in this

area, and with something more than a first aid kit.

Local-level youth tournaments can solicit, or pay for, the services of a high school or college athletic trainer to provide coverage for both participants and spectators. Obviously, 911 is the best response for any serious injury or illness, but having a trainer onsite to stabilize the situation is important. Contact sports or outside events in hot weather should contract EMS coverage, which entails having an ambulance unit with two technicians onsite. This is a costly item, with \$100 per hour being on the low side, but well worth it if the event draws a large number of participants and even more spectators.

If trainers are still utilized, then an ambulance might be arranged on a standby basis. As the level of the competition goes up, then so should the medical coverage, and having a physician onsite is the next step. No matter the medical coverage, hot weather events should be prepared with ice chests, cold water and towels in one or more locations.

The Event Manager should have information at hand about the nearest hospital or emergency medical center, although EMS will most likely only go to a specific hospital. It is also important that paperwork (**see sample form in appendix**) on any medical incident be completed and maintained for a period of time, especially if the incident is a serious one.



N is for **NOVELTIES and MERCHANDISE**

NOVELTIES is one of those merchandise areas that, aside from an event T-shirt, is not a high priority for organizers. A local tournament that is an annual event and attracts visiting teams should do well with a unique T-shirt or similar give-away. An event shirt might be sold at the food concession stand, the administrative area or even at a table in a high-traffic area. A major concern is the control of the merchandise, and the biggest dippers into it are usually the organizing committee. With many

youth facilities not having secured storage available, it is best that the merchandise be taken off-site each night, along with the daily revenue.

Events that attract large numbers of participants and spectators might consider a third party to handle

different merchandise items. The organizer will receive a percentage of the revenue at no risk and no work, and no leftovers. If there is a large and busy merchandise area, it is recommended to have some form of visible security in place.

“A major concern is the control of the merchandise, and the biggest dippers into it are usually the organizing committee.”



O is for **ONLINE WITH SOCIAL MEDIA**

SOCIAL MEDIA can play a major role in both the preparation and the conduct of an event or tournament, while **MOBILE APPS** should be carefully researched and discussed prior to implementing.

Every recurring event should have a website and keep it properly updated. Participants planning their competitive season do so well in advance, so a lack of info for your event may result in lost participation. The widespread use of Facebook, Instagram and X provides ways to quickly distribute event information to your database. When the registration period begins,

these two, plus SMS messages and emails are effective and inexpensive ways to drive potential participants to the website.

These mediums are also very effective for providing information during the event such as game results and changes in game times, and also for traffic and parking updates. Participants will generate exposure by posting and sharing comments and photos. Do note, however, that these mediums must be properly used and information is kept current and correct. The tweets, texts, pictures and emails sent during

your event may include negative comments, so keep things running smoothly and safely.

Mobile apps to support your event can be a godsend, or throw a monkey wrench in your plans if they have not been tested properly, or if you don't have the staff to keep them updated. The organizer should have the correct expertise in place before committing time and money to them.

Start by developing a website that is mobile friendly and works with all devices. This will be important for information distribution but will also require money and time.



P is for **PROMOTION** and **PRINTED MATERIALS** and **PUBLIC ADDRESS**

The **PROMOTION** of a grassroots tournament is generally limited to a short notice in the local paper and some banners near the facility. Most organizing committees lack the funding needed to purchase advertising.

Tournaments that rely on ticket sales may want to have a press conference to promote the event and include a prominent local team, celebrity or even high-profile visiting participants. The success of a press conference depends as much upon the organizer's relationship with the local newspapers and television stations as it does on

the subject matter.

Street signage placed at high-traffic intersections can be an economical promotion tool. Being placed near stop signs and lights will give vehicle occupants a little more time to read the message, which needs to convey the important facts about the event.

PRINTED MATERIALS most commonly associated with local-level events and tournaments can be listed according to their purpose of preparing for the event or use during the event. The materials listed below are expected to be professionally printed,

with the understanding that quality color copying satisfies this.

Items that are useful for generating participation in the event and for promoting the event include an information and entry form, event poster, event stationery, ticket request form and sponsorship package. Materials needed during the event itself include competition forms, accreditation badges, souvenir program, tickets and, possibly, a final results cover page.

The **PUBLIC ADDRESS SYSTEM** and the announcer should be providing more than competition play-by-play. In a perfect scenario the announcer is in touch with every person at the event, and can relay information that is pertinent to both participants and spectators. Checking the system prior to the event is a must.

Many announcers are also called upon to guide the opening participant introductions, play background music and the National Anthem. Getting the event started on time can also be put into the announcer's hands as they can make informative announcements aimed at both participants and spectators, and the same applies to awards ceremonies.

A working script is very important and helpful to an announcer. Sport information, acknowledgements (sponsors, volunteers), advertisements and introductions will all sound much better if it is scripted for easy reading. The announcers become very important in the event of a critical issue (**see sample script in appendix**) on the playing field or in the facility. They need to be prepared to calm spectators and give them clear information and directions.



Q is for **QUALIFIED COMPETITION MANAGEMENT and OFFICIALS**

Proper **QUALIFIED COMPETITION MANAGEMENT** means having the technical expertise necessary to conduct an event or tournament according to the rules. Volunteers can be quickly trained to efficiently run various support functions, but the competition itself must be run by an expert in that sport.

The floor or field markings must be correctly applied, and the sport equipment checked for safety as well as functionality. The competition manager should also ensure that the administrative area has the proper scorekeeping and timing functions and give any special instructions to the public address announcer. Special areas

may be needed for competition officials, and team/participant areas may require special markings or equipment.

Events of every level need qualified **officials, umpires and referees**. Every state likely has an association to accommodate local-and state level events in numerous sports. Working with these associations is also very likely required in order for the event to be sanctioned. Some associations will also provide an administrator to coordinate the officials during the event, while others leave that up to the organizer.

If accommodations are required, it is suggested to use a hotel that is not part of the participant block. An event that requires a dozen or more officials will benefit by having a host or liaison for the group, assisting with transportation, fees and per diems. The officials should also have access to a hospitality area and/or a locker room at the venue. While these services will be greatly appreciated at a local-or state level event, they will likely be required for higher-level events. At any competition, cash payments to officials need to be carefully accounted for. **(See sample payment from in appendix.)** Security can be an issue at any level of competition, as parents at youth tournaments are more likely to cause incidents than spectators will at other events. Escorting the officials off the field should always be in your plans.



R *is for* **REGISTRATION and RESPONSE PLAN FOR CRITICAL INCIDENTS**

The **REGISTRATION** process has, for organizers, hopefully progressed past the piles of paperwork so common among grassroots events and tournaments. Even if a high-quality computer program, complete with payment options, has not yet found its way into your event organization, entering your participants into standard Word or Excel documents is a start.

Recurring events with large numbers of participants should make the initial investment in a website program that allows entries and payments to be made quickly and easily online. An electronic event invitation should include the link to this registration process that facilitates not only the entry and its payment, but also additional

payments for merchandise, parking and special events.

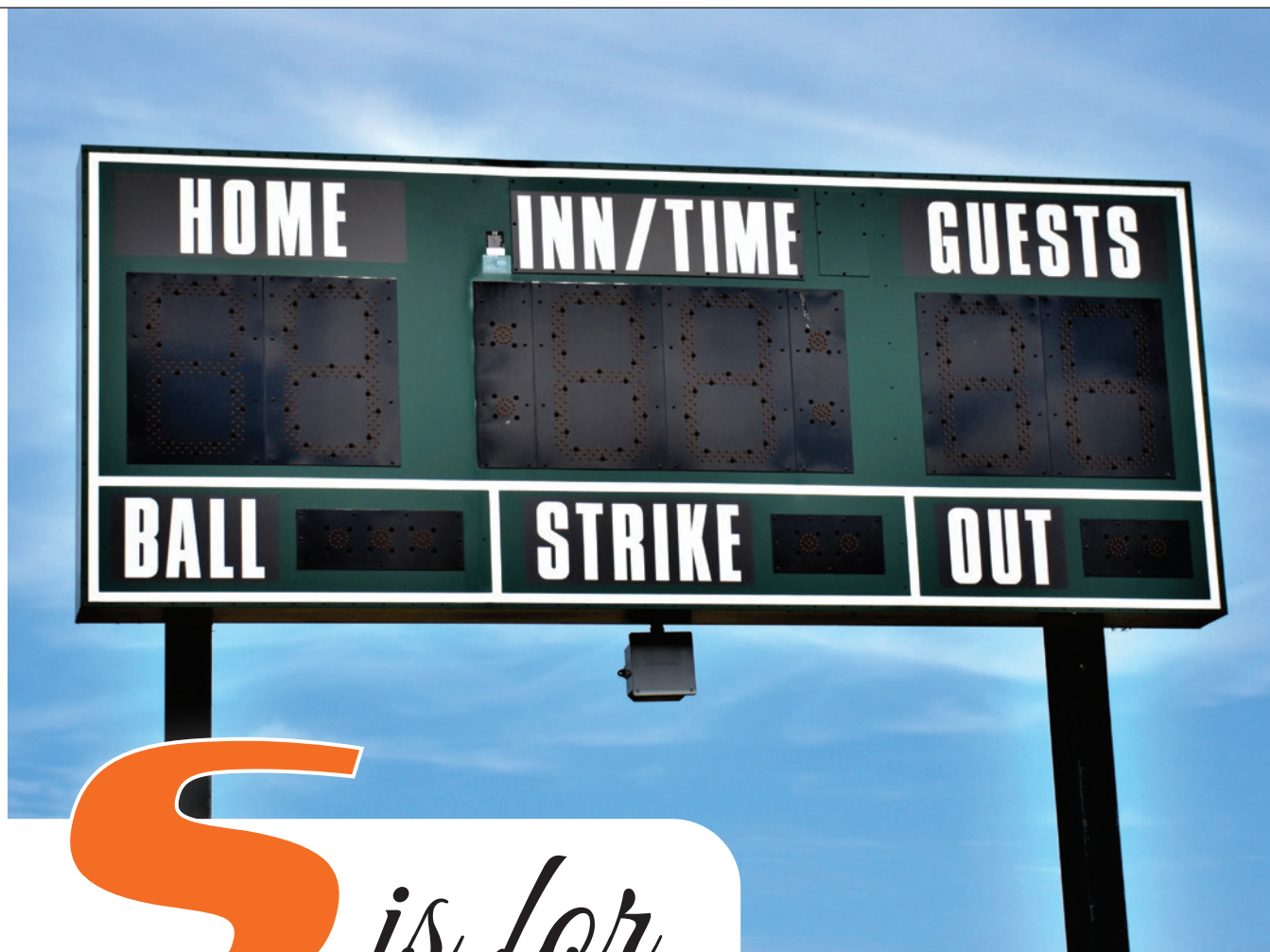
A **CRITICAL INCIDENT RESPONSE PLAN** (see sample plan in appendix) sounds like an intimidating project, but it really should be part of the planning process for any size event or tournament. It is certainly overlooked by the majority of local-and state-level events, for these small events it can be as simple as a list of persons to be notified in the event of an incident. In the case of youth tournaments, for example, unruly parents can quickly escalate into a major confrontation.

Most facilities, especially indoor ones, will have a policy in place that covers incidents that affect the facility itself, such as a fire or bleacher issue, so the committee should inquire about this. This policy should be

shared with committee members, as well as information on fire exits, fire alarm and fire extinguisher locations.

The most basic emergency service would be a convenient entrance or parking location for an ambulance, and the known location of the EMS crew if they remain onsite.

For national-level tournaments, however, a written plan should be developed for incidents such as an athlete or spectator death, a bleacher collapse or a facility fire. Incidents that require the immediate evacuation of a venue should be supported by public address announcements that include specific exit instructions and emphasize orderly behavior. The NCAA has an excellent format for such a plan that is prepared by each host of a national championship event.



S is for **SECURITY, SEATING, SIGNAGE, SITE PREPARATION and SCOREBOARDS**

Like medical, **SECURITY** in some form should be provided at every event to not only deal with incidents but to protect the organizing committee from potential legal issues.

Uniformed peace officers should always be a priority tournaments with large numbers of spectators and those with significant cash at ticket and merchandise sales areas. Their presence is the best deterrent to potential problems in spectator

seating areas, competition areas, and parking lots. Some competitions use officers to escort game officials. While uniformed officers are preferred, the use of volunteer or contract security is also a deterrent, especially in the cash areas. When it comes to unruly spectators, however, uniforms are better trained to handle them.

Security is also important when considering overnight storage of

supplies and equipment. If the venue is an open area such as soccer fields or a parking lot, then hiring a security guard may be preferable to clearing everything out. Organizers **SEATING AREAS** for local-level youth soccer tournaments are most likely not an issue, as parents and guests will bring folding chairs and follow their athletes as they change fields. Indoor events such as basketball



jackethead/Bigstock.com

and volleyball generally have limited bleacher seating.

Championship-level events will probably request some reserved areas for wheelchairs, media and sponsors/VIPs. As these events are likely owned by sanctioning organizations, their representatives will make known their needs. Signage, tape and ushers are the preferred methods for reserving seats, and certainly a live body is most efficient for this purpose.

The **SIGNAGE** and look for a venue is not only to provide information, but to give the competition a sense of importance for the participants. The look is produced through color-coordinated signage and the location of banners, especially corporate sponsors, should be in high-traffic areas as well as on the competition area walls or fences, and they should be checked often to prevent sagging. Organizers should also ensure that banners are carefully removed, dried and stored.

Organizers may need to work with venue management if conflicting

corporate signage is already in the venue. Some venues will allow their signs to be covered, while others are contractually obligated to display it at all events.

A decorative look can be as simple as colored paper streamers, string pennants or even fresh paint. Plain flags are especially nice when a breeze is blowing or when hung from rafters or on a wall. Informational signage can have a

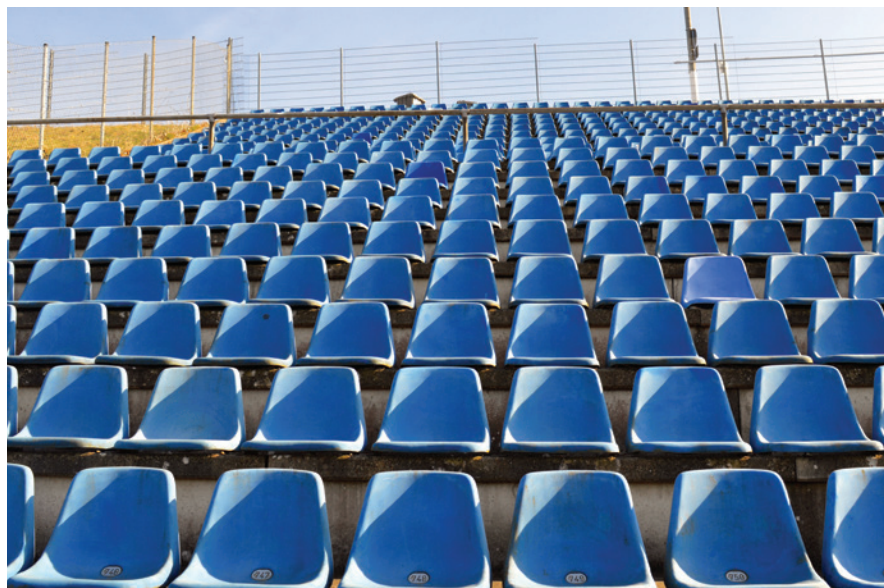
nice color scheme as opposed to the standard black/red/blue on white, but it is noted that fancy signs and signs with logos make great souvenirs.

Directional street signage is important if the venue is difficult to locate or if many participants are not familiar with the community. These should be placed at key intersections near the venue, and removed promptly upon completion of the event.

Sport-specific signage may be needed if a sport has unique check-in, marshalling or warm-up areas, or needs court or field numbers.

Venue information signage needs to identify the important support areas of the venue and be prominently displayed.

The Event Manager should review all venue areas for signage needs and work with every area coordinator to format the Signage List. Having all signs printed at one time definitely saves costly last-minute requests, but having some pre-printed blanks available helps as well. **(See sample chart in appendix.)**



The installation of signs should be carefully considered. To be visible and effective, they should be mounted high on walls, tents and fences. Foamcor and plasticor signs can be difficult to attach to walls and the foam mounting tape can easily tear off paint when removed. This tape must also be removed from the signs before storing. Many banners are fashioned with tie ropes, but these are the ones that sag, so ordering with grommets is preferred. Finally, of the 1000+ uses for duct tape, attaching any type of signage should not be one of them.

Large national-level events might consider some décor/banners throughout the community, but the organizer needs to research the required permits and fees.

SITE PREPARATION sounds simple enough, but it really involves a number of items discussed in different sections of this summary.

The very first step in the entire process is determining whether the facility can actually accommodate the event. Are there enough courts/ fields, are they the correct size and can their condition be improved if needed? Is the necessary sport equipment available and in accordance with rules and specifications? Are their sufficient support areas in place or is there space for them? During the contract phase it is important that the organizer learn what can and cannot be done as far as preparing the venue.

The insurance section emphasized the importance of a risk management survey of the facility. This means a careful inspection of the parking lot, spectator seating, walkways and competition and practice areas.



Most of issues that are found should be taken care of by the facility management, especially if they pose liability risks.

Competition management is key to the proper preparation of the competition areas, ensuring that they comply with the sport's specifications and are correctly marked. Technical expertise of the sport and event is essential.

While competition management is taking care of the competition, the Event Manager concentrates on the support functions such as ticketing and entry gates, concession and merchandise stands, and administrative areas. Tents may provide needed space, even if the competition takes place indoors. The Logistics Form mentioned in Section L will provide a complete summary of all equipment needed, such as tables, chairs, beverage coolers and ice chests. The final installation and site setup should be included in the Event Schedule, and the venue teardown should be scheduled as well.

SCOREBOARDS OR RESULTS BOARDS obviously vary with the quality of the venue. An electronic scoreboard might be available for championship level events and will usually require a trained operator. It should be checked well before the event.

For the majority of youth tournaments, a posting area for results might be a wall, a cork board or the side of a truck or trailer. It's preferred to keep this board slightly away from the working administrative area as it will attract a small crowd. As results sheets have a habit of disappearing from these boards, it's sometimes necessary to have a clear plastic cover for them, which is also helpful in rainy weather.

Banners as well as decorative bunting, banners and flags add a nice touch. While this may appear extraneous and costly for a one-time local event, an annual event can accumulate these items over several years.

The staging of an American flag and a state flag should always be considered, especially if the National Anthem is performed.



T *is for* **TICKETING and** **TRANSPORTATION** **MANAGEMENT**

TICKETING may or may not be used for your youth tournament, but it certainly is a revenue source that should be considered. Many parents who spent good money on travel, hotel, meals and participation fees do not take kindly to being charged for parking and tickets but, if handled properly, both can benefit the organizer. As the quality level of the event rises, so too does the

expectation of spectators paying a ticket charge. Events that do sell tickets to spectators need to consider ticket booth location and staffing, a will call location for pre-sale tickets, cash boxes and change, a good method of determining attendance if that is important, and ticket taker positions. The organizer should have a policy for leaving and re-entering the venue and for lost

tickets. Security near the ticket booth is definitely recommended for any event. Thought should also be given to heavy walk-up times, such as just prior to game time, when some extra sellers and takers will help. Accepting credit card payments is also an option. Roll tickets are certainly the easiest and most economical, but printing sheets of tickets on a copy machine and cutting them may add something to the event. Some sponsors or other local businesses may also have in-house print shops that could donate them.

TRANSPORTATION is generally not an issue for a local-level youth tournament unless there are airport pickups to make, officials to shuttle

or an equipment truck to acquire. Championship-level events will find that various transportation needs play an important part of both organizing the event and conducting it.

If automobiles are needed, local dealerships may be happy to loan vehicles to a responsible organizing committee that has the proper insurance coverage. And if you're providing the vehicle, to officials for example, then you might also be providing the fuel, so a credit card or petty cash system will be needed. Accountability of loaned vehicles is certainly a priority, as is any background checks of volunteer drivers.

TRAFFIC MANAGEMENT is important if there is limited parking for a large number of cars, and parking fees are certainly a good

source of revenue for the organizer. Parking may also be handled and revenue kept by the venue. Conducted by the venue, the parking lot is likely well marked and staffed, but for many youth soccer tournaments, for example, parking could be in a large field and run by volunteers.

Even if not charging, large open-field parking should be organized, especially if a large number of vehicles are expected. When people park anywhere they want, space is wasted, vehicles get blocked and problems arise. When the area becomes organized, maybe after two to three hours, then the lot will work by itself with vehicles coming and going.

Another reason to organize the lot is the need for some reserved

parking, such as disabled, media, officials, VIPs, buses and emergency vehicles. And there is always the need for a drop-off area that allows vehicles to enter and leave quickly. The easy way out is to mark the lot with painted lines, cones, tape and barricades, but all will be in vain if there are no personnel in place to monitor it. The parent who is running late will park in the first available space. Be apprised too that vehicles vary in size from small sports cars to large passenger vans, both of which can affect the lot. Again, once the lot has been established, then it can manage itself with rotating traffic.

Pre-distributed parking passes will greatly facilitate any reserved parking. Lot attendants can easily identify a dashboard-mounted pass and direct them accordingly.



U is for **USHERS and ACCESS CONTROL**

The number of **USHERS** and amount of **ACCESS CONTROL** are closely related to the level of competition. A local age-group tournament of 20 or so teams likely doesn't need any restricted access areas, while a national-level event might have special areas for participants, officials, administration and hospitality.

Accreditation, signage and entry control staff are the important parts of effective access control. Distributing credentials to the correct people is the first step, and giving them to the wrong folks or to too many really negates the purpose. Signage doesn't always keep an area secure, so an informed volunteer/ usher will work much better. A uniformed officer works the best, but keep in mind that there is little flexibility in their enforcing a badge-only entry and it is a significant budget expense.

Entry points to consider include Athlete, Emergency Vehicle, Handicapped, Media, Officials, Spectator, VIP and Volunteer, with many of these able to be combined.

Internal access control points would include the field of play, athlete locker rooms, medical, media, hospitality and officials. Keep in mind that the more restricted areas there are, the more signage and staffing required to make it effective.





V is for **VOLUNTEER PROGRAM**

A **VOLUNTEER PROGRAM** should be one of the top priorities of any organizing committee and should be a year-round priority for organizations that conduct annual events and/or multiple events.

The program should be administered by one or two persons whose sole responsibility is the coordination of all the working parts of the program. These administrators must be good communicators and good organizers, and must be especially good at working with people. The program itself must have detailed and constantly updated records regarding the volunteer pool and each of the events they service.

The process for each event begins with the identification of areas that need volunteers and what the jobs will be, the various shifts needed each day and, finally, the total number of volunteers to be recruited. As it is a given that maybe 10% of the registered volunteers will not show up to work the recruiting of a reserve pool is highly recommended. Organizers of first-time events might consider using other local recruitment databases to help with the initial process. After a year or two, an event should be updating its own database.

A **VOLUNTEER SCHEDULE** (see **sample form in appendix**) may then

be formatted that details the positions needed and the time slot for each one. The preferred recruiting vehicle nowadays is the organization's website and the process of emailing the initial request to the volunteer pool. The completed form then becomes the daily work schedule and is the obvious guide to reaching the goal of recruiting the needed volunteers. When the volunteer has submitted his/her work preferences on-line, a confirmation postcard or email should be sent. A postcard may also serve as a parking pass and entry pass to the competition venue, thus eliminating the need for subsequent mailings.

Specific information must be communicated to the volunteers regarding their reporting time and place, parking instructions, dress and special items such as cap, jacket, sunglasses and sun screen, valuables, meals or snacks available, children and dogs. Yes, more volunteers than you think will come to work with a child or dog in tow. They should also be given a general information sheet about the competition and venue, as they will be expected to answer questions from participants and spectators.

The venue may have a specific entry gate for volunteers that leads directly to a check-in table, from which they will be sent or taken to their work area. Credentials, T-shirts and bottled water can be distributed as well. They should be instructed to check out at the same location at the completion of their shift. Volunteers performing community service work will receive the appropriate paperwork upon checkout, and it is also a good time to collect suggestions from all volunteers.



W is for **WAIVERS** and **LIABILITY INSURANCE**

LIABILITY INSURANCE is a must-have for any event organizer, whereas **INDIVIDUAL WAIVERS OF LIABILITY** may well be little more than a signed sheet of paper.

An event organizer needs to have a current policy in place in order to rent a facility or conduct an event on behalf of a national rights holder. The efficient organizer will say that it is merely an expensive requirement for hosting, but when the unexpected happens it

certainly proves useful. The risk management aspect provides the tools for checking all areas of responsibility against potential hazards, such as bleachers, walkways, parking lots, and competition areas and equipment. Keep in mind that it is a single loose step in your seating area that can result in a legal nightmare.

Too many event organizers, on all levels, take the position that a signed waiver of liability (see

sample waivers in appendix) is its own insurance against legal challenges. Not to be. While it may be a deterrent for some issues, it becomes worthless if a clear case of negligence results in injury. A participant could have a case if, let's say, he/she is injured when a soccer goal falls over. Plus, your spectators don't sign these waivers and they depend upon the organizer to have safe facilities and proper security and medical coverage.



X is for **XTRA ACTIVITIES** and **XTRA EFFORT**

A tournament that takes place over a number of days may have some **ADDITIONAL ACTIVITIES** planned for participants and/or spectators who, in most cases, will be parents and siblings, some of whom take advantage of local attractions.

Many youth tournaments will incorporate a clinic featuring a celebrity athlete or coach. Such a clinic should be well-organized with the proper equipment in place and appropriate support functions available, such as medical, security, water and ice. The celebrity athlete may also be featured at one or more autograph sessions at the venue. These sessions may include pre-

printed photos for signing. Security and crowd control will be the most important items to plan for, especially because the session will have a time limit and persons turned away will not be happy.

Discounted or complimentary tickets to a theme park, zoo or museum might be arranged, as might discount coupons to local shopping areas. The organizer can cater to spectators by conducting some prize giveaways through ticket drawings or program lucky pages. Higher-level events might host a reception, or even a banquet, for participants, keeping it at or close to their hotels, or possibly at a local attraction.

A survey can be beneficial to the organizing committee in a number of ways. If the event attracts a large number of visitors, then a survey that collects information about their hotel, room nights and restaurants can be very helpful when pursuing sponsorships. If the participants are primarily local, then information about the tournament itself can be helpful. In both cases, gathering addresses and emails help build a contact list.

EXTRA EFFORT makes all the difference between events that are “great and memorable” and those that are “okay, maybe-I’ll-come-back.” The “great and memorable” attitude starts with the Event Manager and is demonstrated by staff and volunteers through their efforts to do the best job possible. Registration is easy and efficient, the venue is clean and attractive, the competition is run smoothly and timely, and issues are handled quickly and properly. When all of these are accomplished with a smile, then your event will be a success, participants will look forward to the next one, and you’ll likely increase your participant numbers.

The “great and memorable” attitude starts with the Event Manager and is demonstrated by staff and volunteers through their efforts to do the best job possible. Registration is easy and efficient, the venue is clean and attractive, the competition is run smoothly and timely, and issues are handled quickly and properly. When all of these are accomplished with a smile, then your event will be a success, participants will look forward to the next one, and you’ll likely increase your participant numbers.



Y is for

YUMMY JUNK FOOD

CONCESSIONS might be a function of the organizing committee, done by the venue, or contracted out, such as to food trucks or another group. If run by the venue, it's unlikely that any revenue will come back to the event, but there should be a revenue option if handled internally or by a third party.

However managed, the concession stand should be a source of meals for tournament staff and volunteers. This can be done through a ticket system and the meals can be either paid for or in exchange for a sponsorship fee. It's certainly convenient, and we know the challenge of letting volunteers

go off-site for lunch.

Signage conflicts with event sponsors are always a challenge, especially with soft drinks and fast food outlets. Some venues will allow signs to be covered, and some even allow beverages to be sold in plain cups. If your event is a high-level national competition, then not only the concessions need to be checked, but also vending machines in the venue.

The daily schedule of concession stand operation should be coordinated in advance. It can be embarrassing to have the event in full swing but have the stand closed due to lack of communication. As

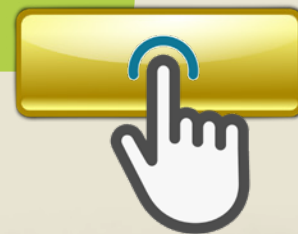
with merchandise and ticket areas, if your concessions area has very high volume, some visible security might be in order.

Vending machines could also present a conflict price-wise. If beverages and snacks can be bought much cheaper from a machine, then the concession stand will find itself making more change than sales.

Junk food might still be yummy, but fruit and juice are coming more in demand. Whatever the source of your food concessions, do be aware of healthy food choices. Even young athletes are foregoing the cheese nachos in favor of a fruit cup.

Z is for zzz

Your Event is over so catch up on all the **SLEEP** you've missed.



CLICK

here to access
the Appendix



APPENDIX OF SAMPLE FORMS, WAIVERS AND PLANS

SPORTS TOURNAMENT FORMS AND CHECKLISTS:

The following 14 resources will prove invaluable as you set down the path of creating your own sports events. Download the entire appendix, **“14 Essential Tools, Forms and Plans for Organizing a Sports Event”**, directly here: ptmggroups.com/pdfs/atozappendix.pdf

Section A: Event Information Sheet (Referenced on page 6; Found in 14 Essential Tools, Forms and Plans*, page 12)

Section B: Event Budget (Referenced on page 7; Found in 14 Essential Tools, Forms and Plans*, page 4)

Section C: Radio Distribution Form (Referenced on page 8; Found in 14 Essential Tools, Forms and Plans*, page 27)

Section D: Event Timeline Equipment and Supplies List (Referenced on page 9; Found in 14 Essential Tools, Forms and Plans*, page 13)

Section E: Event Schedule (Referenced on page 10; Found in 14 Essential Tools, Forms and Plans*, page 14)

Section K: Jobs to be Done (Referenced on page 18; Found in 14 Essential Tools, Forms and Plans*, page 16)

Section L: Logistics Form (Referenced on page 19; Found in 14 Essential Tools, Forms and Plans*, page 19)

Section M: Incident Report (Referenced on page 21; Found in 14 Essential Tools, Forms and Plans*, page 17)

Section P: Critical Incident Response Plan (Referenced on page 24; Found in 14 Essential Tools, Forms and Plans*, page 20)

Section Q: Officials Payment Form (Referenced on page 25; Found in 14 Essential Tools, Forms and Plans*, page 26)

Section R: Critical Incident Response Plan (Referenced on page 26; Found in 14 Essential Tools, Forms and Plans*, page 20)

Section S: Signage Chart (Referenced on page 28; Found in 14 Essential Tools, Forms and Plans*, page 28)

Section V: Volunteer Staffing (Referenced on page 33; Found in 14 Essential Tools, Forms and Plans*, page 30)

Section W: Liability Waiver (Referenced on page 34; Found in 14 Essential Tools, Forms and Plans*, page 18)

*14 Essential Tools, Forms and Plans for Organizing a Sports Event

The background of the entire page features a dynamic geometric pattern of overlapping triangles in various shades of pink and magenta. At the top, a soccer player is shown in mid-air reaching for a ball, and a basketball player is in a defensive stance. At the bottom, a tennis player is in a ready position, and a basketball player is dribbling. All athletes are represented as light gray silhouettes.

14

*ESSENTIAL TOOLS,
FORMS AND PLANS FOR*
**ORGANIZING A
SPORTS EVENT**

SPG

Sports Planning Guide

INTRODUCTION

Throughout the *A-Z Guide to Organizing a Sports Event* we have referenced a number of lists and forms that will assist the Event Manager and the Organizing Committee, especially if the event or tournament is a first-time effort. All of these tools are featured in this publication, downloadable in PDF or Word format so that items such as the Budget Format and Equipment and Supplies can be easily incorporated into the organizing process. If you happen to have found this publication without the benefit of reading A-Z, flip to the back page to learn more!

Best of luck with your event planning!

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Event Budget Format

Expense Item	Description	Cost
Accommodations Athlete/Coaches Officials		
Administrative Bank charges Credentials Office Equipment Office Supplies Postage & Delivery Telephone/Fax/Internet Permits		
Ceremonies/Exhibitions Awards Flowers/Gifts Opening Ceremony Closing Ceremony Equipment Production Fees Talent Fees Venue Costs		
Food Service Athlete/Coaches Banquet Officials Reception Volunteers		

Event Budget Format, page 2

Expense Item	Description	Cost
Hospitality Athlete/Venue Athlete/Hotel VIP, Media, Officials Volunteer Special Events Gifts/Mementos		
Insurance Automobile General & Excess Liability Event (Loss of Income) Participant Medical		
Marketing Merchandise Direct Mail Ticketing		
Media & Public Relations Advertising Print Television Radio Billboards Logo Design Media Operations Photography Press Conferences		

Event Budget Format, page 3

Expense Item	Description	Cost
Medical Ambulance Physicians Trainers Supplies		
Merchandise Product Display		
Officials Fees Per Diem Air Travel		
Participant Services T-shirts Event Memento Entertainment		

Event Budget Format, page 4

Expense Item	Description	Cost
Printing Competition Announcement Competition Forms Entry Form Flyers Media Packet Participant's Handbook Souvenir Program Sponsorship Packages Stationery Volunteer Handbook Passes Signage		
Rights or Sanction Fee National Governing Body		
Salaries Contract Labor/Game Day Staffing Event Staff Mileage Reimbursement		
Site Visits National Governing Body		

Event Budget Format, page 5

Expense Item	Description	Cost
Transportation Airline: Athlete/Coaches Airline: Officials Airport Shuttle Fuel Ground Transportation (Autos, Buses)		
Venue Communications Equipment Purchases Equipment Rentals Ice & Water Lighting Rental Setup/Construction Security Signage Sound System Staffing Ushers Ticket Sellers/Takers Parking Attendants Supervisor Janitorial		
Volunteers Apparel Appreciation		
Contingency		
	Estimated Total Costs	

Income Source	Details	Amount
Concessions		
Corporate Sponsorships		
Donations		
Entry Fees		

Income Source	Details	Amount
Merchandise Sales		
Parking Passes or Fees		
Program Advertising		
Program Sales		

Event Budget Format, page 8

Income Source	Details	Amount
Signage		
Ticket Sales		
Miscellaneous		
Hotel Rebates/Housing Commissions		
	Estimated Total Income	

EVENT INFORMATION SHEET

DUCK 'N DODGE CITY DODGEBALL CHAMPIONSHIP

OCTOBER 15TH – ALAMODOME LOT B

WHAT:

A dodgeball tournament for persons 16 years and up. Teams consist of 6 to 8 persons, male and female, competing in round-robin pool play followed by a 64-team single elimination championship bracket. Trophies and prizes awarded for Champion and Runner-up. Ball will be an 8" foam-covered rubber official dodgeball. Most rules will be in accordance with the National Amateur Dodgeball Association.

\$2000 PRIZE:

The winning team members, up to 8 persons, each receive a \$250 Corner Store gift card that may be used for gas and any item sold in the store.

COMPETITION SITE: Alamodome Lot B, Cherry Street

REGISTRATION:

\$125 per team (6-8 persons)

Entry form at www._____

SCHEDULE:

Entry Deadline: Wednesday, October 12, 5:00 p.m.

Competition: Saturday, October 15

9:00 a.m. – Team Check-In

10:00 a.m. – Games Begin

CONCESSIONS:

Food & beverage sales on-site

NO coolers, food or beverages allowed

Rain Date: Sunday, October 16

VOLUNTEER INFO:

210-555-5555, Volunteer Coordinator

FOR MORE INFO:

210-555-5555, www._____

PRESENTED BY:

San Antonio Sports

KISS 99.5

Bud Light

Pizza Hut/Taco Bell/KFC

Alamodome

Pepsi

Texas MedClinic

WingStreet/Long John Silver's/A&W

O'Reilly's Auto Parks

Event Timeline

Over 1 Year

- ☐ Determine interest in doing the event
- ☐ Locate and confirm a venue
- ☐ Determine financial feasibility (budget)
- ☐ Set a date

12-6 Months

- ☐ Identify jobs to be done
- ☐ Form an organizing committee
- ☐ Event schedule
- ☐ Devise a marketing plan
- ☐ Finalize venue contract
- ☐ Secure hotel(s) if needed
- ☐ Define details for each job
- ☐ Define registration process
- ☐ Launch website
- ☐ Collect mailing list

6-1 Months

- ☐ Print tickets
- ☐ Medical plan (ambulance, trainers, physician, hospital)
- ☐ Order venue equipment (tents, toilets, ice, copier, phone/DSL lines, radios)
- ☐ Logistics plan (equipment placement)
- ☐ Venue diagram
- ☐ Competition equipment
- ☐ Competition staffing
- ☐ Athlete beverages
- ☐ Insurance coverage
- ☐ Merchandise plan
- ☐ Sponsorships
- ☐ Volunteer recruiting
- ☐ Promotional posters
- ☐ Event signage
- ☐ Volunteer t-shirts, polos

Competition Phase – 1 Month

- ☐ Venue meeting & walk-through
- ☐ Ceremonies
- ☐ Coaches' meeting (beverages & packets)
- ☐ Credentials
- ☐ Directional map
- ☐ Fruit order
- ☐ Ice order
- ☐ Logistics form
- ☐ Petty cash and change funds
- ☐ Staffing phone card
- ☐ Pickups and deliveries
- ☐ Public address script
- ☐ Sound system check
- ☐ Tools and supplies
- ☐ Volunteer list
- ☐ Directional signage
- ☐ Hospitality area
- ☐ Parking lot setup
- ☐ Radio distribution plan
- ☐ Reception
- ☐ Sponsor banners
- ☐ Venue signage
- ☐ Teardown plan

Post-Competition

- ☐ Cash reconciliation
- ☐ Pay invoices
- ☐ Equipment return
- ☐ Financial summary
- ☐ Coaches thank-you & survey
- ☐ Sponsor thank-you
- ☐ Volunteer thank-you
- ☐ Merchandise inventory

Event Schedule

WOMEN'S SOCCER CHAMPIONSHIP BLOSSOM SOCCER STADIUM

OCTOBER 31, MONDAY

9:00 a.m.	Coaches' Conference Call	
	Team Arrivals	
	Vehicle Pickups from dealers	
2:00 p.m.	Banner Installation	Blossom
3:00 p.m.	Tent Set-up	Blossom

NOVEMBER 1, TUESDAY

	Team Arrivals	
10:00 a.m.	Stadium set-up & deliveries (IKON copier, ice)	Blossom
10:00 a.m.	Practice, Seed #5	Blossom
11:00 a.m.	Practice, Seed #4	Blossom
Noon	Practice, Seed #6	Blossom
1:00 p.m.	Practice, Seed #3	Blossom
2:00 p.m.	Practice, Seed #8	Blossom
3:00 p.m.	Practice, Seed #1	Blossom
4:00 p.m.	Practice, Seed #7	Blossom
5:00 p.m.	Practice, Seed #2	Blossom

NOVEMBER 2, WEDNESDAY

9:00 a.m.	Stadium Set-up
10:30 a.m.	Gates Open
11:30 a.m.	Quarterfinal Game 1, #4 vs. #5
2:00 p.m.	Quarterfinal Game 2, #3 vs. #6
5:30 p.m.	Quarterfinal Game 3, #1 vs. #8
8:00 p.m.	Quarterfinal Game 4, #2 vs. #7

Event Schedule, page 2

NOVEMBER 3, THURSDAY

Noon-1:00 p.m.	Practice, Game 5-lower seed
1:00-2:00 p.m.	Practice, Game 5-higher seed
2:00-3:00 p.m.	Practice, Game 6-lower seed
3:00-4:00 p.m.	Practice, Game 6-higher seed

NOVEMBER 4, FRIDAY

10:00 a.m.	Practice, Game 5-lower seed
11:00 a.m.	Practice, Game 5-higher seed
Noon	Practice, Game 6-lower seed
1:00 p.m.	Practice, Game 6-higher seed
3:30 p.m.	Stadium Set-up
4:30 p.m.	Gates Open
5:30 p.m.	Semifinal Game 5
8:00 p.m.	Semifinal Game 6 (highest seeded team)

NOVEMBER 5, SATURDAY

11:00 a.m.-12:30 p.m.	Practice, Winner of Game 5
12:30-2:00 p.m.	Practice, Winner of Game 6

NOVEMBER 6, SUNDAY

10:30 a.m.	Stadium Set-up
11:00 a.m.	Gates Open
Noon	Championship Match (Fox Sports Television)
3:30 p.m.	Event Teardown
	Vehicle returns to dealers

Jobs to be Done

Administrative

- ☐ Accommodations
- ☐ Accreditation
- ☐ After-Action Summary
- ☐ Ceremonies
- ☐ Clinic
- ☐ Communications
- ☐ Entertainment
- ☐ Finance
- ☐ Food Services
- ☐ Human Resources
- ☐ Insurance
- ☐ Legal
- ☐ Marketing
- ☐ Media & Public Relations
- ☐ Participant Services
- ☐ Program, Souvenir
- ☐ Protocol
- ☐ Language Services
- ☐ Government
- ☐ Relations
- ☐ Host Family
- ☐ Social Events
- ☐ Special Events
- ☐ Ticket Sales, Advance
- ☐ Transportation
- ☐ Volunteer Services

Venue

- ☐ Access Control/Parking
- ☐ Ushers/Crowd Control
- ☐ Awards Ceremonies
- ☐ Concessions
- ☐ Construction
- ☐ Hospitality
- ☐ Logistics
- ☐ Look & Atmosphere
- ☐ Media Services
- ☐ Medical, Participant
- ☐ Medical, Spectator
- ☐ Merchandise
- ☐ Practice Site
- ☐ Public Information/Lost & Found
- ☐ Registration
- ☐ Security
- ☐ Signage
- ☐ Results & Technology
- ☐ Ticket Operations
- ☐ Venue Management
- ☐ Venue Operations
- ☐ Venue Set-up
- ☐ Venue Janitorial

Competition

- ☐ Competition Management
- ☐ Field of Play
- ☐ Game Promotions
- ☐ Jury Area
- ☐ Officials
- ☐ Public Address
- ☐ Ready Area
- ☐ Scoring
- ☐ Scoreboard
- ☐ Team Operations
- ☐ Timekeeping
- ☐ Warm-up Area

INCIDENT REPORT

Command Center Hotline: 210-555-5555

_____ Volunteer

_____ Participant

VOLUNTEER OR PARTICIPANT INVOLVED IN INCIDENT

Name: _____

Phone: _____

Address: _____

State: _____ ZIP: _____

INCIDENT

Date: _____ Time: _____ Location: _____

Date Reported: _____

Witnesses:

Name

Phone

Brief description, including names of people involved & any personal injury or property damage:

Coordinator Reporting Incident: _____ Phone: _____

Hospital Name: _____ Phone: _____

***** FOR USE BY COMMAND CENTER COORDINATOR ONLY *****

Report Received:

Incident Report #: _____

Date: _____

Time: _____

By Whom: _____

Emergency Contact Information (if volunteer)

Name: _____

Phone: _____

Sample Liability Waiver



BEXAR COUNTY GAMES BASKETBALL TOURNAMENT

Mission Concepcion Sports Park

TEAM PARTICIPANT WAIVER

Each participant and their legal guardian must read, agree, and sign the Waiver Form. Participation in this event and its related activities contain risks. By signing this Waiver Form, I release and discharge All American Sports, San Antonio Sports, Ancira Enterprises, Bexar County, event sponsors, event organizers, and San Antonio Sports workers, employees, members, volunteers and directors from any claims for injury, accident or loss of any kind arising from my child's participation in their Bexar County Games events and related activities. I fully understand that participation in the Bexar County Games basketball tournament is a risk. I also fully understand that San Antonio Sports (its employees, volunteers, agents, directors, and owners) are not responsible for any lost or stolen property. Player eligibility for NCAA, collegiate sports and school district may vary. Event organizers are not responsible for determining each player's eligibility. Contact your coach or athletic director and ask how your eligibility would be affected, if at all, before registering for this event.

TEAM NAME: _____ COACH'S NAME: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Participant Name: _____ Legal Guardian Signature: _____

Logistics

SWIMMING & DIVING CHAMPIONSHIPS (SAMPLE NCAA EVENT)

[illegible]

Critical Incident Response

SWIMMING AND DIVING CHAMPIONSHIPS (SAMPLE NCAA EVENT)

PRIMARY CONTACTS

- ☐ Local Organizing Committee
 - Tournament Director
 - Public Relations
- ☐ Rights Holder
 - On-site representative
 - National office representative
- ☐ Natatorium
 - Facility Manager
- ☐ Police
 - On-site officer
- ☐ Emergency Medical Personnel
 - On-site physician and/or athletic trainer
 - EMT unit

CHAIN OF AUTHORITY

Ultimate authority shall be determined by the nature of the incident, and whether police, medical personnel or facility supervisors take control. Any incident resulting in human casualties will require immediate police department control.

- ☐ Campus Police
- ☐ Police Department
- ☐ Tournament Director
- ☐ Rights holder

INCIDENT COMMAND CENTER

- ☐ Officials' Room, 2nd Floor, Room 216
- ☐ Performance Center, Room 101 (for incident requiring building evacuation)

INCIDENT COMMUNICATION PLAN

- ☐ Following initial stabilization of the incident, all primary contacts listed above shall be contacted and informed.
- ☐ External communications will be handled exclusively by _____

EVACUATION PLAN

- ☐ An incident that would require evacuation of the facility, i.e., a collapse of the spectator seating area, would require dispersal of the spectators to exit doors at each end of the pool.
- ☐ Immediate control would have to be taken of the parking lot and egress roads in order to facilitate incoming emergency vehicles.

Critical Incident Report, page 2

CRITICAL INCIDENTS

A. Potential Threats

- Weather: approaching tornado, lightning
- Bomb: phone call, suspicious package
- Public protest
- Primary contacts will meet in Room 216 upstairs to discuss any potential threat.

B. Active Incidents

- Seriously ill, injured or deceased person
- Criminal activity: robbery, assault, property damage
- Fire, gas leak
- Structural damage or failure: bleachers, floor, electrical
- Disruptive or violent behavior

C. Evacuation Routes

- Natatorium: Spectators should be directed to the numerous doors beneath the scoreboard and behind the diving boards. Athletes are directed to the same doors, as well as to one door in the athlete seating section.
- Gymnasium: Athletes and coaches should be directed to the doors at each end of the gymnasium.
- Upon evacuation, primary contacts will meet in Room 101 at the Performance Center, next door to the Natatorium.

TWO-WAY RADIO PROTOCOL

- ☐ **DO NOT** have a private or sensitive conversation over the radio. Radio transmissions can easily be overheard by fans, coaches and student-athletes. Meet face-to-face or via telephone when needed.
- ☐ Use the term **MEDICAL EMERGENCY**, not heart attack, broken leg, etc.
- ☐ Speak in a distinct, normal tone. Shouting will cause distortion and make it more difficult to be heard.

Critical Incident Report, page 3

- ☐ Listen before you talk – ensure other traffic is not in progress and/or that the traffic has been cleared before keying your radio.
- ☐ Make sure to fully depress the microphone key to transmit and then begin speaking.
- ☐ Release the key when you have completed speaking.
- ☐ When beginning a radio conversation, identify the person you are looking to speak with (to get their attention) and then identify yourself.
- ☐ Repeated calls trying to contact someone should be avoided.
- ☐ Where an operation is going to require frequent or lengthy transmissions, an alternate channel should be used.
- ☐ If a caller indicates an emergency, all traffic in progress shall clear the channel and remain off the channel until the emergency is terminated.

DECEASED ATHLETE

- ☐ Remain calm.
- ☐ Initiate rights holder contact
- ☐ Meet with local organizing committee to determine next steps.
- ☐ **Stress confidentiality** to all involved parties.
- ☐ Meet with representative(s) of affected team/club/school, offer any help necessary. (Travel and/or lodging for victim's family, team travel, etc.)
- ☐ Prepare media response. Appoint ONE person to handle all media inquiries.
- ☐ When appropriate, meet with representatives of other competing teams to provide updates regarding the situation and adjustments to the event schedule.
- ☐ If the death occurred during televised competition, work with the broadcast partner and rights holder to ensure footage does not get rebroadcast.

Critical Incident Report, page 4

DECEASED SPECTATOR

- ☐ Remain calm.
- ☐ Initiate rights holder contact.
- ☐ Meet with the local organizing committee to determine next steps.
- ☐ **Stress confidentiality** to all involved parties.
- ☐ If victim(s) can be verified as fans of a specific team/club/school, notify them accordingly.

STRUCTURAL DAMAGE OR FAILURE

- ☐ Remain calm.
- ☐ Ensure persons are moved/kept away from any hazard.
- ☐ Confirm with facility manager, campus police/local law enforcement and applicable specialists the scope and potential danger of damage.
- ☐ If risk factor is LOW, continue activities as scheduled keeping all personnel from dangerous area(s).
- ☐ If risk factor is HIGH, begin venue evacuation procedures. Working with the tournament director and facility management, teams should be escorted to a safe zone and all athletes must be accounted for.
- ☐ Initiate rights holder contact as soon as possible.

DISRUPTIVE OR VIOLENT BEHAVIOR

- ☐ Remain calm.
- ☐ Alert tournament director and local law enforcement immediately.
- ☐ Evacuate immediate area and isolate disturbance if possible.

Critical Incident Report, page 5

- ☐ If it is determined that athletes may be in harm's way, teams should be escorted to a safe zone and all athletes must be accounted for.
- ☐ Do not attempt to physically intervene in the situation.
- ☐ Based on the level of disturbance, initiate rights holder contact if necessary.

WEATHER/NATURAL DISASTERS

- ☐ Prior to the event ensure that the appropriate weather monitoring procedures are in place including severe weather watch procedures and severe weather warning procedures.
- ☐ Remain calm.
- ☐ If occurrence is in or around the venue, safety of athletes and spectators is paramount. Venue safety procedures should be followed until an "all-clear" situation is determined by the tournament director. Direction of local law enforcement and National Weather Service should be used in decision making process.
- ☐ If occurrence is in the local area but the venue is not in danger, event should continue as planned with teams' administrators being notified of the situation (if necessary).

TIPS FOR PUBLIC ADDRESS ANNOUNCEMENTS DURING A CRITICAL INCIDENT

- ☐ Please walk briskly.
- ☐ Please leave everything behind.
- ☐ Please make way for police, ambulance and the Emergency Response Team (ERT).
- ☐ Do not panic or run.
- ☐ Do not block any part of the evacuation route/path.
- ☐ Do not waste time.

Critical Incident Report, page 6

ANNOUNCEMENT DURING EMERGENCY EVACUATIONS

“THIS IS AN EMERGENCY ANNOUNCEMENT. THERE IS AN EMERGENCY SITUATION.
PLEASE LEAVE THE BUILDING IMMEDIATELY USING EXITS BEHIND THE DIVING
BOARDS AND BENEATH THE SCOREBOARD. PLEASE DO NOT PANIC.

PLEASE FOLLOW YOUR FIRE MARSHAL’S INSTRUCTIONS.

* I REPEAT

THIS IS AN EMERGENCY ANNOUNCEMENT. THERE IS AN EMERGENCY SITUATION.
PLEASE LEAVE THE BUILDING IMMEDIATELY USING EXITS BEHIND THE DIVING
BOARDS AND BENEATH THE SCOREBOARD. PLEASE DO NOT PANIC.

PLEASE FOLLOW YOUR FIRE MARSHAL’S INSTRUCTIONS.

THANK YOU.”

ANNOUNCEMENT DURING WEATHER ISSUES

“THE REMAINDER OF TODAY’S CONTEST WILL NOT BE CONTINUED DUE TO
INCLEMENT WEATHER. PLEASE GATHER YOUR BELONGINGS AND EXIT THE VENUE
TO FIND SHELTER.

PLEASE CHECK THE NCAA AND/OR HOST WEB SITE FOR UPDATES ON WHEN PLAY
WILL RESUME.

SEVERE WEATHER IS HEADED IN OUR DIRECTION AND WE ARE ASKING ALL
SPECTATORS TO PLEASE EXIT THE STADIUM IN AN ORDERLY FASHION.

THE NEAREST SHELTER IS LOCATED (ANNOUNCE SAFEST PLACE FOR THEM TO GO).”

Officials Payments

Amount	Received By	Signature	Date

Radio Distribution

NCAA DII WOMEN'S BASKETBALL (SAMPLE EVENT)

Date: _____

Radio #	Assigned	Sign-Out	Sign-In	
1	Tournament Director			
2	Game Management			
3	Game Management			
4	Tickets			
5	Volunteers			
6	Game OPS			
7	Game OPS			
8	Security			
9	Facility			
10	Officials			
11	Medical			
12	NCAA			
13	NCAA			
14	NCAA			
15	NCAA			

Signage Chart

NCAA SWIMMING & DIVING (SAMPLE EVENT)

Quantity	Message	Location	Notes
10	NCAA SWIMMING	Directional signage on access road and near parking lots	28x22 w/vertical flutes w/ 7" yellow arrows separate
2 Sets	Numbers 1-8	Award stand	8 ½ x11 gold on blue, w/plastic stands
1	REGISTRATION	Gym, reg. table	28" x 22" w/horizontal flutes
1	ATHLETE HOSPITALITY	Gym	28" x 22" w/horizontal flutes, on easel
1	COACHES HOSPITALITY	Gym	28" x 22" w/horizontal flutes, on easel
2	TICKETS Single Session \$8 – Adult Prelims \$12 – Adult Finals \$6 -- Youth Prelims (12 & U) \$8 -- Youth Finals (12 & U) All Session \$70 – Adult \$40 – Youth (12 & U)	Ticket table & outside door	22" x 28" vertical
1	ATHLETE MEDICAL	Gym	28" x 22" w/horizontal flutes, on easel
1	ATHLETE READY AREA	Pool deck	28" x 22" w/horizontal flutes
1	MEET MANAGEMENT	Outside meet mgmt office	28" x 22" w/horizontal flutes

Supplies Checklist

Decorations & Signage

- ☐ Venue signs
- ☐ Decorative banners
- ☐ Sponsor banners
- ☐ Flags (U.S. & State)
- ☐ Car signs
- ☐ Easels
- ☐ Sandwich boards
- ☐ Table linens
- ☐ Lighting
- ☐ Pennant rope

Electronics/Media

- ☐ Batteries
- ☐ Calculator
- ☐ CD player
- ☐ CDs
- ☐ Computer
- ☐ Printer
- ☐ Copy machine
- ☐ Credit card scanners
- ☐ Extension cords
- ☐ Fax machine
- ☐ Generator
- ☐ Power strips
- ☐ Radios
- ☐ Portable sound system
- ☐ Stop watches
- ☐ Telephones

Venue Equipment

- ☐ Awards stand
- ☐ Stanchions
- ☐ Traffic cones
- ☐ Merchandise racks
- ☐ Beverage coolers
- ☐ Chairs
- ☐ Coffee pot & accessories
- ☐ Cups
- ☐ Ice chests
- ☐ Tables
- ☐ Trash cans
- ☐ Water

Handouts/Paperwork

- ☐ City brochures
- ☐ City maps
- ☐ Credentials
- ☐ Folder rack & file folders
- ☐ Paper (legal & letter)
- ☐ Awards (medals, ribbons, plaques)

Tools

- ☐ Pliers
- ☐ Screwdrivers
- ☐ Screws
- ☐ Hammers
- ☐ Cutters
- ☐ Hole puncher
- ☐ Tape measure
- ☐ Water key

Miscellaneous Items

- ☐ Wooden stakes
- ☐ Step stakes
- ☐ Ties
- ☐ Tape, duct
- ☐ Tape, mounting/2-sided
- ☐ Tape, masking
- ☐ Tape, packing
- ☐ Rope
- ☐ Velcro
- ☐ Baggies
- ☐ Pencils
- ☐ Pencil sharpener
- ☐ Plastic bags
- ☐ Stapler & staples
- ☐ Toner cartridges
- ☐ Trash bags
- ☐ Hospitality containers
- ☐ Air horn & canister
- ☐ Cash boxes
- ☐ Clipboards
- ☐ Coordinator shirts
- ☐ Dollies
- ☐ Mailboxes
- ☐ Raffle container & slips
- ☐ Step ladder
- ☐ Towels
- ☐ Whistles
- ☐ Vacuum

Volunteer Schedule

BIG 12 SOCCER CHAMPIONSHIP

FRIDAY, NOVEMBER 1

Noon to 5:00 p.m.

Tickets (3): _____

Merchandise (2): _____

Hospitality (2): _____

Parking (2): _____

Team Ops (2): _____

Press Box (1): _____

4:30 to 9:30 p.m.

Tickets (3): _____

Merchandise (2): _____

Hospitality (2): _____

Parking (2): _____

Team Ops (2): _____

Press Box (1): _____

OUR INDUSTRY'S PLATFORM

The logo for Sports Planning Guide (SPG) is displayed in large, bold, red 3D letters. It is positioned on a dark stage with a white spotlight shining down on it from above. Below the letters, the words "Sports Planning Guide" are written in a smaller, dark font.

Sports Planning Guide

**You probably know Sports Planning Guide
as the industry's largest print resource.**

In addition, we're also:

- >> The **MOST** inclusive website for facility info! Our new design showcases 150+ sports destinations and over 1,000 facility reviews.
- >> Loaded with dozens of **FRESH** videos on tournament-ready locations.
- >> The **TOP** industry news outlet where planners can read what matters most.
- >> The **BEST** way to connect with the leading state sports organizations.

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