

**HANDBOOK**

**FOR**

**DEDICATIONS AND OTHER SPECIAL EVENTS**

**(042 FW 1)**

Office of Public Affairs  
Assistant Director - External Affairs

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# **Handbook for Dedications and Other Special Events**

## Special Event Management

The U. S. Fish and Wildlife Service frequently has opportunities to host special events commemorating anniversaries; dedicating new facilities such as visitor centers, trails, and office buildings; celebrating land acquisitions; publicizing ground breakings; and recognizing national or international observances such as National Wildlife Refuge Week and International Migratory Bird Day. Large or small, these events require detailed planning and coordination. This Handbook provides guidance to assist you with the many steps involved in creating a successful event and includes sample invitations, programs, letters, sample certificates, event photographs, and a checklist to help guide you through the process.

Special events promote the work of the Fish and Wildlife Service. In conjunction with local or national observances, these events provide opportunities for field stations to increase their visibility within the community and, as former Service Director John Gottschalk wrote years ago, "allow citizens to see the physical evidence of tax expenditures." The General Accounting Office cites "the obligation in a democracy" for agencies to keep the public informed about their activities. By encouraging public participation, as well as cooperation with other agencies and organizations, special events foster good community relations and generate a constituency of supporters who may continue their involvement long after the event has been held.

Field stations play an important role in recognizing occasions that lend themselves to developing special events. Ground breaking for a new facility or commemorating its opening, completing a major project, observing a national celebration such as Earth Day, and acquiring land or establishing a new refuge, hatchery, or lab are all occasions for holding a special event. Special events may highlight annual activities such as waterfowl migration, or they may be suggested by elected officials, political dignitaries, conservation organizations, or community groups.

## Procedures and Guidance

The Fish and Wildlife Service Manual Chapter 042 FW 1, Dedications and Special Events, provides guidance on policy, responsibilities, protocol, and application of appropriations related to special event management. All employees engaged in event management have a responsibility to be familiar with this Chapter and to follow agency policy and procedures.

Field offices must coordinate with their appropriate Regional Office supervisor in scheduling and planning events. In addition, the External Affairs (EA) Office must be notified of potential events and consulted where VIPs such as Members of Congress and staff, Washington Office staff, and members of the Regional Directorate will be invited to attend.

## Initial Planning

For major events, early planning is essential. Allow lead time of at least three, and as many as six months, to plan, publicize, and carry out your event. When you have an opportunity to stage an event, there are several things to establish up-front. First and foremost, designate an event coordinator. If the event is located at a field office, the Project Leader or Outreach Specialist is often the most appropriate individual to fill this role. The coordinator will serve as the primary point of contact for all details related to the event. Coordinators should develop a timeline of tasks and accomplishment dates and oversee the completion of these assignments.

Where partners are involved in staging events, coordinators may find it helpful to establish an event committee. Such a committee can help make decisions and provide for a better coordinated event. Regardless of whether a committee is formed, the coordinator should routinely brief all staff members involved with supporting the event.

The next step is to select a date for your event. To avoid scheduling conflicts with other local activities, contact your area tourism department or chamber of commerce for a listing of public events on or around the event date being proposed. Consult national or regional EA staff to ensure there are no Service conflicts that will interfere with this date. These inquiries will save time later and increase the likelihood of a good turn-out. Remember that in most cases, scheduling the event on a Saturday or Sunday increases attendance. Also, consider hosting events around seasonal wildlife occurrences such as waterfowl migration or nesting or annual hatchery activities. These seasonal events will provide a backdrop for telling the agency story and increasing awareness about the work of the Service.

Determine the event location. Will it be held on Service lands or will a non-Service location be involved? Coordination will be required for events held on State, city, or other Federal lands. Permits may be needed and special conditions for use may be in effect. These details must be considered early in the planning process.

In addition, the size of an event is determined not only by its importance, but also by the amount of staff, volunteer, and community assistance available. Bigger is not always better. A small, well developed event may be more appropriate than a large, loosely organized affair.

Another very important aspect of event planning is to determine who the event VIPs will be. Larger events usually include a formal ceremony with well-known guests. Identify these individuals and make calls early to obtain their available dates and times to prevent changes and delays further into the planning process. For Members of Congress, calls should be placed to the appropriate Scheduler in either the District or Washington office. These calls can be placed by the Project Leader if he or she has a good working relationship with the Member's office. Otherwise, assistance in notifying and scheduling Member participation can be provided by EA at the Regional level. Other high-level officials requiring early notification include the Governor of the State, the agency Director or Regional Director, and the Mayor or Town Manager.

Once you have designated a coordinator, set a date, identified and notified the VIPs, and secured a site for the celebration, it is time to begin planning the specific details of the event. At this point, the following areas must be considered:

- \* Event Funding
- \* Invitations
- \* Program Development
- \* Speeches and Special Activities
- \* Publicity
- \* Grounds and Event Set-up
- \* Support Services
- \* Post-event Details

## Event Funding

Partnerships and close association with volunteer and friends groups are critical to the success of many Service activities. No where is this any more apparent than when the Service hosts special events. Funding and staffing constraints necessitate volunteer assistance and support from organizations, foundations, private citizens, and local community agencies and groups. In general, unless specifically authorized by statute or as a "necessary expense," Federal law prohibits the use of appropriated funds for expenses including food, entertainment, guest lodging and transportation. A non-Service group of supporters can provide donations and assist with such event costs.

The Office of the General Counsel, U.S. General Accounting Office (GAO), has created a reference about allowable expenditures in its Principles of Federal Appropriations Law, Second Edition, Volume I, 1991. Expenditures that might otherwise be prohibited may be permissible when they are incidental to certain traditional ceremonies. GAO cites *ground breaking and dedication ceremonies for laying cornerstones* in public buildings as the most common examples of such ceremonies. Further, expenses "necessarily incident" to these ceremonies -- such as the cost of printing programs and invitations, recording a presidential speech, and taking a group photograph at the event -- are chargeable to the appropriation for construction of the building. The cost of buying flowers as a centerpiece and chrome-plating a ceremonial shovel may also be allowed.

Service Manual Chapter 304 FW 1, Procurement, states that "Federal agencies may not use appropriated funds for personal gifts except where authorized by statute." This also includes promotional items, such as mugs, key chains, lapel pins, bumper stickers, tee-shirts, caps, balloons, or candy. In a case that arose from a dedication ceremony at a Service facility, the Comptroller General disallowed expenditures for promotional mugs and trays for dignitaries and embroidered caps for volunteer security people.

For event coordinators, the important thing to remember is to be aware there are restrictions on many expenditures, particularly items such as food, entertainment, guest lodging and transportation, and gifts (including plaques). If you are uncertain or have a question, consult your Budget and Finance Officer.

## Invitations

Invitations are necessary to generate interest in an event and to ensure that partners, neighbors, colleagues, supporters and others who have a connection to the event are reached. Invitations are of two types -- formal letters of invitation (frequently signed by the Regional Director) to VIPs and formal invitations mailed to all others contained on the list of invited guests.

The letters of invitation are usually mailed to Members of Congress; State, county, and local Officials; and heads of other Federal agencies. Frequently these letters confirm oral agreements to participate in an event, made between a Regional representative (usually the Assistant Regional Director for EA) and a VIP. These letters are sent early in the event planning process after the VIP has been notified and the event scheduled on his or her calendar. In some instances, confirmation may not be received until closer to the event date.

Formal invitations are sent to other guests two to four weeks before the event date. Typically, about one third of the invited guests will actually attend the event. The event coordinator should work with the Regional publications coordinator to design, create, and print the invitations. Invitations are printed on high quality card stock and usually feature a cover design that is representative of the event. Details about the event -- date, time, location, and activities are provided. A map is normally included on the back cover of the invitation or enclosed as a supplement. RSVPs are sometimes requested for invitation-only events but are not recommended for public events.

All staff should be involved when preparing the guest list -- especially those who have worked at the station or host office for an extended period of time. Invite people who have a history of participation in Service activities at the site as well as volunteers, local organizations and businesses, and area dignitaries. The League of Women Voters can frequently be of great assistance in compiling a list of elected officials.

Following is a recommended list of guests to be included on the invitation list:

Department: Secretary, Deputy Secretary and Assistant Secretary for Fish, Wildlife and Parks.

Agency: Director, Deputy Director, Assistant Directors, Regional Director, division chiefs, project leaders and staff in the event area.

Other Federal Agencies: Superintendents and Chief Foresters of nearby National Parks and National Forests, District Engineers of the Army Corps of Engineers, and commanding officers of nearby military bases.

Congress: Members of Congress from the state(s) involved; associated Washington and District office staff; staff on the Senate Committee on Environment and Public Works, the House Resources Committee, and Appropriation Committees.

State, County, and Local Officials: Governor; Director, State Fish and Game Agency; managers of State hatcheries or wildlife management areas; conservation commission members; mayors or city managers; county commissioners; town supervisors; university and college presidents; and local school principals.

Others: Local conservation organizations, local television and newspaper reporters, representatives of local chambers of commerce, outdoor writers, contractors involved in site construction, and Service volunteers.

Typically, letters of invitation to Members of Congress, Governors, and Department and Service leaders should be signed by the Regional Director. Field Project Leaders should send letters of invitation to the City Manager, the Mayor, City Council members, county and town officials, and directors of State natural resource agencies. For smaller, less formal events, invitations may be prepared on good quality paper, photocopied at the field level, and mailed to people and groups throughout the local area.

### Program Development:

The success of any event depends on the program -- usually consisting of a formal ceremony and special activities and demonstrations. The ceremony will feature important guests and speakers and is the focal point of the day. The ceremony should be completed in one hour or less with the keynote speaker making remarks of up to 15 minutes. Other speakers should be limited to no more than five minutes. All other event activities should be planned to immediately follow the ceremony.

Most ceremonies begin with a short welcoming statement delivered by the host Project Leader. The Project Leader then introduces the Master of Ceremonies (MC). Frequently, the Regional Director fills the role of MC, but a local, well-known person with good stage presence may also be asked to perform this task. The MC introduces speakers, recognizes dignitaries and special guests in the audience, keeps the program on schedule, and adds personality to the event.

Most formal ceremonies include the presentation of colors and/or the national anthem or other appropriate musical selection such as America the Beautiful. The presentation of colors is usually conducted by a military, Reserve Officer Training Corps (ROTC), Coast Guard, National Guard, or Scout color guard (be sure to include both boy and girl scouts). A school band, chorus, military orchestra, or single trumpeter may be recruited to perform the musical selection.

Although invocations and benedictions have traditionally opened and closed dedication ceremonies, these religious practices are less used today. Instead, inspirational messages and readings are being used in their place although, most programs eliminate this segment altogether.

Event organizers should give special attention to program protocol. Remarks are delivered with the most prestigious guest addressing the audience last. In most cases the final, or keynote, speaker will be a Member of Congress, the Governor, the Secretary of the Interior, the Service Director or other designated Service official, or someone who has made a significant contribution to the facility or effort being dedicated or honored. On the program agenda, you may simply list your speakers under the heading of "Remarks." The following officials may participate in event ceremonies. They are listed in descending order of precedence:

President of the United States  
Vice President of the United States  
Governor of the state  
Cabinet Secretaries, with the Secretary of State ranking first  
U.S. Senators  
Governor of a neighboring state  
Members of the U.S. House of Representatives  
Under Secretaries, Deputy Secretaries, Assistant Secretaries of Executive Branch  
departments or the number two official in a department regardless of title  
Under Secretaries of Military Departments  
Four-star generals and equivalent ranked admirals, according to seniority  
State senators  
State representatives or delegates  
State executive department officials  
City and county officials

The order of precedence should be used for seating and for introductions. The lowest ranking official should speak first; the highest ranking official last.

While there is no fixed order of precedence for state and local government officials, the host should consider the purpose of the event, the level of all official guests and other significant factors in planning the seating arrangements and For example, under certain circumstances, the mayor of a large city might be placed after a U.S. Senator or Member of the House of Representatives.

Arrangements for an interpreter for the hearing-impaired should be made to help ensure that everyone fully appreciates the program.

### Speeches and Special Activities

For Regional events, EA oversees the development of speeches for Service dignitaries. However, the Project Leader may be asked to provide EA with a draft speech or talking points. Speeches should reflect the purpose of the event and address the benefits to be derived from the new facility or project or highlight the importance of the anniversary or national celebration. Speeches should be positive, uplifting, thought-provoking, precise, and even humorous.

Formal ceremonies are an excellent opportunity to recognize employees, volunteers, sponsors, or others who have contributed to the project or to the organization of the event. Certificates or plaques presented in this setting will be long-valued by the recipients. Formal presentations should be identified on the ceremony program as "Recognition of Volunteers" or under another appropriate heading.

Closing remarks (made either by the Master of Ceremonies or the host Project Leader) should include a thank-you to sponsors and to attending guests. The MC will also ensure that guests are well informed about the remaining day's activities. At the close of the formal ceremony, he or she will direct the audience to the site of a ribbon cutting, the unveiling of a new sign, the cutting of a cake, or the location for boarding tour buses.

A full schedule of activities, with several occurring at one time, provides guests with options of things to do. Invite wildlife artists, decoy carvers, nature photographers, duck callers, and taxidermists to participate in the celebration and provide space for other natural resource agencies, local conservation groups and museums, and volunteer and friends groups to set up displays. In addition, wildlife management demonstrations such as bird-banding, prescribed burning, and nest-box construction can nicely complement facility tours, interpretive walks, audio-visual programs, and even living-history presentations.

Entertainment, especially music, adds a festive tone to special events. If you decide to arrange for entertainment, be sure you select something that is fitting to the occasion and appropriate to the Service. Many times, well known performers will provide their services free of charge because they support the work of the Service. Remember, entertainment is a restricted expense for which appropriated dollars cannot be used.

Throughout the day, light refreshments should be available for guests. Like entertainment, refreshments are also a restricted expense. Customarily, they are provided by a local friends group, a local civic or conservation organization, or through another donated source.

### Publicity

The best organized event will not be a success if attendance is poor because the word does not get out. Event coordinators should work closely with EA to outline an event plan for publicity. Typically, the plan will outline needs for a media alert, news release, public service announcements, methods and timing of distribution, and a press kit that may contain photographs, fact sheets, and other informational materials.

Approximately two weeks in advance you will want to draft a news release, media alert, and public service announcements detailing the event and describing the planned activities. Work with EA to determine the appropriate distribution schedule for these publicity items. Distribution schedules will be dependant upon media deadlines. Fax and email are quickly becoming the preferred means of reaching media markets, as is the use of the Internet. Photographs frequently enhance the appeal of a story for print media.

Brief event announcements may also be provided to publications for inclusion in their calendar of events. Sending a 30-second public service announcement to radio and television stations may reach listeners who would otherwise not learn of the event.

Immediately prior to the event, contact the news media to confirm their attendance. This will increase the likelihood of media attendance. If you have relationships already established with local reporters, these will prove invaluable to both your pre-event publicity efforts and your attempts to obtain press coverage on the day of the event. However, it is always wise to take notes and photographs of the day's activities so these can be provided to the media if they are unable to attend the event. Be sure to include details about attendance numbers, special guests, activity highlights, unusual happenings, and a brief statement from a Service official.

On the day of the event, designate a press table in a highly visible area that can be easily found by media reporters. Ask attending reporters to sign in and identify their media affiliation. Press packages should be provided to them, and a well-informed Service representative should be

available to respond to questions they may have. If you anticipate that many reporters will cover the formal ceremony, consider designating a press area in the audience, close to the front, in order to accommodate photographers and videographers.

Don't rely solely on the media to publicize the event for you. If you do, you might be disappointed by the results. Public notification should be made in a variety of ways. Think about things that can be initiated by you and your office. Consider the development and posting of flyers, the use of banners, and mailing announcements to individuals who have requested their names be placed on Service mailing lists.

### Grounds and Event Set-up

Large events with formal ceremonies that may attract several hundred, or even several thousand people require preparation. The event coordinator may need to plan for the rental of tents, chairs, stage construction and decorations, power, signs, parking, shuttle transportation, a sound system, lights, portable toilet service, emergency fire and medical equipment, tables for refreshments and exhibitors, photography and video-taping, access for disabled guests, grounds maintenance and mowing, preparation and leveling of tent sites and clean-up.

News releases and posted flyers should contain clear directions to the event, including an easy-to-read map. Signs should direct guests to the parking area and event site. Where parking is limited or located away from the event site, shuttle bus transportation may be required. Parking for VIPs, the media, and handicapped and special guests should be provided close to the event site, convenient to the stage.

Always plan for rain. If you have an indoor facility large enough to accommodate many guests, consider using it in the event of rain. Large canvas tents may also be rented in varying sizes for the formal ceremony and for exhibitors and food. Even when rain is not anticipated, tents are frequently used. The shelter they provide serves as a protective break against wind and sun. Most tents have sides that can be rolled up on clear days and easily dropped for inclement weather. Event planners everywhere will tell you, "tents are essential." Include the cost of renting tents in your event budget.

One of the most important aspects of set-up is the formal stage. Stage platforms can be constructed from scratch or can be created with the use of risers or pre-fabricated, elevated flooring. It is important that the stage be elevated so the view of guests seated in back rows is not obstructed. Depending on the height of the stage, steps may need to be included in the design. When completed, raw staging should be painted or covered with indoor-outdoor carpeting. Potted plants, shrubs, and flowers can be used as decorations in front of the stage. These items can often be

borrowed from a local garden center or nursery. Skirting may also be used around the base of the stage to create a formal look and to conceal stage supports.

Comfortable and attractive chairs should be placed on the stage for the speakers. Their names should be attached to the chair backs to avoid confusion. A podium with a high quality sound system is positioned on the stage; the Service emblem prominently displayed on the front surface. Place ice water and glasses behind the podium for use by the speakers.

The American flag and Department of the Interior flag customarily flank the stage. Flags must be displayed in accordance with the Flags Code, 36 U.S.C. ' ' 173-178 and 36 U.S.C. ' ' 171-172. Usually 36 U.S.C. ' ' 175 (k) will apply. It reads, "When displayed from a staff...the flag of the United States of America should hold the position of superior prominence, in advance of the audience, and in the position of honor...at the speaker's right as [s]he faces the audience. Any other flag should be placed on the left of the speaker..." Most color guards will bring flags to use for the presentation of colors and will exit with those flags when the processional is completed. Occasionally, a color guard may elect to use flags that will remain on stage following the presentation. The event coordinator will need to work these details out with the color guard prior to the event.

In some areas, spotlights will be required to illuminate the stage and speakers. In such cases, be sure to test the lighting and ensure that it does not blind the speakers. Be sure to consider your needs for electrical service for this and for providing power to the sound system and exhibit area. Test the equipment several times prior to the start of the event to minimize operational difficulties during the ceremony. Furthermore, be aware of tripping hazards that may result from electrical cables running over walkways; make sure they are well secured and unlikely to cause injury to invited guests. In remote areas where electrical service is not available, portable generators or battery operated equipment may be used.

Make early arrangements for chairs and tables. The event could require that you provide several hundred seats. Churches and fire halls will frequently loan folding chairs and tables if they are not being used. Otherwise, you may need to rent them from one or more vendors. Regardless, you will want to line this up sooner rather than later. This is an area where you may realize that organizing a special event is a test not only in good planning but also in creativity, flexibility, and endurance!

### Support Services

A large public event requires that issues pertaining to safety be carefully considered. The local rescue squad should be alerted about the event and to the potential for emergency medical situations. The squad should be informed about the date of the event, the number of people expected, the location of activities, and the time period in which the event will be held. Local police and fire departments should be notified of the event and, when possible, Service law enforcement officers should be on-duty to assist with crowd control and to help ensure a safe environment. If activities are spread out over a large area, a base radio station should be established and staffed throughout the day. Designated employees or volunteers should have

portable radios in order to communicate with the base station in the event of an emergency. First-aid kits should be fully stocked and available at various locations during the event.

Service law enforcement officers should be consulted on all issues related to public health, safety, and access. They may also be asked to assist with parking, general information, and directions. Employees having law enforcement authority are well-suited to deal with emergency situations that may arise during the event. Access routes for fire and ambulance service must be designated and maintained for quick entry and exit without interference.

Event hosts should designate parking, seating and other areas to ensure access to disabled guests. Staff should also be designated to direct traffic, assist with parking, and to shuttle or guide all visitors to the event area. Access routes must be well maintained and free of mud, soft sand, and overhanging vegetation. Be sure to avoid the use of areas where septic tanks and underground water or drainage facilities could be damaged by parked or moving vehicles. Adequate parking must be provided close to the event site or at a suitable location from which guests may be quickly transported in shuttle vehicles. If needed, parking areas and spaces can be easily designated with the use of signs, lime, rope, and stakes.

Parking and directional signs must be developed and installed prior to the event date. Ensure the signs are neatly prepared and that the wording is large enough to be read from a moving vehicle.

### Post-event Details

After the guests and dignitaries depart, there is still much work to be done. Enter the clean-up crew to break down the stage and exhibits; load and return the tables, chairs, and other borrowed equipment; and dispose of all trash. Promptly after the event, thank you letters should be sent to speakers, sponsors, entertainers, exhibitors, volunteers, and other participating organizations who helped make the event a success.

A few days following the event, gather together everyone who had been involved with staging the event to critique the effort. What went well? Where could changes be made next time? Did anyone receive complaints or complements? Discuss them, share ideas, and make notes for the future.

Follow up with local reporters to ensure they have enough information to prepare an accurate account of the celebration. If not, offer to provide them with more details or to prepare a news release. Also offer copies of photos that were taken on the day of the event for their use in preparing an article.

These post-event details will provide a sense of closure for the organizers and volunteers and hopefully leave everyone with positive memories and satisfaction for a job well done. The importance of these final tasks should not be minimized.

## **Task Checklist for Special Events**

### Pre-event

1. Designate an event coordinator
2. Meet with staff, partners, and form committees
3. Check on local event schedules
4. Consult EA about upcoming FWS events
5. Select an event date and place (include rainday alternatives)
6. Secure permits (fire, building, assembly, police, health and sanitation, where needed)
7. Advise EA and local information centers of event date
8. Confirm availability of VIP speakers
9. Issue confirmation letters through EA to VIP speakers
10. Arrange VIP lodging
11. Arrange VIP transportation

### Event Funding

1. Outline FWS event expenditures
2. Establish budget
3. Designate support group to handle donations and non-FWS funding

### Invitations

1. Develop guest mailing list
2. Coordinate development, design, and production of invitation with RO Publications Coordinator
3. Distribute invitations to local dignitaries and the public

### Program

1. Develop program for event which may include:
  - formal ceremony
  - activities
  - exhibits
  - guided walks
  - tours
  - demonstrations
  - entertainment
  - refreshments
  - ribbon cutting
  - sign unveiling
  - ground breaking
  - presentation plaque or certificate
2. Prepare talking points or draft speeches
3. Select color guard and vocalists

4. Arrange for interpreter for hearing impaired
5. Design and produce program brochure and select staff to distribute
6. Reserve needed exhibits and arrange to have them staffed on day of event
7. Plan activities, walks, tours or demonstrations, and assign staff. Do a rehearsal, if needed
8. Select cover to unveil sign
9. Obtain ribbon and shears for ribbon-cutting
10. For ground breaking - paint shovel gold and loosen soil so it will turn easily
11. Design and procure plaques or certificates
12. Determine entertainment needs, i.e. staging, electric, tables, etc. Contract unless using volunteers
13. Select refreshments and determine needs, i.e. tables, skirting, plates, cups, napkins, utensils, etc. Assign staff or volunteers

### Publicity

1. Prepare media alert, press release, advance stories, public service announcements, flyers, and pitch feature stories to publicize event
2. Contact media to cover story on the day of the event
3. Select photo opportunity spot
4. Prepare press packages
5. Designate table and staff to greet and register news media
6. Designate FWS event photographer and videographer

### Grounds and Event Set-up

1. Select level area, mow and trim for placement of tents. Tents should be situated so sun is not in speakers' eyes
2. Contract for tents. (Size of tents determined by expected attendance, exhibits, and refreshment needs). Plan for rain
3. Podium with FWS emblem
4. Sound system with back-up equipment. (Contract for technician. Your event is ruined if the audience can't hear!)
5. Flags. Display according to "Flag Code"
6. Arrange for stage -- including skirting, shrubs, flowers, steps, etc.
7. Reserve Fish and Wildlife Service banners
8. Arrange for water and glasses for speakers. Podium with shelf is good
9. Chairs (use labels to designate speaker's chairs and other reserved seating)
10. Restrooms or portable toilet service (handicapped accessible)
11. Lights
12. If no electricity -- you'll need a generator
13. Trash receptacles

### Support Services

1. Prepare directional signs, assign staff to post
2. Notify local EMTs, police, and fire departments

3. First aid kits
4. Notify FWS law enforcement officer
5. Locate portable radios (make sure they are on same frequency)
6. Arrange for shuttle transportation (buses, vans, etc.)
7. Designate staff to direct traffic, park cars, and to shuttle or guide visitors
8. Designate parking, seating and other areas to ensure access to disabled guests

### Post-event Details

1. Clean-up crew - break down stage, chairs, tables, exhibits
2. Return borrowed equipment
3. Dispose of trash
4. Remove portable toilets
5. Media follow-up - provide photos, if needed
6. Thank you letters
7. Critique event

