

Operations Plan

SPMGT 489

10/25/13

Team Gleason Skills Challenge

Shawn Duncan

Ryan McKinlay

Jordan Moran

Zander Nelson

Keith Odom

Introduction

The goal is to run a successful punt, pass and kick tournament. Running this event will help raise awareness of Amyotrophic lateral sclerosis (ALS) and Team Gleason. Team Gleason Skills Challenge hope that the tournament encourages participants to have an enjoyable event and help donate to Team Gleason. A well-structured event and planned event will draw more people to participant. An enjoyable experience, from a thoroughly executed event, will help spur people to donate more money if the event did not happen. Factors to a successful event include simple structural process, informed and trained staff and reducing potential risks. If our event achieves these goals Team Gleason Skills Challenge will be able to raise a significant amount of money to fight ALS.

Planning Logistics

Registration details

All of the registration for Team Gleason Skills Challenge will occur the day of. There will be an entrance tent at one of the corner entrances closest to the French Administration building. Specifically there will be a table, where Jordan Moran will be taking money for people registering. Jordan will record the participants information onto a paper excel sheet. Next Jordan and Shawn Duncan will be taking donations and filling out tax receipts. There will also be a donation spreadsheet so we can keep track of that information. After this volunteers will have guests sign a waiver form. Once that is complete, two volunteers will be at a horizontal table that blocks off guests from the field of play. At this point the volunteers will be filling out scorecards and then guiding participants to the first station. The goal of an assembly line type of registration is for quickness, we want to get as many people through as possible.

‘Day of’ timetable/script

3:30pm-4:30pm---

- The field will be opened for us at 3:30 pm by a UREC staff member.
- All volunteers for the event will be told to report at 3:30 pm.
- At this time Shawn Duncan will set up the registration and donation tables. While that is happening all volunteers and group members will be setting up the event to the according to the map within this operations plan.
- Some of the tasks that volunteers will need to help with are setting tables up, marking distance cones, setting up each station and prize tables.
- Once this is done, group members will assign volunteers their jobs for the event and answer any questions volunteers may have. We will have slips of paper describing the job descriptions of workers, so there shouldn’t be too many questions.

4:30pm-7:30pm---

- Our event officially starts at 4:30pm, however if we are able to set up prior to then we will get the event going.
- At this time Jordan Moran & Shawn Duncan will be at the registration and donation table taking participants donations and entry fees. Volunteers will be at two tables close to group members filling out participants score cards with their names and phone numbers as well as having participants fill out waivers.
- Next participants will go to the Snap Fitness passing station, chuck a football and then get their score recorded by a volunteer.

- After that they will move on to the Steve Gleason punting station and punt a football. A volunteer will fill out their score card as it is relayed by a measuring volunteer (which will happen at every station), and then guide the participant to the Ferdinand's kicking station. Participants will give their score card to the results table, where their results will be recording.
- During the event aside from the actual competition Ryan McKinlay will be on the sound system being the MC for our event.
- Zander Nelson will be supervising all areas of the event seeing if anyone needs help.
- All volunteers outside of the playfield will be watching for suspicious behavior as well as protecting people walking outside the playfield from footballs.
- Finally some volunteers will be ambush marketing the entire area surrounding Martin Stadium and Grimes play field. The street team will report back at the end of the event at 7:30 to help clean up the entire field.

7:20pm-8:00pm---

- At this point our event shouldn't have many participants since the game will be starting in ten minutes.
- At around 7:20pm we will assess if we think should start shutting the event down.
- Team Gleason Skills Challenge will remain completely open until 7:30 since this is what we advertised for.
- In the meantime event staff will start breaking down aspects of the event that can be broken down.

- Following 7:30 all volunteers and group members will clean the field up before 8:00pm since this is how long we have the field rented for.
- If we have any volunteers around we will have them fill out an evaluation of how the event was run. If not we hope to get the email of most volunteers to send them a electronic form of the evaluation.

The reason many of the decisions were made is due to time windows we must hit. We only have the field from 3:30pm until 8:00 pm thus our decisions will be influenced by time. It is crucial that our event sticks to a schedule in the pre-event and post-event phase because of the field scheduling time.

Participant Evaluation forms

*** appendix D**

Venue

ADA Compliance

Grimes Way Playfield has several accommodations for persons with disabilities. There is a wheelchair accessible ramp at the far entrance on the Grimes Way side of the playfield. We will use the accessible ramp as one of our entrances as well as the adjacent entrance on the same end of the field. There are accessible bathrooms located in Lighty Student Services building right next to Grimes Way Playfield but due to the time of our event they will most likely be closed. There is, however, a large handicap-accessible restroom at the Ensminger Pavilion directly north of the playfield. The restroom is a unisex bathroom large enough for a wheelchair to get in and

out and remains unlocked during all Washington State University football games. We will have signage so all contestants will know where the restrooms are located as well.

Environmental Impact & Sustainability

Our event will not have any direct detrimental environmental impacts on either the Grimes Way Playfield or the surrounding community. The field is built to sustain large amounts of people on it performing athletic activities and we will help ensure its sustainability by not allowing any food or drink on the field during our event. It is our hopes to directly influence the Pullman community by providing a fun and entertaining event incorporated with the already popular Cougar Football environment. We want to positively impact the community by raising money, and even more importantly, awareness of ALS in order to help Steve and Team Gleason battle the horrible disease. We are not selling any concessions other than bottled water so our environmental impact will be low because our event will produce very little waste. It is our goal to make the event as enjoyable as possible for people of all ages, gender, or race. In doing so, we will make accommodations for children, ensure a safe environment so kids feel welcome, as well as make it entertaining for the older contestants. We are going to try to acquire recycling stations in order to dispose of plastic bottles appropriately.

Field Use

For the most part the entire field will be in use while the event is going on. At the east end of the field we will have our registration booth, donations tables, prize display table, and our three punt, pass, and kick stations. The rest of the field will be used for the participants to throw and kick in the direction of Martin Stadium. All participants will enter form the open gates at the east end and proceed to the registration booth. From there they will take part in all three stations,

along the way a volunteer will fill in their scores from each station. Thereafter each participant will give their scorecard to the designated table, and those cards will be eligible to receive prizes through the raffle. Participants can then fill out our event survey for feedback in order to receive an additional raffle ticket. The map of the field (Appendix E) shows the flow of traffic and where each station will be set up. We have different sized footballs for various age groups so anyone can participate if they want to. We have two tees for the kicking station to avoid potential injuries from people holding the football in place. We have a PA system in order to draw attention to the event and give special thanks to our sponsors while the event is going on. Grimes Way Playfield has a capacity of about 500 people with the structure of our event and the traffic flow we should not have a capacity issue.

**Map located in appendix E*

Human Resources

Personnel

Overall anywhere from 15-20 volunteers would be a great number in order to make sure the event is sufficiently staffed. Breaks shouldn't be needed unless requested, the longest volunteers would be working is five hours at the most. A possibility would be rotating jobs so that workers/volunteers aren't bored.

Below is a list of jobs for both volunteers and members of our group:

Volunteers

Ball Shagger: (5 Minimum Volunteers)

- Stand outside of Grimes Playfield and watch for footballs that may leave the playing area.
- Keep pedestrian's safe and alert of balls leaving the playing areas.
- Be alert at all times the safety of everyone near our event is VERY IMPORTANT!

Measurement Officials: (6 Volunteers)

- You will be at the Punt, Pass, or Kick Station measuring participant's attempts.
- When the ball has hit the ground stand at the spot, and walk horizontally to the measuring tape. Then relay the distance to the scoring table.
- Distance will be in yards
- If you are not taking the measurement, recover the football and get it back to the scoring table
- Be alert for footballs coming from other stations.

Score Keepers (4 Volunteers)

- You will be stationed at one of the three tables keeping score at a certain station
- Make sure the participant follows the basic rules of the Punt, Pass, or Kick
- Once they have gone record their score as it is relayed to you by the measurement official
- If you have any questions ask one of the group members who will be roaming throughout the event

Team Gleason Skills Challenge Street Team (All extra volunteers)

- Hand out flyers near Martin Stadium directing people to the event
- This ambush marketing is vital to the success of our event; reach as many people as you can.
- Come back to Grimes Playfield if you run out of flyers
- Report back to Grimes at 7:15 so you can make it in time for kickoff

Floater (5 volunteers)

- Answer participant questions
- Fill in for other volunteers who need breaks.
- Watch the surrounding areas of Grimes Playfield and report back to Group members if you see anything suspicious.
- You may also sell water to guests as they come onto the field.
- Let Group members know if any outside food or beverage is on the field

Entrance Tent Worker (2 Volunteers)

- Get guests scorecards filled out with participants NAME & PHONE #
- Have guests sign participation waiver form
- Direct participants to the first station

Group Members:

These workers will work at the entrance tent

Registration Worker (1): Jordan Moran

- Get all participants entered into the excel spreadsheet and signed up for the event
- Keep track of registration money
- Only this worker or another group member will handle cash!
- *Do not mix cash with other cash box*

Donation Area Worker (1): Shawn Duncan

- Assist guests who would like to donate more than \$5 dollars
- Fill out Tax write off receipts
- Keep track of donations on an excel spreadsheet
- Only this worker or another group member will handle cash!
- *Do not mix cash with other cash box*

Prize Table/ Final Results Table Worker (1): Keith Odom

- Keep track of results of the event
- Find out who won the prizes
- Contact winners after the event

Floater (1): Zander Nelson

- Roam around the entire event making sure everything runs smoothly
- Check on volunteers, participants, and people outside of the event
- Stay active in order to make sure the event runs smoothly

Master of Ceremonies (1): Ryan McKinaly

- Get people from the street to come to the event
- Set music for the event
- Announce sponsors of the event, donations, and competitors did good, etc...

How will volunteers be recruited/ hired?

Volunteers will be recruited in three ways leading up to the event. The first is through our classmates in both sections. We don't expect many of our classmates to volunteer, since our event is during pre-game and a lot of our classmates work in athletics so they will be unable to

help us out. Knowing this if we were able to get 5 of our classmates to volunteer it would be helpful. The next mode of recruiting will be SPMGT 290 students who need practicum hours. Our group has contacted and presented to the 290 classes giving them the option to work at our event for credit. We expect a few students to need practicum hours to close out their twenty they need to complete during the semester. Finally, Keith Odom in our group has recruited members of his fraternity house as well as other houses to work the event as a form of community service. If we are able to get 10 or 15 guys from his house to volunteer we will easily be able to hit our minimum number of volunteers. Team Gleason Skills Challenge will require a lot of help so the more volunteers the better.

How will volunteers be managed and evaluated?

Team Gleason Skills Challenge volunteers will be managed from the beginning to the end of our event. When they arrive at 3:30 we will assess if any of our volunteers are unfit to work (celebrating the half day too early). If any volunteers are unfit to work we will send them home. We will at this point assign jobs to volunteers and answer any questions they may have. During the event the job of one of our group members will be to float throughout the entire event and that includes supervising volunteers. The floater will answer questions and help with issues if they arise for both volunteers and participants. After the event is over practicum students will be evaluated in the form of their SPMGT 290 sheets they provide. Finally our entire group members after the event is finished will fill out an evaluation form on how we thought event went. Included in this form will be a section on volunteers, and the positive and negative effects they had. Overall we hope to assess the effectiveness of our volunteers through each phase of the event, and summarize their impact in our overall assessment of the competition.

How will volunteers give Team Gleason Skills Challenge group members feedback?

Team Gleason Skills Challenge will have as many volunteers as possible fill out a brief survey. The goal of this is to see how we did as supervisors in communicating their jobs. Also this will give us a chance to see how successful our event was in the eyes of our staff. Finally, if anything goes wrong at the event we will have an account of how we can fix these problems in the future.

Organizational Hierarchy

Team Gleason Skills Challenge is structured with the department and our teacher above us. Our event reflects upon both the department and Professor Lebens therefore they have a say on how we run our event (Slack and Parent, 2006). Next Gail Gleason is equal to our group on the chart, and is above our other stake holders. The reason for this is her opinion and involvement in the event is crucial to its success (Slack and Parent, 2006). Finally, all other stakeholders are below us and communicate with us how they want to be incorporated within our event.

**Organizational Chart*

**appendixF*

Volunteer Evaluation Forms

** appendixB*

Risk Management

Financial

There are limited financial risks for the event. Team Gleason Skills Challenge has already broken even and will not lose any revenue unless theft or lawsuits arise at the event. The

likelihood of theft is very low because Team Gleason Skills Challenge will have someone at the cashbox at all times and it takes a low level of integrity to steal from a charitable event.

However, most people who steal do not care about their integrity, so it is possible for theft to occur (Getz, 2005). The more foreseeable financial risk for our event is the loss of revenue through lawsuits. Most participants will be under the influence of alcohol, which heightens the likelihood for fights and other abnormal physical activities (Getz, 2005). Team Gleason Skills Challenge will not be liable for injuries that arise from participating in the event, however, the event could be liable for an injury from a fight. In order to mitigate this risk, Team Gleason Skills Challenge will keep a close eye on all participants in order to predict where a fight may occur. Team Gleason Skills Challenge can take steps like this to ensure fights do not occur, but the staff cannot do much once the fight has started. If this risk actually occurs, Team Gleason Skills Challenge will give an incident documentation form to all those involved in order to reduce the risk of losing revenue to a lawsuit. Team Gleason Skills Challenge will also have witnesses fill out an incident documentation form to help cover all stakeholders from a possible lawsuit.

Management

The main management risk concerning Team Gleason Skills Challenge is simply failing to properly manage certain aspects of the event. The event staff has never done anything like this before, which is why it is likely for things to go wrong. Two management aspects come to mind that Team Gleason Skills Challenge could struggle with. The first is failure to train volunteers. Team Gleason Skills Challenge will not have much time to train volunteers, which is why the event may have less than competent employees. It is Team Gleason Skills Challenge's responsibility to properly train the volunteers and make sure they know the event's goals and top

priorities. They will need to know the risks and liabilities that could lead to lawsuits so they can help prevent them. Fortunately, Team Gleason Skills Challenge is not responsible for the actions of volunteers, but the event needs them to be competent workers in order to make the event go smoothly. The step Team Gleason Skills Challenge has taken to ensure they will be competent and informed is the formation of job descriptions. Team Gleason Skills Challenge has created job descriptions for the volunteers of which they can take with them to their prospective areas. This will help mitigate the possibility of volunteers who have no idea what they are doing. The second area in which Team Gleason Skills Challenge could fail to manage is alcohol. There will be alcohol present in the area and it will not be permitted on Grimes Way Playfield. Intoxicated participants may be forceful in trying to bring outside beverages onto the field (Getz, 2005). It is important for Team Gleason Skills Challenge to be very clear they cannot bring any outside beverages unless it is a sealed water bottle. If they refuse to leave their beverage outside the field, they will kindly be asked to leave. It is important to be verbally forceful with this rule as it has the greatest likelihood of leading to lawsuits at our event.

Health and Safety Hazards

The event carries quite a few health and safety hazards. The most likely health hazard is an arm or shoulder injury during participation of the event. It will be cold and the participants will be throwing a ball as far as they can with minimal warm-up. This will surely lead to some injuries; fortunately, Team Gleason Skills Challenge is not liable for injuries occurring from event participation (Getz, 2005). Once again, safety of the participants could be in jeopardy due to alcohol consumption. Team Gleason Skills Challenge may not be able to stop a fight from occurring, but the staff will be able to prevent injuries from innocent bystanders. It is crucial to spot a fight immediately and protect everyone around it to ensure no one else gets hurt. Another

step Team Gleason Skills Challenge will take to prevent injury is to keep distance between the participants. Team Gleason Skills Challenge will have only one person in the participation zone and volunteers and employees will watch the line closely to prevent physical confrontation.

Another safety concern is when participants leave the event. It is Team Gleason Skills Challenge's responsibility to ensure the participants get to their next destination safely from the event. Team Gleason Skills Challenge has included in their waiver they are not responsible for participant safety once they leave the field, however, Team Gleason Skills Challenge will have volunteers making sure they are safe to further stakeholders from negligence lawsuits. The last health hazard risk Team Gleason Skills Challenge has is an emergency such as a heart attack (Getz, 2005). There is nothing the staff can do to prevent these types of events, but Team Gleason Skills Challenge does have a plan in place. A University Recreation employee will be present to perform cardiopulmonary resuscitation (CPR) if needed. In Team Gleason Skills Challenge's waiver, it states they can provide such a service. Team Gleason Skills Challenge has also designated a specific employee to call emergency services if needed.

***Risk and Release Waiver in appendix C**

Environmental

Pullman, Washington is a low risk climate for natural disaster, but plans still need to be in place. The most likely environmental risk is a windstorm in this climate. If a windstorm occurs, Team Gleason Skills Challenge will lead participants to shelter in either the nearby Ensminger Pavilion or the Lighty Student Services building. It is also foreseeable for the event to have a negative impact on the community due to the noise level of the event. One of the main marketing ploys Team Gleason Skills Challenge has is to be loud with music and announcements so people

will become aware of the event. This could upset local tailgaters. The first step in dealing with upset tailgaters will be to explain the event. Generally, people have lightened up when event staff pitches the event to residents and they realize it benefits Team Gleason. The charity is a big advantage in the Pullman community. If they do not calm down after explaining the event to them, Team Gleason Skills Challenge will turn the music down and rely more on volunteer ambush marketing to gain participants. Team Gleason Skills Challenge also runs the risk of pollution at the event. The event staff will be handing out Team Gleason information cards, tattoos, stickers, and flyers. Some people may take them but throw them on the ground once they are out of sight. Team Gleason Skills Challenge does not want to be responsible for Pullman pollution, so the event will provide recycle bins outside the field. Team Gleason Skills Challenge will also do a quick scope of nearby locations for littered apparel at the conclusion of the event in order to disassociate the event with littering and pollution.

FIST Analysis on Crowd Control

Factors

Many factors will affect the attitude and actions of the crowd at the event. Alcohol is the most obvious factor. The level of intoxication of participants will definitely affect the mood of participants. Another factor is the fact that the event is on a Cougar football game day. Passion and intensity usually increases when a fan is involved with one of his/her favorite teams. Finally, the size of the crowd is a huge factor. Team Gleason Skills Challenge has no idea how many participants to expect. The more people at the event, the more likely it is for a raucous crowd because even ordinary, law abiding citizens can get swept up in the hooliganism of large crowds. The age of participants is also a key factor in crowd attitude.

Implications

The factors discussed above all lead into one major implication for the event: the increased likelihood of fights and upset fans. It does not take much for a drunken football fan to get upset, which often leads to fighting, even among fans of the same team. The passion Cougar fans have and the size of the crowd will also determine the intensity of the event. Most passionate, intoxicated fans will be relatively behaved when they are in smaller crowds of people they know. However, if Team Gleason Skills Challenge gets more participants than expected, it will heighten the chance of fights among them. Fortunately, Team Gleason Skills Challenge does not expect a very young crowd of men who have high testosterone levels. Team Gleason Skills Challenge's target market is older men and women, who should be calmer than intoxicated fraternity brothers.

Strategies

In order to keep the crowd under control and prevent fights, Team Gleason Skills Challenge will need to implement a strategy to do so. Preventing alcohol from entering the field is one way to do this. Team Gleason Skills Challenge does not need participants chugging alcohol before they participate because they think it will make them throw the ball farther. Another strategy is to tell volunteers that crowd control is our number one priority. Event staff will tell them to always be on the lookout for participants who seem more likely to fight than others. Finally, Team Gleason Skills Challenge needs to make sure a calm environment is presented to volunteers.

Tactics

The tactic needed to prevent alcohol from entering the field is a volunteer or employee at all entrances. This employee will need to be clear and forceful about the no outside beverage rule, yet present it in a way that is not threatening or offending. Properly training volunteers is a crucial tactic for crowd control at the event. After initial training in which Team Gleason Skills Challenge will stress the importance of crowd control, Team Gleason Skills Challenge will also give each of them a job description sheet. The sheet will remind them of their duties if they forget and no employees are around to remind them. Employee attitude is also crucial for crowd control. If participants are getting rowdy, Team Gleason Skills Challenge needs to be calm. If participants are bored, Team Gleason Skills Challenge needs to be rowdy. Hopefully participants will react to the Team Gleason Skills Challenge environment, whether it is getting them pumped up or calming them down. Playing off of crowd emotion will be vital for the overall success of the event.

Concessions and Box Office

Cash Handling

All cash will only be handled by members running the event and will be stored in a lockbox.

After the event the money will be deposited into the event's bank account

Food/Drink

Food and drink are also not permitted per the University Recreation rules.

Conclusion

Team Gleason Skills Challenge has discussed many factors in which our event will be successful operationally. An assembly line process is imperative to allow an easy quick and simple registration process for our participants. It will allow the event to run faster without backing up any lines. Team Gleason Skills Challenge has a schedule of events to allow for us to effectively the staff and participants time. An ADA compliant facility also allows access to participants with disabilities. Team Gleason Skills Challenge wants to ensure that everyone has a ability to access our event and compete. Our staff will also needed to be well trained stocked an informed of their duties. The event requires a variety of tasks that needed to be completed efficiently. As managers, Team Gleason Skills Challenge must be able to designate volunteers to a job that will emphasize their strong qualities. If every volunteer contributes positively to the event, it will allow for the event to run seamlessly. Team Gleason Skills Challenge will manage and evaluate these volunteers to ensure that they understand their task and completing it in the best possible method. The event also has possible risks that must be accounted for. The main risk for this event is possible injury. Team Gleason Skills Challenge has plans for waivers and will have medical staff on hand to be prepared for every possible injury. Participants under the influence of alcohol are another risk our members are accounting for. Team Gleason Skills Challenge can't plan for every possible risk but our group has policies in place for the risks with the highest likelihood. All of these elements will help the operations of our event run smoothly. These policies and strategies are to help the guide the staff and provide a competition for many to enjoy. Team Gleason Skills Challenge can receive more donations for Team Gleason if our group has a simple structural process, trained staff and a reduction of potential risks.

References

Getz, D. (2005). Safety, Health, Risk Management, and Security. *Event Management & Event Tourism*, 1(2), p. 284-301.

Slack, T. and Parent, M.M. (2006). Dimensions of Organizational Structure. *Understanding Sport Organizations*, 1(2), p. 60-84.

B. Volunteer Evaluation Form

Did the supervisors effectively communicate your duties?

How could the staff have made you more comfortable with your job?

Do you feel the event was run effectively?

Would you work with these supervisors again in the future?

Yes/No

C. Risk and Release Waiver Form

In signing this risk and release waiver form, I hereby agree to release from responsibility and waive all claims against Team Gleason, event staff and volunteers, Jess Ford, Atom Heart Music, Ferdinand's, Snap Fitness, Washington State University, University Recreation, Phi Delta Theta, or person, singly or collectively, for any blame or liability, demand, injury, harm, loss of property, or damage I might sustain as a result of participation in the Team Gleason Skill Challenge. I give full permission for the use of my name and image for promotional purposes (your image will not be used for profit).

Participants of this event assume the risk of multiple forms of injury. The event is not liable for injury during participation or anyone on the field due to the knowledge of flying footballs and risk of injury due to the cold weather and nature of the event. The venue will reasonably accommodate all individuals with a disability. Anyone with a disability is welcome to participate and will be eligible to win the competition so long as the accommodations needed do not fundamentally alter the rules of the game. The event is not liable for participant safety once they leave the fence of Grimes Way Playfield. Participants assume the risk of other intoxicated participants. We are not responsible for the actions of participants.

Name (Print): _____

Signature: _____

D. PARTICPANT EVENT EVALUATION FORM

How did you find out about the event?

What is your knowledge of Team Gleason?

Would you be willing to donate to Team Gleason again?

Yes/No

Overall comments about the event:

Please list your suggestions for improving this event:

Thanks for your feedback!



E. Map

 = Field Cone

 = Registration/ Prize Large Tables

 = Caution Tape

 = Small Punt, Pass, Kick Station Tables

 = Volunteers

 = No entry

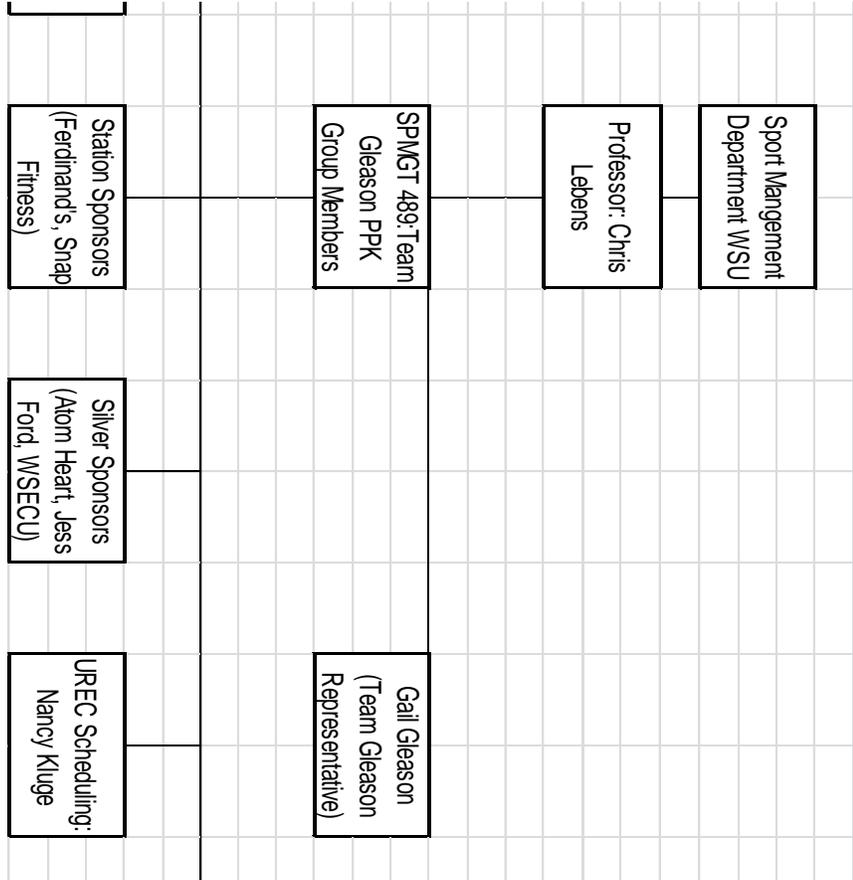
 = Group Members

 = Measuring Tape

 = Street Team Volunteers (handing out flyers in the surrounding area)

 = Punting, Passing, and Kicking Area

F. Organizational Chart



G. Incident Documentation Form

Name: _____ Date of Birth _____

Address: _____ Phone Number _____

Location of event: _____ Location of incident: _____

Name of reporter: _____

Date of incident: _____

Description of incident and causes:

Witnesses:

Witness email and phone number:

Witness statement:

Actions taken to help/mitigate incident:

Evaluation:

H. Risk Prioritization Matrix

<i>Probability</i>	Almost Certain to Occur	Might Occur	Very Unlikely
<i>Severity of Impact</i>			

Severe Impact	Alcohol Control	Severe Weather Conditions	Act of Terror
Moderate Impact	Crowd Control	Inexperiecnd Volunteers	Criminal Acts
Low Impact	Accidents	Animals	Financial Loss