

VIRGINIA BEACH SPORTS CENTER
BUSINESS PLAN AND OPERATIONS
MANUAL



MARKETING TO OUR GUESTS	6
Pricing Strategies	6
Pricing Philosophy	6
Pricing Structure	6
Marketing Strategy	7
Grass Roots Marketing	7
Internal Marketing	8
PRODUCTS	9
Tournaments	9
Leagues	10
Youth Programming	10
Rentals	11
Concessions	11
Sponsorship	12
COST OF GOODS SOLD	12
EXPENSES	12
Administrative Expenses	12
Facility Expenses	12
Other Expenses	12
Staffing	13
General Manager	13
Tournament and Events Directors	13
Food and Beverage Director	13
Sport Directors	14
Youth Programming Director	14
Facilities Director	14
Human Resources & Finance Director	14
Sales & Marketing Director	14
Background Checks	15
Employee Ramp Up	15
VBSC Internship Program	15

GUEST SERVICE	16
Guest Service is Everyone’s <i>Responsibility</i>	16
Be Welcoming	16
Communication	16
Sales	16
Other important notes	16
LEAGUES OPERATIONS	17
League Seasons	17
League Format	17
League Marketing	18
League Registration	19
League Guest Service	19
League Staffing and Utilization	19
League Crisis and Complaint Management	20
League Referee Assigning and Reconciliation	Error! Bookmark not defined.
YOUTH PROGRAMMING	20
Child Development Products	Error! Bookmark not defined.
Instructional Classes	21
Instructional Class Marketing	21
Daycare	22
Camps	22
In House Camps	22
Vendor Camps	23
Partner Camps	23
Residential Camps	Error! Bookmark not defined.
RENTALS	23

Block rentals for clubs and school	23
Tournaments	24
Tenants	24
Special Events	24
TOURNAMENTS	24
In-house Tournaments	25
Rental Tournaments	25
Partner/Revenue Share Tournaments	25
Tournament Operations	25
Scheduling	25
Parking	25
FACILITIES	26
Clean Facilities	26
Maintenance	26
Efficiencies	27
SPONSORSHIP	27
EMERGENCY OPERATIONS PROCEDURES	30
Statement of Purpose:	30
General Responsibilities of the Staff	30
Objectives of this Guide:	30
VBSC Staff:	30
General Manager/ Manager on Duty:	31
Building Security	31
Building Maintenance Emergencies	32
Steps to be Taken:	32
Water Issues:	32
Electrical Problem:	32

Phone Issues:	32
Sewage Back-Up:	33
Release of Minors	33
Procedures for Licensed Child Care Programs:	33
Procedures for Youths Not Registered in Licensed Child Care Programs:	33
Parental Contact:	33
Non-Custodial Contact:	33
Media Relations	34
Steps of Action:	34
Sample Crisis Media Release:	34
Accident/Serious Injury/Medical Emergencies	35
Steps of Action:	35
Personnel Roles:	35
Child Abuse Suspicion	37
Steps of Action:	38
Violence with or without Weapons	38
Steps of Action:	38
Nuclear/Biological/Chemical Threats	39
Fire Evacuation	40
Steps of Action:	40
Alarm Monitoring Company Information	40
Personnel Roles:	40
Severe Weather	41
Definitions:	41
Staff Roles:	42
Bomb Threat	43
Steps of Action:	43
Personnel Roles	43
Facility Lockdown	44
Steps of Action:	44
Personnel Roles	44
Death of a Staff Member/Guest	45
Steps of Action:	45
Bomb Threat Report Form	46
Phone List	47
Fire Drill/Training Record	48

Marketing

The design of the Center makes it a local, regional, and arguably, a national facility. 12 basketball courts and 24 volleyball courts are rare under one roof, and even more rare as a continuous playing surface uninterrupted by columns. Large regional and national tournaments will come to the Center; however, local guests must also use the courts during the week if use of the asset is to be maximized. All four of ESM's facilities and management teams have strong records of serving their local communities while attracting regional and even national events.

Pricing Strategies

Pricing Philosophy

ESM takes into consideration several factors when determining pricing for any of its offerings at any of its facilities:

1. What is happening in the community? What are the going rates for comparable field and court rentals locally? What are tournament entry fees and facility admissions regionally?
2. What are the facility's fixed costs that need to be covered?
3. What are the utilities, management payroll, and debt service or rent?
4. What are the variable costs or cost of goods sold for each of the products?
5. How do our price points match other products in the market that aren't sports? Does an hour in our facilities match with an hour at the bowling alley or the movie theatres?
6. What is a reasonable price for the value being given? How does that compare for different products of a comparable nature?
7. What are the goals of the owner of the facility?
8. What level of product is this intended to be? Is it a prestigious national event or a recreation level local event?
9. What is our mission?

We will be sensitive to the fact that many of the users will be citizen's whose tax dollars have funded the facility. We have set prices in our Income and Expense assumptions generally at or below market points. Ultimately, however, the success of the Center both for the direct users and for the City will depend on the facility being well-run, well-maintained, well-staffed, and well-marketed, all of which require resources. ESM believes that it is fair that those who use assets, whether publicly or privately funded, pay for their use. All City residents are responsible in part for the funds used to create the assets, but those City residents who use them most should bear the greater share of their creation, care, and maintenance. Gas taxes and tolls are a good comparison. The pricing we set out in this facility will reflect our current understanding of these sometimes-competing considerations. These considerations may change as market conditions change.

Pricing Structure

The sports and recreation industry has a variety of pricing models, some of which are a reflection of the nature of the guests' use. For instance, some products are of a defined and limited schedule for both frequency and time. A league is usually eight games with one game per week for eight weeks. Personal training is priced for each occurrence. People are used to paying set prices for these products that they enjoy over the defined duration; then they decide whether to purchase another. They buy what they want

when they want it, a la carte. Other products are more suited to ongoing charges for ongoing use. Someone may have the time and energy to workout five times in a week but the next week they can only manage once. They want a pass to come whenever they like without restriction. Guests also don't like to pay for something they don't want and don't need.

For large tournaments and events, pricing is usually structured around whole-facility rates, by-the-day or by-the-hour. We have structured our forecasts around an hourly rate and assumed a number of hours for the events to be held at the Center. This is discussed more fully below in the Income section.

Marketing Strategy

The marketing of the facility falls under the responsibility of the Sales and Marketing Director under the direction of the General Manager. Together they will establish a program of general branding and facility awareness using traditional outlets. However, all VBSC employees participate in marketing, primarily through the consistent delivery of quality products and the maintenance of clean, safe facilities, and by publicizing the products under their management. Individual managers pursue local and regional outlets for their products depending on the audience at the Center, the Tournament Director will create recreational level products for local residents, and competitive level products for regional guests. The Tournament Director will market basketball, volleyball, futsal and field hockey tournaments. The Youth Programming Director will attend local camp expositions, kids' conventions, and visit pre-schools and daycare centers to promote our camps and other programs. All hands are on deck for marketing the complex locally and regionally.

The Center will work closely with the CVB to make sure the facility is filled to the greatest extent possible by events that draw out-of-town visitors to the City. We will commit to meeting weekly to coordinate efforts and to not scheduling anything on a weekend until 9 months prior to attract a regional or national event. Our combined efforts will ensure the greatest chance of maximizing the facility and its economic impact.

There are many different philosophies for marketing. The thing to remember is that our local target market is within a 25 minute (15 miles) drive of the facility. There is no mistaking the single most successful and efficient marketing tool we will employ is running a quality program and providing quality guest experience. Below are the supplemental philosophies that are used to bring people to our programs.

Grass Roots Marketing

The foundation for the grass roots marketing plan is getting in front of the main players in our target market. This includes but is not limited to:

- High & middle school coaches of every sport
- Athletic directors
- Club chairmen
- Club directors of coaching
- Local people/organizations that run leagues in the community
- Tournament directors
- Well known athletes in proximity
- Influential parents
- Businesses that employ large amounts of people in the area
- Membership directors of large communities/home owners

- Mom groups
- Stroller strides
- Elementary & middle school field trip supervisors
- Little league and rec associations
- Local parks and rec directors

The theme of these conversations is consistent. We will have several questions and talking points prepared. We should already have a good idea of what we want out of the meeting. We want to know how we can help them and how to take the meeting to that point. The goal is to find a way to work together to reach the goals of both parties. There are a few basic principles to keep in mind when having these meetings:

- We are inclusive of other staff on our team. When trying to negotiate, it helps to have program opportunities from other departments. Bringing in the person that runs programs, sponsorships, rentals, etc. may provide a different perspective. Many times agreements work out to where we do not benefit on one program, but have tremendous upside in another program.
- We ask open-ended questions and listen intuitively. If we know the end goal of the parties, it is much easier to find a way to help them, so we ask: What are you currently doing, where would you like to see it go, how can we help?
- We make sure there are action steps to be taken from every meeting and a timeline to accomplish them.
- We know when are we meeting again?
- Sometimes it just will not work. The end goal is not to make a deal. The end goal is to grow our business. If it is not a good deal, we do not do it. Our risk is in the building. We cannot take more risks in other people's businesses.
- We are not afraid to compete. Sometimes the deal does not work and we have competing products. We are professional and polite, and then out work them on the back end.

Internal Marketing

The second most important marketing strategy in our facilities is our internal marketing. Our facilities have a high volume of foot traffic and typically have deep penetration into the market. It is important to educate our guests on what other programs we have to offer. Here are some key points for internal marketing:

- Where are our high volume areas? Front doors, bathrooms, F&B, spectator areas, tvs, etc.
- What seasons are best to market what products?
- Identifying what programs bring in new people and how to reach them. This is best illustrated by birthday parties. Most birthday parties bring in new guests. Hopefully their great party will make them want to do a party for their child, but even more than that, we need to get our information in front of them.
- **Information Centers** – Information Centers are very important. We want to interact with our guests, but having our information readily available and presented professionally is a vital piece of the puzzle. These centers need to be organized, clean and stocked.
- **Sponsorships** -Believe in the power of our sponsorship. We know the value of the sponsorships we sell, so we use them when there is free inventory. This could also lead to selling more sponsorships.
- **Digital Signage** – We have several tvs throughout our facilities. We use them for frequency of our message and branding.
- **Email blasts/Newsletters** - Email blasts are one of our most effective methods of marketing. However, it is important to remember not to overwhelm our client base. Guests are already going

to get emails from us communicating things about their programs. We typically send no more than two marketing emails per month. One of those emails should be a newsletter delivered on the first Tuesday or Wednesday morning at 10am. The other should be two weeks later and only if you have enough content to make it worthwhile. Newsletters should be consistent, informative and easy to navigate through all of the information.

- **Social media** – We always have someone act as the conduit between our directors and our social media outlets. We continue to post pictures of activities. People love to look at themselves and their children. The more content we post the more likes and shares we get, the more marketing power we have. It is also good to run promotions and contests to drive activity, but this is not usually our focus.

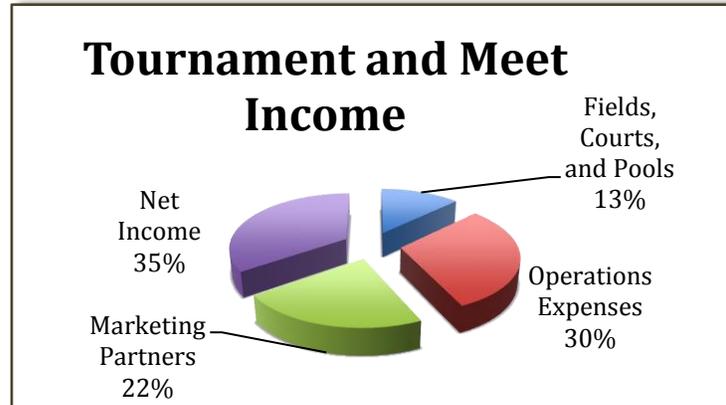
Products

Tournaments

The City will want the Center to be a first-class athletics event center. Events break down along the same lines:

- Straight rentals by outside organizations.
- Shared-risk partnerships where revenues and responsibilities are divided.
- In-house events that are created, marketed, and run by the staff.

The preference is always for the last, because the margins are highest for the facility. In any event, whether the meet or tournament is the result of a bid process or a negotiation, the host facility hopes to generate sufficient revenue and produce a high-quality product. Over the past 12 months, there have been about 60 tournaments at ESM facilities totaling about \$2,500,000 in gross revenue and hosting 3,000 teams. The graph shows what percentage of gross income goes to the facility, to the marketing partners, for expenses, and what's leftover.



It is clear from this that being only the supplier of the facility misses nearly 87% of the tournament gross income. Tournament organizers have small facility budgets, not because they need to but because that is what they are used to. ESM will try to push all relationships to a shared risk model used frequently at the other four ESM facilities where the facility participates in the gross income and is not receiving a fixed fee. We see our job primarily to fill the courts and the track with leagues, meets and tournaments, but of equal importance is making sure the returns are as high as possible. Building in-house products accomplishes this.

Again, for purposes of forecasting revenue, we assume that all the tournament revenue at the Center is on a net basis. That is, that we run no in-house tournaments and all events are straight rentals. We think this is

the most conservative way of forecasting that portion of income. We divide events into 2-day, 3-day, and one week events.

We are aware that Sports Tourism Departments and Municipal Convention Centers across the country frequently use their facilities as loss-leaders for the sake of the economic impact that visitors bring to communities. We know that strategy will be utilized by ESM and CVB in order to fill the facility to the greatest extent possible. We also know from experience that we can create enough higher-earning events and attract enough higher paying rentals that discounted court rentals will be offset.

Leagues

Leagues will be run year-round on hard court. Any and every sport that plays on a hard-court surface will be offered at some point. Leagues can have very high gross margins with as little as 20% needed for Cost of Goods Sold (COGS). More often than not, they can be run completely in-house. Most areas, however, already have leagues for both youth and adults across most sports. Successful sales strategy for leagues involves identifying:

- Sports that have no viable local league for their participants.
- Existing Leagues that have poor or inadequate facilities.
- Youth sports that do not have good off-season league opportunities.
- Existing adult leagues whose volunteer leadership would be interested in handing over league management to a professional third party.
- Existing leagues whose management is poor enough that a better-run league would draw teams away.

We will offer the following leagues at the Center:

- Basketball
- Volleyball
- Futsal
- Hard Court Field Hockey
- Social Sports such as dodgeball, kickball, and cornhole

In some instances, existing leagues will simply rent the track or courts to run leagues. The preference will always be to run leagues in-house, but if space must be filled and if the existing league is strong and well run, then we can sign a long-term rental agreement. These leagues are distinct from clubs and youth organizations renting the field to run games for leagues in which they participate. In the first instance, all league games are held at the complex. In the second, the club or organization rents the court for their home games and they travel elsewhere for their away games.

Youth Programming

Youth Programming broadly encompasses everything that we will do for children that is not a league. Included are summer camps, day camps, sports camps, before-and-after care, birthday parties, and drop-in usage, and all the youth development courses that we have offered at all of our facilities.

The facility will be placed on the bus routes of the local public and private schools. With a high concentration of early morning commuters headed to Norfolk and to area bases, the facility will have a thriving before- and after-care program. The facility will pursue day care licensing and should achieve it prior to doors open. During the summer, we will have a strong day camp program.

Sports camps and clinics will be run during summer. These camps will also be run during school breaks, holidays and in-service teacher workdays. Center staff will run most of these camps, but we will also have national camp organizations like US Sports Camps, Nike Camps, NXT lacrosse, and others to run vendor camps throughout the summer.

All four ESM facilities are “Lil’ Kickers” franchisees. VBFH alone has about 250 kids each session (of 4 annually) at \$169 per participant. Lil’ Kickers is more than just a great soccer program for kids. Its balanced and creative approach to coaching has a positive impact on children that goes far beyond the soccer field. The high-energy soccer classes are carefully designed to enhance a child’s overall growth and well-being. The result is children with strong physical skills, who are well balanced and confident. The Center will have its own Lil’ Kickers territory and franchise and should do numbers similar to VBFH.

ESM has a similar product for basketball players called “Lil’ Monster Ballers”. Children aged 4-7 follow a curriculum designed to improve motor skills, social skills, and listening skills, all while learning basketball. With 24 recreation level baskets in the main play area, this will be a success. We also run “Lil Flyers” (cheer), “Lil’ Laxers” (lacrosse), “Lil’ Sluggers” (baseball), and Lil’ Tacklers” (football), and “Lil’ Sweepers” (field hockey).

For each of these programs we assume price points and fill rates comparable to all of our existing facilities.

Marketing the Youth Programs falls to the Youth Program Director. A full-year brochure will be created and camp conventions and expos will be attended. The Lil’ Kicker franchisor supports their franchisees with their own marketing programs. The Center will also engage in its own campaign.

Rentals

Available space will be rented, but the staff will be committed to filling it with higher margin in-house programming. With such a large inventory of court space, we anticipate relationships with local volleyball, basketball, and soccer clubs who will want to rent court time Monday to Thursday from 5:00 PM to 7:30 PM. We assume a potential rental inventory of 2.5 hours/ basketball court/day. $2.5 \text{ hours} \times 4 \text{ days} \times 12 \text{ courts} \times 4 \text{ weeks per month} = 480 \text{ hours/month}$.

Concessions

Concessions during athletic events can be very lucrative. The plans submitted here include space for a main level kitchen and lounge, as well as an upstairs kitchen and dining areas. In our pro-forma, we calculate concessions revenue by assuming an amount that is a percentage of other income. Other income is a good reference point for traffic through the facility, which drives concessions. The figure we assume is comparable to the percentages that we currently see at other ESM facilities, with an added amount due to the large concentration of tournaments that drive revenue. VBFH routinely has \$8,000-\$10,000 days when we run tournaments. We would expect to triple that number for most events. Like the Field Houses in Fredericksburg and Virginia Beach, this location will have an on-premise beer and wine license.

Sponsorship

Sponsorship revenue at the complex could be substantial given the number of assets that could potentially be “named”. For purposes of the pro-forma we assume simply signage revenue similar to what we see at Fredericksburg and Virginia Beach, most of which comes in the door without any marketing on our part.

Cost of Goods Sold

Any expenses that are directly related to the delivery of a product we list under Cost of Goods Sold. Examples are the expense of 1099 instructors for fitness, referees for leagues, t-shirts for campers, uncooked food and packaged drinks for concessions, et cetera. The exception to this is employees who may be devoted to one area or activity but who we list under wages rather than COGS so that we may keep close watch on our wages as % of gross income figure. For purposes of this pro-forma we list in the assumptions page the different COGS rates for the different products, as some are much higher than others. COGS averages between 20% in year one and 18% in year three. This is at the middle of the range of our other facilities. Considering the large portion of the income coming from Membership, a low-COGS income category, we are confident in this assumption. For tournaments, we have assumed a COGS number of 0%, reflecting the forecast of all tournament income as straight rental or net income as discussed above.

Expenses

As with staffing, ESM runs its facilities as efficiently as possible. Using data from the other four businesses, we establish the budget metrics that are used to forecast expenses. In most instances, they are a function of gross income, but sometimes they are a function of square footage, like utilities.

Administrative Expenses

All office expenses such as telephones, internet, website, bank fees, credit card processing fees, dues, legal fees, et cetera, fall under this heading. ESM has excellent merchant vendor relationships, which it will bring to the Center. Over the last two years our four facilities have ranged from 3.23% to 6.47%. We assume 4.84%.

Facility Expenses

Facility expenses include cleaning supplies, maintenance supplies, maintenance contracts, waste disposal, et cetera. Over the last two years our building and grounds expenses have run 3.56% to 6.3% of gross income, with Rouse being at the high end of the range. We assume at the middle of this range at 4.52%.

Other Expenses

The utilities are a blended rate using data from our other facilities. The insurance figure is based on a quote from the insurance broker we use at all other facilities.. The marketing figure is a function of gross income and is comparable to what we’ve historically found to be successful. Tax assumptions are drawn from our

worksheet calculating revenue to the City and list those taxes that hit the income and expense statement, such as admissions, property, and gross receipts.

Staffing

As stated before, ESM organizes staff around function and products, not sports or areas of the building. As a private small business, we run our staff more efficiently than most public recreation centers or non-profit organizations. For instance, one local facility in Fredericksburg has more than 50% of gross revenue spent on wages. Our facilities run between 28% and 49%. The outlier in that range is the Rouse Center because of the staffing required for the aquatics portion of the building is so intensive. Before we took over USTC, they were at 46% of gross income for wages. We brought them down in one year to 38% and brought it down to 34% in 2016. For this pro-forma, we have assumed 30% in year one, declining to 24% by year 3. With such a large portion of the income forecasted as net income (Tournaments), we feel comfortable with these assumptions. Any increase in wages from the operation of in-house tournaments and events will be offset by the increase in income.

The organization chart shown divides the responsibility of the P&L along income categories with the exception of three positions, the general manager, the facilities manager, and all back office human resources and accounting.

General Manager

The General Manager oversees building operations and all staff of the Center. This staff is responsible for budgeting, establishing financial goals and networking within the community to help raise awareness of the Center.

Tournament and Events Directors

The Tournament and Event Directors are responsible for the day-to-day administration and promotion of all Center tournaments and events. This staff will be responsible for creating schedules, forming teams, facility promotion and rental of facility space. The Tournament and Event Directors will also oversee all of the Special Event staff and Tournament staff (vendor/in-house), work with a budget and monitor departmental financial spending, set sales goals and monitor monthly/yearly, coordinate with all staff to create a feasible schedule for events, negotiate and draft special event and tournament proposals and agreements, and directly supervise all Special Events and Tournament Interns. The lead Tournament and Event Director will report directly to the General Manager and will be the main liaison with the CVB.

Food and Beverage Director

The Food and Beverage Director oversees all Kitchen operations, including front of the house and back of the house operations. This staff will directly manage (interview, hire, train and evaluate) all Food and Beverage employees according to current labor conditions and needs and Health Department code. The Food and Beverage Director will also budget and monitor weekly food and labor costs, monitor quality control, monitor sales, generate daily and monthly financial reports as well as inventory reports and manage inventory and order Food and Beverage supplies as necessary. Additional responsibilities would include researching new food and beverage products, creating new menu and marketing ideas, inspecting equipment and food deliveries, coordinating kitchen equipment installation, evaluating health and safety practices, recording information about inventory and health practices and coordinating with other Center managers for special events and parties. The Food and Beverage Director will report directly to the General Manager.

Sport Directors

The Sport Directors will oversee all league operations both on the hard courts and on the track surfaces. These Directors will be responsible for establishing relationships with youth and adult clubs and outdoor leagues, recruiting teams and individuals for league registration, setting schedules and allocating field and court time for maximum utilization, securing and managing referees, directing league operations staff, and providing top shelf guest service so that league retention is as high as possible. These positions are important to the success of the business. These Sport Directors will report to the General Manager.

Youth Programming Director

The Youth Programming Director organizes and supervises all youth programs, camps and parties in the facility and manages all Youth Programming Staff (interview, hire, train and evaluate). They need to be able to organize and instruct youth programs, camps and classes, write curriculums for classes and day camps, handle all issues and injuries in youth programs, camps and parties, collect payments, monitor inventory and order Youth Programming supplies, monitor and maintain Youth Programming equipment. This staff will need to abide by State Licensing Regulations and Franchised Program requirements. The Youth Programming Director reports directly to the General Manager.

Facilities Director

The Facilities Director is responsible for the overall appearance and functionality of the Center including the building and grounds maintenance, custodial support, and environmental and safety regulation compliance. This staff will oversee all facility maintenance staff (interview, hire, train and evaluate), monitor inventory and purchase supplies, create manuals for equipment operation and maintenance, maintain equipment service and chemical logs (in-house and contracted vendor services), monitor overall appearance and cleanliness of the building, and must have knowledge of building internals (sprinkler systems, HVAC systems, alarm systems, automation system controls and operations, etc.). The Facilities Director reports directly to the General Manager.

Human Resources & Finance Director

The Human Resources & Finance Director is responsible for the management of the Center's financial and accounting policies, including systems and processes, tax and regulatory requirements, payroll systems and processes, ongoing financial modeling and budgets. This position serves as the primary contact for all managers and employees as pertaining to human resources. They lead HR practices and objectives that will provide an employee-oriented, high performance culture that emphasizes quality, productivity and standards of a superior workforce. The Human Resources & Finance Director reports directly to the General Manager.

Sales & Marketing Director

The Sales and Marketing Director is responsible for all facets of marketing, advertising, sales, promotions and guest services. This position will build new relationships within the community to further the business, as well as maintain all current relationships. They will develop multi-media presentations and collateral that describes the demographics and success of the facility to compel sponsors and advertisers to desire access to our guests. In addition, they will maintain public relations with sports clubs, professional organizations, business leaders, business partners, and vendors. They will work hand in hand with the CVB to fill the facility with tournaments and events. The Sales & Marketing Director reports directly to the General Manager.

Background Checks

We run background checks to include state and federal records and sex offender checks on all prospective personnel that are 18 years of age and older.

Employee Ramp Up

ESM will begin hiring top management for the Center approximately 18 months prior to opening, beginning with the General Manager. Top staff will assist in the development of operations procedures and manuals, negotiate contracts with vendors, and most importantly, market the facility. About one month prior to doors opening, hourly staff will be hired. They will be trained on processes and systems, especially the facility management software, the key staff-guest interface.

VBSC Internship Program

All five ESM facilities participate in an internship program that started originally in VBFH. Across the country there has been dramatic growth in the number of undergraduate and graduate degree programs focused on the various facets of Sports Business: Marketing, Finance, and Management. These candidates are typically required to participate in a 400-hour internship to earn their degree.

Early in the history of Fredericksburg Field House, we learned that hiring young people as front line staff and shift managers because they were exceptional athletes was not necessarily a formula for success. Good players don't always make good employees. We realized that we needed to employ those who were interested in long-term careers in the industry and who were serious enough about it to pursue the appropriate education and training.

The ESM Internship Program takes advantage of the growth in Sports and Recreation Management degree candidates by taking on 10 to 20 interns for 10-week periods throughout the year across all four current facilities. These internships are unpaid, though we do provide some housing facilities to out-of-town students. The interns work 400 hours of which they spend time learning the business and working in the various sub-specialties that match their degrees. Some assist the finance manager, some the marketing director and many work in youth services, league, camp, and tournament operations.

We receive about 300-400 applications each year for our program. Of this number, we bring on 30 to 40 annually. We hire about 4-5 to be hourly workers when their internship is done. Of those we promote 1-2 to be entry level managers, and a few of those have moved onto mid-level management. When opportunities present themselves, we'll hire interns in one location that served their internship in a different location. For instance, the Leagues Manager in USTC started as an intern in VBFH, was hired as an hourly assistant to a league director, was promoted to league director, and then was moved from VBFH to USTC to become a salaried League Manager. Most of the interns graduate and move onto other jobs in sports business. Consequently, ESM has a broad reach in terms of contacts and relationships regionally for those working in sports. The chart shows the different colleges and universities that have sent interns into our program. We've hired 25 of these 138.

ESM has the ability through the Internship Program to attract the best upcoming sports and recreation business talent to its ranks, thoroughly vet them through 400 hours of training and initial work, and then pick the best to join the team. Each employee is completely aware of our culture, processes and procedures, and our emphasis on guest service.

Guest Service

Guest Service is one of the pillars of our success. It can be difficult with a facility as big as VBSC and with as much traffic as we have to make staff feel welcome and at home. We can attack this task together with some basic strategies. First we need to know what our role is and then we need to know what our responsibilities are in that role.

Guest Service is Everyone's Responsibility

We are a big building, but a small business. We make people feel like they are walking in our living room, not a building with thousands of square feet. Every department comes in contact with our guests. Every person will convey this simple thought: "we are glad they came in/called, we appreciate their business and we are here to help". Below are the 3 pillars to convey that thought:

Be Welcoming

We take guest service to the guest. The guest does not come to us. We use the 10/5 rule. If a person is about 10 feet from us (or any person walking in the front doors) we make eye contact. If they make eye contact with us, we say hello. If they are within 5 feet we make eye contact with them and say hello either way. They need to know we are glad they came in/called, we appreciate their business and we are here to help. Nobody should walk through our front doors without getting a hello.

Communication

We are the conduit to any and all information at the facility. If we know the answer for sure, we give them the answer clear and set an expectation that we know we can meet as a facility. If we do not know the answer, we go find it. We do not make them wait. If we cannot get it quickly, we tell them we will get it and call them back. It is vital that we follow through. Our reputation is in our hands. They need to know we are glad they came in/called, we appreciate their business and we are here to help.

Sales

The sales rule is simple. If somebody is trying to give us money, we want to take it. However, we need to make sure that we can meet the expectation and that we are getting them to the right product at the right time. We ask open-ended questions to find out what they are looking for, what their goals are and how we can help. Then we get them to that product and make the transaction.

Other important notes

- We are in uniform and presentable
- Only Managers may use their cell phones
- We are present. This means on time and at our post ready to help
- We talk to the guest more than other staff
- We make sure our area is clean, stocked and ready to go. We go to the guest. The guest does not come to us.

Leagues Operations

Internal leagues are a key component to the success of VBSC. Leagues provide steady revenue throughout the year while operating in five (5) true seasons per year: Holiday, Winter, Spring, Summer, and Fall.

League Seasons

The following are seasons in which leagues are offered as well as any important dates or issues to consider when planning and scheduling:

- Holiday - Early November - Early January
 - (Thanksgiving, Christmas, New Year's Eve, and Snow)
- Winter - Mid January - Mid March
 - (snow)
- Spring - Late March - Late May
 - (Easter, Memorial Day, and Rain)
- Summer - Mid June - Mid August
 - July 4th, Labor Day, and T-Storms
- Fall - Mid August – Early November
 - Labor Day, Columbus Day

League Format

Generally, leagues are done on a 50-minute schedule. This is done with 20-22 minute halves. 2-3 minutes for a half time and 2-30 second time outs per game. Time outs should not be specific to a half, so teams do not call them due to a use it or lose it thought. We want to get a minimum of 10 teams per field per night on weekdays. In many cases in the high demand times, 6 or 7 games are possible. For example: Monday through Friday use a 5:40 start time. We like to lay our schedule out like this:

5:40
6:30
7:20
8:10
9:00
9:50

This gives us 12 teams per field opportunity during the week. We should start our schedule with the later games and build to the earlier games as a habit. This allows us to sell the earlier time as rentals or for child developmental classes. If the space does not appear to get rented, prior to the league starting, we adjust the schedule for the best guest service. The higher the demand on the space the later the league can run. The schedule should work that a team only gets a late game once in an 8 team league.

It is vital to keep games on schedule, as it shows that we are professionals at running our programs. On a Tuesday in the spring being 10 minutes behind may seem manageable, but staying on pace is vital at max capacity. There are 19 game times on a typical Saturday in the Winter. If we run 5 minutes behind schedule per game, the 19th game will start 1.5 hours late. That means the 10:50pm game will start at 12:20am, which is unacceptable from a guest service point of view.

League Marketing

All of the above seasons should follow the same schedule with regards to marketing for leagues. Eight (8) weeks out from the start of each season, marketing begins with websites updated to provide information about the league. Websites will be up to provide the information at least all of the pertinent information eight (8) weeks out from the start of the league. Registration should be open at this point, but no later than six (6) weeks out from the start. We are cautious not to confuse the guest with seasons. We do not want them registering for the Winter season when they were trying to register for the Fall season.

The website should consist of the following information:

- Special League Announcements
 - Registration now Open,
 - Weather cancellations,
 - New night or other highlights
- League Start Date
- Early Registration Discount Deadline
- Days, Times, and Surface where league will be played
- Length of each game
- Length of season
- Rules
- Divisions
- League Contact Person
- Refund Policy

In addition to the website, we market in the following different ways to our participants:

- In-Person - The most valuable and still most effective marketing of leagues is in person meetings and networking. Maintaining a network within our leagues is crucial to sustainability and growth of the league. A face-to-face meeting can be extremely effective in gauging interest and adding a personal touch to the recruitment. Word of mouth is still the most valuable marketing. Providing a great experience or great guest service will always provide the best ROI for the marketing effort.
- Monthly Newsletter - Provide information and website links to the person who puts the newsletter together to ensure all pertinent league information is included in the newsletter that reaches our entire guest base. This is a great opportunity to do crossover marketing to guests in other programs that do not do a league. Example: Parents of a child in a gymnastics program that might want to join a volleyball league but did not know we offered it.
- Flyers - Flyers can be placed around the building and provide exposure to foot traffic within the building to draw attention to our programs in highly traveled areas (bathrooms, food and beverage, front desk, etc.) Flyer will also be placed in the community on bulletin boards and parks in the area where the target market we are trying to reach may frequent (Churches, parks, bars, community boards, gyms, etc.). Flyers will not be posted as loose paper inside the building. Every flyer should be in some form of a display or plastic flyer holder.

Targeted E-mail blasts - E-mail blasts are an important tool to reach out to participants that have played in the leagues in the past or are currently registered in a league. We can use our database to pull past participants and reach them all in one quick, concise email simply letting them know we are offering the program again, any new information, important dates, and that registration is now open.

Local Newspapers and Sport Sites - Many small local newspapers offer a community section that will post sports information free-of-charge. It is worthwhile to reach out to these groups and include quick blurbs about our offering with a link to our website each season. This is generally a valuable task for an intern to take lead on if available.

Social Media - Social media is a great place to reach “fans” or “friends” of the facility directly, but also can be a valuable place to find community groups within your target market. For example, there are many homeschool groups that use Facebook regularly and may be an ideal place to reach out if you are trying to organize a homeschool league.

League Registration

The information page on the company website should include a link to the registration page in the current registration software. Whenever possible we should link to the main league registration landing page so the participant or parent may find the category/sport they are looking for and register accordingly.

As league directors, we must set up the back end of the registration page through the software for all of our leagues. This requires several steps, but is not a difficult process. It is our responsibility to add a personal touch to the registration process, but at the same time, make it as effortless and systematic as possible. We want a guest to be able to reregister with as few clicks as possible on the website.

League Guest Service

Leagues are all about the experience. As league directors, it is our responsibility to ensure that we are doing our part to hear the participants. This is how we offer the best possible experience. Maintaining direct communication both on-site and digitally throughout the league is imperative.

- **Communication** - Communication is the most important part of our job. When organizing leagues, participants and parents of participants need to receive periodical updates when building teams or making schedules. When people are left in the dark, they begin to feel uneasy. A quick note or email update can go a long way for guest service. Participants should be made aware of any schedule changes as soon as possible to help alleviate issues. Pre-season captains and coaches’ meetings are an important offering to address any issues prior to the season, rule changes, clarifying any questions, and finding out what the participants truly want offered. Beginning of the season, weekly emails with updates, and end-of-season wrap-ups are all valuable ways of reaching our participants.
- **Presence at Games** - A league director, field marshal, or MOD should always have a presence at all league games. The Director should be on-site when possible to address any issues, ensure events run smoothly, and create lasting impressions and relationships with league participants and families.
- **Why we are the Best Option** - We offer a one-stop, centralized location for any sports that the participant or family may have interest in. Our leagues are highly organized with directors that have a passion for sports and organizing leagues. League Directors are professional, creative and methodical in programming. This allows us to continue to think ahead and offer unique programming that sets us apart from other competition. Continuing to think of ways to improve existing leagues and creating new leagues, should be a part of all strategic planning. Stagnant leagues are boring leagues.

League Staffing and Utilization

Field marshals, the front desk staff and the manager on duty are integral pieces to keeping competition fair and fun.

Field Marshals- These employees are used to monitor quality control, guest players, officials and field/court conditions during competition. A field marshal will check each team’s roster to make sure other

players are not sneaking into games. They confirm that costs are managed and anyone not rostered goes to the front desk to sign a waiver and pay a designated sub fee. It is important to remember that this game and the time it is played is what we sell. It is easier to notice someone stealing a car from a car lot, but when you sell time or services, it can be more difficult to see or explain. These processes protect us from law suites and protect us financially. To protect competition during playoffs, any player not listed on the roster is not permitted to play.

Front Desk- This part of the team is used to confirm if people have registered for the league if they are not appearing on a roster. The field marshal is able to radio in to confirm names and balances. If the player is not registered, the player comes to the front desk to sign a waiver and pay the applicable fee.

Manager on Duty- The manager on duty (MOD) is here to support the field marshal and front desk in any way possible. After they make sure the courts and track are set for any competition, the MOD is able to assist in check-ins and support the front desk if there are multiple people needing to sign a waiver and/or pay. The MOD is a primary guest interface.

League Crisis and Complaint Management

In any competitive setting, it is certain that there will be crisis and complaints. How we address any and all issues is what will set us apart from other facilities offering leagues. As league directors, it is our job to listen to any and all complaints from our participants, officials and employees and determine the best way to act to come to a resolution.

- Crisis can range from injuries to fights and the proper steps must be taken to ensure safety for all. Incident/accident reports must be filled out in their entirety when necessary to protect the facility and those involved. Participants may *never* receive our incident/accident reports but may receive an official summary on company letterhead.
- Complaints are most often received regarding referees. As league directors, we must make ourselves open and available to listen to our participants and support our officials. This can separate us from other facilities and will ensure our referees feel safe in our leagues. Our main job in these situations is to keep the situation calm and to let the guest know that we are listening, we take the complaint serious and we will address the problem. Many times the outcome will not be immediate. In fact, we should often take our time to gather information. This gives the guest time to decompress after intense competition. Officials and directors should remain professional at all times, no matter how upset a guest gets.

Youth Programming

Youth Programming Offerings

- Instructional Classes
 - Lil' Kicker – Soccer (18 month – 6 yrs.)
 - Skills Institute – Soccer (5 yrs. – 12 yrs.)
 - Lil Sluggers – Baseball (2yrs. – 5 yrs.)
 - Lil Laxers – Lacrosse (4 yrs. – 9 yrs.)
 - Lil Monster Ballers – Basketball (5 yrs. – 12 yrs.)
 - Lil Tumblers – Tumbling (2 yrs. – 12 yrs.)
 - Lil Sweepers – Field Hockey (4 yrs. – 9 yrs.)
 - Sports Stars Academy – Variety Sports (5 yrs. – 8 yrs.)
- Daycare/Before and After School

- Parents Night Out
- Birthday Parties
- School/Church Field Trips
- Preschool Play Days
- Special Events

Instructional Classes

As seen above instructional classes can vary in sport. Some sports can be difficult to run with the younger ages. However, remember that these are entry level classes designed to be fun first and then teach movement and socialization through a sport.

Seasons for Youth Programming can vary. These programs typically run 12 or 13 weeks, and cost between \$13-\$15 per class. We follow the National Calendar laid out by the Lil' Kicker franchisor, which has four seasons.

Families are busier than they have ever been. The more flexible these classes are, the more revenue they will generate. The sweet spots for day/time of classes, is usually Saturday from 9am to Noon. However, classes like gymnastics and martial arts can run on weekdays, from 5:00pm to 8:30pm, as heavy or heavier than weekends. We should always be pushing to run as many classes as possible, but there is enormous value to these programs running weekday programs that are outside of prime time.

Instructors do not need to be experts in the particular sport being taught, but they do need to be experts at having fun with kids. These classes should have a set curriculum that the instructor follows closely. Most facilities that fail with these programs do not have friendly and attentive staff or they do not follow the program like it is designed.

Instructional Class Marketing

Marketing is important for these programs, because your guests are constantly growing out of our programs and our potential new guests do not always know what programs are out there or where to look. Like any program, we have to be in tune with our target market.

- We research all the outlets that parent with young children use. (Examples: Moms of multiples groups, blogs, stroller strides, Mommy and me groups, etc.) Build relationships with these groups for cross marketing purposes. We leverage off peak rental space for marketing, but be sure they are working to help you. These are small businesses that like getting something for nothing.
- Grocery stores, animated movies, parks, etc. are all examples of places that we can advertise and get good penetration into our market. We always try to use coupon codes to track our ROI.
- Mailers do not always provide a good ROI, but we usually do at least 1 per year to a targeted audience in our area, just to keep our brand in front of potential new guests. Many of the bigger programs do a 1000+ count mailer every season. When you go to buy a list, the distributor can pinpoint families in your criteria: drive time, age of child, income, etc.
- Open houses are vital as well. They will be scheduled the week before the start of the class. It is usually a free and fun day for the kids, but can yield 25% of our registration if done well. The open house should have all the instructors there teaching all the levels of classes. Balloons, music and cheap snacks like popcorn are easy and fun. Adding all of your programs can make for a fun family day. If you have the ability to attach an event to the open house, like a movie, you can make it a community event. Summer movie series-the last Friday of every month!
- Every participant should receive a branded jersey. They will wear them everywhere and market for you.
- Referral programs can incentivize word of mouth. This is always your highest ROI marketing effort.

- Internal graphics are very important as well. Many of your participants have siblings or children in the target market, but do not know you have programs for younger children.
- Be sure to follow the internal marketing guidelines to expose your traffic to your programs.

Daycare

Daycare can be a great revenue stream, but can be very risky due to strict guidelines and transportation needs. Before and After school programs are the easiest to start, but typically require transportation. Our local Elementary and Middle schools will often allow us to claim our business as a bus stop, but only for one school. Most of the time that is not enough possible participants to attempt the licensure process.

Daycare does not always require transportation, as many of the children have not started school. These programs are highly regulated and have strict guidelines we must follow. We will apply for licensing prior to opening. Parents are paying anywhere from \$100-\$300 per week for most of the year for daycare. If you have 20 children for 42 weeks of the year, we would bring in between \$84,000-\$252,000. These programs usually feed off of each other as well. 85% of the children in the daycare will participate in other programs in the facility. Thus the best place to market this program is in the programs we already run as well as the relationships we have to market those programs.

The selling points for these programs are simple:

- **Is the program convenient?** Is it close to my home or work? Do you have curbside pick up or drop off?
- **What is the cost?** Is it affordable compared to other programs in the area?
- **Is my child safe?** Can you be trusted to take care of the most important thing in that person's life?
- **Is it a quality program?** Does it follow the state guidelines? What do you offer that is different? (usually we do all the sports that you already do.). What enrichment programs do we offer?

Camps

- School age summer camp (36 months to 12 is target market) 12+ is CIT or adventure potential
- In-service or holiday camps (school is out, we are in)
- Sport specific camps
 - Recreational level
 - Competitive level
- Rental Camps
- Vendor Camps

In House Camps

- Traditional camp target market is 3-14
- Purchase is made with 4 main things in mind
 - Safety
 - Price
 - Quality program
 - Convenience
- Specialty Camps
 - Sport, art, marine science, adventure specific
 - Higher price point

- If half day, transition to traditional camp option should be offered and seamless

Rental Camps

- Strict rental of space
- Can be Elite training (Professional Players)
- They do all of the marketing
- Must be prices over In-house camps
- Execute a signed agreement and get a COI prior to start of camp
- Must go through camp orientation to ensure safety and seamless integration in to camp matrix
- Held to all safety procedures of in house camps

Vendor Camps

- Often when vendor camps can not afford the rental or there is too much risk, we will partner with the company or operator of the camp
- We have shared risk and reward (usually a revenue share of 60/40 with 40% intended to cover the rental rate. If it does not, the percentage increases until the rate is covered)
- We help market they run camp
- Remember our risk is in the building, not in their business
- They must have a history and reputation for us to consider partnering
- Having an application can weed out unqualified camp operators
- Execute a signed agreement and get a COI prior to start of camp
- Must go through camp orientation to ensure safety and seamless integration in to camp matrix
- Held to all safety procedures of in house camps

Rentals

Block Rentals for Clubs and Schools

Block rentals are great for locking up time in advance. It can become tricky to balance growth of internal programming and rentals, as rental groups often want peak hours that are needed for high margin internal programming. We all know that internal programming is historically the highest margin way to fill space, but we do not always have enough internal programming to fill all the space. In cases where there are chunks of open inventory, we try to sell it in blocks if possible.

Example: The 2:30pm to 4:30pm time slots can be difficult to get adult league and/or referees to. So offering this time to local high schools at a discounted rate can bring in revenue that otherwise was very difficult, create a strong tie to the high schools in the area, create demand (or the appearance of demand) for all space, drive new concessions revenue, etc.

Tournaments

Again, if we can develop an internal program we do it, but running 15 weeks of tournaments can be challenging in many ways. Using outside groups to fill inventory not used is a strong move. Be sure to do the calculations on gross margins before displacing current revenue. Understand, that moving current inventory can have greater affects than just dollar for dollar income moves.

Tenants

Tenant revenue is nice because it usually has minimal to no cost of goods. The only thing to watch here is that you are not using valuable programming space that could be a high gross and net at the end of the day.

Special Events

Special Events are great fillers of space. They also bring users into the facility that would not typically come. Be sure to use that traffic to your marketing benefit. Here are some examples of historical special events:

- Concerts
- Field Days
- Consignment Sales
- Firework Shows
- Political Rallies
- Disaster Trainings
- Movie Nights
- Circus
- Church Services
- Fairs
- Expos

Tournaments

There are three main parts of running a tournament:

- Facility - The facility is the venue at which the tournament will take place. This can be more than one location.
- Operations - Operations represents how the function of actually running the tournament. This is from registration to evaluation and everything in between.
- Draw/Marketing – The Draw is the leverage to bring in the teams needed for critical mass of running the tournament. In some cases this is about upside growth more than start up tournaments.

Tournament Types

For the purpose of finding a common denominator, think of tournaments in these three categories:

- In-House
- Rental
- Partner/Revenue Share

In-house Tournaments

- Highest upside
- Can take years to build up to upside
- Must invest in staff and technology to execute draw/marketing/execution

Rental Tournaments

- Lowest upside
- Tournament company does not have buy-in to facility. They must be held to facility rules and regulations
- Usually want best inventory at lowest price
- Big relationships can help fill shoulder seasons

Partner/Revenue Share Tournaments

- Can be the most efficient way to grow large tournaments in a short period of time
- Can save venue money on wages by not investing in staff to operate tournaments
- Must find a company that understands your investment/risk is in the facility
- These are usually long term relationships with non-competes
- Co-Branding is vital as the tournament operator could have all the contacts and relationships to take the business as tournament matures.

Tournament Operations

Scheduling

There are many things to consider when scheduling: How many games? What competitive level are the teams? Where are they coming from? How are the playoffs going to work? How many fields do we have? For how many game slots? What happens if there is inclement weather?

With so many things to consider, it is important to control registration to a level that provides a quality experience to the participating teams. Schedules must be to the teams in enough time to plan and communicate to their players/parents. There will always be changes, and we should do everything we can to accommodate new participation. However, there is a time where allowing new entries can drastically affect the quality of the product. Each Tournament Director needs to ask themselves that question before adding a team after the schedule has been posted.

Here are the main scheduling points to keep in mind when running a tournament:

- Keep games competitive
- Get schedule out in a timely manner
- Over communicate with participants
- Be as convenient as possible – Do not schedule a team driving 3 hours the day of the tournament, a 7:30am game.

Parking

It is easy to look at capacity of a tournament by looking at how much field/court space is available. In facilities with limited parking, this can cause an extreme drop in quality of the tournament. A safe metric is

100 parking spots per game surface (typical full sided long field game). Each sport is different, but if you start with this metric, it will red flag any areas where you might be running out of parking.

In cases where parking is limited, be sure to have clear signage to steer parking. Fields that are used, can be lined to assure people do not double park or block major enter/exit veins. In some cases, hiring parking staff is required to keep parking under control.

Be creative where parking is an issue. Local schools, train stations, shopping/grocery stores can all provide overflow parking in a pinch. Build those relationships way before the problem occurs. Know all of your local shuttling options, in case you have to call them with an emergency.

Facilities

We manage elite facilities! It is important to translate what we mean by elite facilities.

Clean Facilities

Whether a facility has the wow factor or not when you walk into it, the most controllable factor of having an elite facility is keeping it clean. Cleaning a facility should start with high traffic areas and work outward. The highest traffic areas are typically: bathrooms, entry ways, bottlenecks in egress, spectator areas, player benches and the parking lot/sidewalks. These areas should have routine cleaning schedules depending on your staffing size.

A checklist means nothing without accountability. Whoever the facility staff report to, must check behind them frequently to ensure that the checklists are being executed. Keeping the building clean is everyone's responsibility. Managers will lead by example, when it comes to picking up trash, pitching in on spills, etc.

Walk-throughs are very important for the overall health of the building. Managers will have a routine of walking the building inside and out, specifically looking at cleanliness, functionality, risk management, and efficiencies.

Maintenance

Maintaining hundreds of thousands of square feet of sports facilities and acres of sports fields with enormous amounts of foot traffic is no easy feat. It takes being acutely aware of the status of the whole facility. On one hand we are leveraging an asset to produce as much revenue as possible and on the other hand we are trying to protect the asset and make it last. This takes balance and constant communication between programs and facility staff, but almost as important is leadership from management to ensure that the balance is in place.

Because there is always a list full of work, it is easy to be reactive to maintenance issues. The key to being successful long-term is getting ahead of the problems. This takes commitment to creating the system that takes care of the building. All assets that are on the books should have a detailed maintenance schedule that is kept in a log book and put into the calendar. Example 1: The facility work truck should have oil changes, inspections, pre-summer inspection, pre-winter inspection, etc. on the calendar. Example 2: Soccer goals should be checked for chipping paint, bolts that are getting loose, condition of nets, general

wear and tear from use, etc. before every season starts. It is a good exercise to have it in the GMs calendar as well.

It is our goal for the whole facility to be our focus, but in order to accomplish this, we break the facility into zones. Depending on resources, have 1 or more zones be the focus for each month. Coming out of that month, that zone should be deep cleaned and refreshed. This is a great time to log any long-term issues and add to the capital expense plan. Be sure to budget expenses for these projects. If there is limited money for improvements, keep an ongoing list of items that need attention. In some cases, not putting money into these areas will be investing in failure down the road, but often projects can be pushed for timing purposes. When money is an issue, always set a date to revisit the list. This will keep it fresh in everyone's mind and could be a valuable resource to show ownership.

Not all areas that are showing wear, need to be replaced. Be creative on how to keep the facility looking elite while being as cost efficient as possible. Example: Mirrors tend to wear on the edges over time. This makes the facility look old and tired, but replacing large mirrors can cost thousands of dollars. Since bathrooms are high traffic areas, create a banner to go around the edges of the mirror that advertise a constant in-house program (Little kids soccer class). Sharp graphics will brighten the area, hide the wearing spot on the mirror and only cost a couple hundred dollars installed.

Efficiencies

Managing efficiencies is an important part of the facilities department. Although the facilities department may steer the sponsorship team vendors, there is usually no revenue produced by the facilities department. Saving money on utilities and vendor contracts can have an even greater impact than those sponsorship dollars. In cases where there is software to help manage HVAC, lighting, etc. be sure to check the system that the timing is set appropriately. Look for am/pm mistakes, time zone discrepancies, occupied/non-occupied times as seasons change, etc. Putting seasonal events like daylight saving time changes in your calendar make catching these things effortless.

In facilities that do not have software, it is even more important to keep these efficiencies in front of all of the staff. It is very easy for the instructor of a day time soccer class to manually turn the lights on and then forget to turn them off while cleaning up and debriefing parents on the progress of their child. Obviously we want it to be on the staff member's check list for breaking down the program, but it needs to be a team effort. In many cases the front desk staff member is a great person to manage the lighting in off peak times. They are greeting each person that enters and saying buy when they leave, so they know when the lights should be on/off.

Constantly compare year versus year usage and rates for all utilities and contract services. This will help catch price increase that were not expected, leaks that are not apparent, and times to look for new partnerships.

Sponsorship

Sponsorship is an important part of every sports facility. It not only adds to the bottom line, but adds to the prestige of the programs/facility. Below are bullet points outlining Eastern Sports Management's philosophy for the sponsorship department:

- **Sales** – The development of the sales pipeline is critical for success. Although every market is different, there are 3 major areas that should be the foundation for development of the sponsorship sales pipeline.
 - Vendors/Tenants/Users - We give these businesses our money, so there is a natural trade component, but exclusivity and preferred vending could be exploited as well. We will explore all vendors (lending, food and beverage distributors, electrical, HVAC, plumbing, fencing, cleaning, energy providers, cable companies, equipment rental, etc.). Tenants are tied to our business and are there because they value our traffic. Getting them to expand that influence should be an option. Finally, we include users into our sales pipeline. Often travel teams, rental camps, wholesale leagues, etc. are looking to add to their business exposure and brand.
 - Direct and Indirect beneficiaries – Direct beneficiaries are companies that sell products that are required to run or participate in the program that we are running. A few examples of direct beneficiaries are: sporting equipment, apparel, sports drinks, supplies (nets, goals, balls, etc.), etc. Indirect beneficiaries are companies that provide services, and sometimes supplies, that are not required to participate but are still consumed as a result of the traffic. A few examples of indirect beneficiaries are: hotels, t-shirt sales, restaurants, shopping centers, communities, golf courses, movie theaters, etc.
 - Historic buyers in the market – this could be a moving target in each market, but there is data that can lump a few of these potential sponsors directly into your pipeline. We look at our local stadiums and listen to local sports radio to determine who is spending marketing dollars in our area, as well as whom values sports marketing. A few examples of businesses that consistently buy sponsorships from sports facilities are: auto dealerships, hospitals, physical therapy and rehab facilities, private educators, hotels, restaurants, banks, beverage distributors.

- **Education of industry/business/traffic** – one of the biggest hurdles for landing big sponsorships is educating the potential sponsor about our business. We have to go into every meeting with the assumption that they know nothing of the industry. Some educating points are:
 - \$2.2 billion industry
 - Reach – 3 out of every 4 families within 20 minutes use the facility in some capacity
 - Frequency – Most users use the facility at least once a week
 - Saturation of market – Over 90% of local athletes within a 20-minute drive have used our facility

- **Identify needs of sponsor** – Working with the sponsor to reach their goals is a key. In order to help them reach their goals, we need to ask them what they are trying to accomplish and internalize these goals. There are many different reasons to buy a sponsorship from a sports facility:
 - Increase in sales
 - Block competition from sponsoring
 - Branding
 - Community outreach
 - Reach a different demographic
 - Etc.

- **How can sponsoring a sports facility help a company reach their goals?**
 - Reach
 - Frequency

- Prestige
 - Branding
 - Exclusivity
 - Creativity/Customization to specific demographic or service
- **See it through** – All levels of sponsorship deserve our attention. We have to do everything we can to steer our traffic to sponsors and try to impact their bottom line. It is important to keep them aware of the buzz around the facility and how hard their dollars are working for them. There are a few key components to this process that must be accomplished:
 - Sponsors should be reached throughout the term of their sponsorship. The rule of thumb is 7 times a year minimum. Big sponsors should see you much more.
 - At the end of each quarter of the fiscal year you should send each sponsor a quarterly report that shows the traffic, events and any other highlights that have happened around the facility. This keeps the sponsorship fresh in the sponsor's mind and lets them know we are still working hard for them.
 - Traffic/Season/event updates are a good way to keep the buzz in the air. This also allows us to quickly quantify the impact of their dollars at different points of the year. This could lead to a specific event sponsor as well.
 - Invites to special events. Inviting sponsors to big events and busy times allow the sponsor to feel appreciated or special and to see how the traffic is first hand. The investment of snacks in the conference room or a golf outing for top sponsors will be well worth the investment when all said and done. Make them feel a part of the buzz. Fluffing the decision maker is sales 101.

Emergency Operations Procedures

**XXXX 19th Street
Virginia Beach, VA 23451
Phone: (757) XXX-XXXX**

Statement of Purpose:

These Emergency Operations Procedures have been developed to provide Facility staff with a set of thumbnail responses for a variety of crisis situations that could easily develop. These procedures should be referred to whenever necessary. Each staff member should keep this booklet in a convenient location. These plans shall be reviewed on an annual basis to ensure they are accurate and up-to-date.

General Responsibilities of the Staff

Virginia Beach Sports Center recognizes its responsibility for the safety of guests and staff during natural and man-made disasters. Through planning, training and preparation we can handle emergency situations. All staff will be trained upon hiring and will be reviewed annually.

Objectives of this Guide:

- To promote a standardized, minimum emergency procedure plan that will assist staff to meet both ethical and legal responsibilities to their peers, guests, and community in times of emergency.
- To provide suggestions for meeting minor emergencies, as well as recommendations for action during major natural disasters or man-made disasters.
- To provide suggested forms to be used.
- To improve communication among staff.

VBSC Staff:

- All staff will become familiar with the various alarm signals and react immediately, calmly, and appropriately. If evacuation is necessary, make sure the process is as orderly and prompt as possible. Also, make sure all doors are closed and that guests and staff are relocated to the designated area appropriate to the nature of the emergency.
- If a hazard to the safety of staff and guests is identified, or if staff or guests are in danger in any way, the ***first priority*** of all staff should be to take whatever action is prudent and necessary for the safety of all. The ***second priority*** will be to notify supervisors as soon as possible.

- Staff *should make every effort not* to leave guests unattended.
- Staff members trained in CPR and/or First Aid should go to any part of the VBSC where guests or staff injuries are reported. Their major responsibility should be to apply first aid to the injury. Each unit and office should keep a well-stocked, portable First Aid kit and working flashlight on hand at all times.
- All staff not immediately responsible for taking action should standby at the onset of any emergency to receive directions from the supervisory personnel.

General Manager/ Manager on Duty:

- The senior supervisor present should supervise all procedures during the initial stages of the emergency. As soon as the nature of the emergency is identified, he/she should make sure that:
 - The appropriate alarm is sounded or EAP is enacted.
 - Procedures to ensure safety of the guests and staff are being implemented.
 - Proper authorities and agencies are notified.
 - Internal communication channels are established within the building and at higher levels.
 - Planned role assignments are reinforced.
 - External communications are established.
- The general manager/designee will be on site during an emergency.
- The general manager, in conjunction with supervisors, should also assume the responsibility for ensuring that all personnel are trained in the contents of this emergency plan.

Building Security

In order to maintain a safe environment, the following procedures are to be adhered to:

- Staff shirts/uniforms will be used to designate staff authorized to be in the building.
- All guests and staff must enter front lobby door, unless authorized by facility general manager or designee.
- All exterior doors except the front lobby doors will be locked at all times.
- The general manager/designee will conduct periodic exterior door checks throughout the day.
- Walkie-Talkies will be provided to all units and must be operational during all operating hours.
- The General Manager, Facilities Manager and Manager on Duty will carry a walkie-talkie at all times.
- Walkie-Talkies will be housed in facility safe room.
- All criminal incidents, disciplinary incidents and security violations will be reported to the General Manager/Manager on Duty.
- A "Drug-Free, Tobacco-Free, Gun-Free, Profanity-Free, Workplace" will be communicated and enforced.

Building Maintenance Emergencies

Steps to be Taken:

- Assign staff to isolate problem. Minimize safety risks. Clear the area if necessary.
- Contact the Manager on Duty for immediate assistance.
- Call the General Manager and Facility Manager to inform them of the issue.

Water Issues:

- Clean up the excess water and place a wet floor sign over the area to warn guests of a slip hazard.
- Inform the General Manager and Facility Manager of the issue and place it in the MOD report at the end of the night.

Electrical Problem:

- If power to the entire building is interrupted, make sure the egress lighting and exit signs are lit. Evacuate the building immediately. If egress lighting is working call Dominion Virginia Power at 1-888-667-3000 to determine if the problem is isolated to the Virginia Beach Sports Center or if the problem is widespread.
- If the power is isolated to the Virginia Beach Sports Center, ask for a service call from Dominion Virginia Power.
- If power is out to a portion of the Virginia Beach Sports Center, check all the circuit breaker panels for tripped breakers. Check to see if the circuit has been tripped. If so, try to flip it back on.
- There are multiple circuit panels located in the Group Exercise Room, Fitness Office, Kitchen and Electrical Room in the back of the facility.
- If there is not enough light in a program area, shut the program area down until the situation has been corrected.
- If the Air Conditioning/Heating is off for an extended period of time, the General Manager and Facility Manager/MOD will determine whether or not to close a program area due to slick floors, temperature of building or other concerns.
- Keep General Manager and Facility Manager abreast of the VBSC emergency and document this on the MOD report at the end of the day/night.

Note: If the power is out, the phone system could shut down. Use a cell phone to make needed calls.

Phone Issues:

- For internet connection, reset the router in the AV room, located in the office behind the front desk. The router is by the back wall (small black box). Disconnect the power cord, wait 15 seconds and plug it back in. Internet should reset and phones should be re-established.
- If this does not work, Report the problem to the General Manager/MOD and document issue on the MOD report.

Sewage Back-Up:

- If sewage comes up through the drains, call the General Manager and Facility Manager.
- Secure the area. Don't let any guests or staff come in contact with the sewage.
- Alert the facilities staff. Make sure they use proper blood-borne pathogens techniques to clean the area.

Release of Minors

Procedures for Licensed Child Care Programs:

- Minors will only be released to those adults who are listed on the Camp Registration Forms filled out for the program located in the Camp Coordinator's camp filing cabinet.
- Adults may be required to show picture I.D. before the minor is released to them. Camp/Management staff must do the verification.
- If a parent/guardian are listed as "not authorized to pick-up" legal papers (i.e., court orders, protective orders, restraining orders) prohibiting contact by an individual with a minor must be on file.
- Minors will only be released to authorized individuals. The authorized individual(s) must indicate the time of departure and provide a signature.

Procedures for Youths Not Registered in Licensed Child Care Programs:

- Minors involved in incidents will be separated from other guests and escorted to supervised offices. Two staff should be present while the minor is being questioned and detained.
- The parent/guardian or other adult as listed in the Virginia Beach Sports Center database will be called about the incident. If the contact cannot be reached, the child may **voluntarily** call other adults to pick them up. Do not release the minor to another minor no matter the relationship.
- Fill out an incident report and document the name, address, and telephone of the adult picking the minor up.

Parental Contact:

- Parents of minors shall be contacted for the following purposes: illness, injury, natural or man-made emergencies, discipline, unattended child or questioning by law enforcement.

Non-Custodial Contact:

- Unless a legal document is on file restricting contact, a non-custodial parent may check out his/her child. The non-custodial parent may receive information about or review the records of his/her child. However, if the child has been legally

adopted, the natural parent loses those parental rights, which are gained by the adopting parent.

Media Relations

News departments monitor police, fire and ambulance radio dispatch scanners; therefore, reporters are aware of most emergency calls and often arrive on the scene very quickly.

Steps of Action:

- Notify the General Manager. ***If the General Manager is not present, call his/her cell phone or at his/her home number.*** Phone lists have been provided to all managers. Inform him/her of the situation.
- Do not make any statements to the press and make sure all staff are aware to answer with "I will have to get back with you on this matter."
- Gather the following information:
 - Who the reporter was and which station or publication they represent.
 - The date of the contact.
 - Who was interviewed (staff, guests, both).
 - What was discussed?
 - Were photographs or video taken? If so, of whom or what?
 - When will the anticipated coverage occur?
 - Is the coverage likely to be positive, negative or controversial?

Sometimes, however, management staff/MOD must respond. In dealing with the media during or after a crisis, **remember these important points.**

- Be accessible.
- Designate an area for the media, both inside and outside the VBSC.
- Know what is being done to help guests and staff cope with the situation.
- Be prepared. Be honest. Be brief. Stick to the facts, and stress safety.
- Confidentiality must be maintained to protect guests and staff rights. Only general information may be released.
- Never say, "No Comment". Instead say, "I will have to get back with you on this matter".
- Remember, few things are ever "off the record" and the interview is not over until the reporter leaves.

Sample Crisis Media Release:

"Thank you for your concern. Our staff is assessing the situation at this time. We are keeping the General Manager and our Owner apprised of everything that is taking place, so we ask that you contact them for any information and arrangements necessary for your coverage.

It is important that we protect the privacy and welfare of our staff and guests, so we also ask that you please not tie up our building phone lines with calls, attempts to take pictures,

or conduct interviews without contacting our General Manager/Ownership at 757-XXX-XXXX. We appreciate your cooperation."

Accident/Serious Injury/Medical Emergencies

Steps of Action:

- The situation should be assessed for personal risk factors for assistance and intervention.
- Gloves should be donned before any contact is made with an individual.
- Do not have the victim move or allow movement of the injury, unless there is a danger to life or limb.
- In case of a serious injury or illness send someone to the VBSC for help if a walkie-talkie is not available at your location. Call for a "First Responder to victim's location" if the victim is unconscious or having breathing/heart issues.
- If it is an emergency, dial 911.
- If the situation does not require CPR or an AED response, walkie-talkie for "Staff needed in victim's location". The Virginia Beach Sports Center staff should handle minor First-Aid.
- If First Responders are called, the front desk staff should call 911 and relay information from the staff to the 911 Operator. MOD should report to the site of the accident/incident and send a staff member to stand outside to wait for the EMT's.
- Upon arrival of the EMT's the staff member will escort them to the site of the accident.
- All staff involved, must complete an incident report and also place the information in the MOD report.

Personnel Roles:

1st Staff on the Scene:

- Assess the situation.
- Inform the General Manager/MOD of the accident and call for emergency assistance by way of walkie-talkie, "First Responder or Staff to Victim's location".

General Manager/MOD

- Coordinate appropriate services. Assign the front desk staff to contact emergency services and contact the victim's personal emergency contacts.

All Staff:

- Assist with necessary communications, secure the area, crowd control, and assist or administer First-Aid if directed by the General Manager/MOD.
- If EMT's are called, a staff member must wait for their arrival and escort them to the location of the victim.

Unconscious Victim:

- Survey the scene for safety.
- Approach the victim. Tap and shout for a response.

- Check the victim for breathing and a pulse.
- If victim is unconscious, there is no breathing or pulse, call for a "First Responder" to the victim's location and begin steps for an unconscious victim.

Not Breathing:

- Walkie-talkie "First Responders" to victim's location.
- Follow steps for rescue breathing.
- Use your protective barriers, i.e. gloves and pocket mask.

Cardiac Arrest:

- Walkie-talkie "First Responder" to victim's location
- Walkie-talkie "AED" to victim's location
- Follow steps for CPR/AED care
- Use your protective barriers, i.e. gloves and pocket mask.

Choking:

- Call for a "staff member" to the victim's location.
- Follow steps from First-Aid training.
- If the victim is coughing, encourage them to keep coughing. **DO NOT INTERFERE.**
- If the victim is unable to breathe and stops coughing, begin to perform abdominal thrusts until the victim coughs up the object, becomes unconscious or help arrives to take over.

Heart Attack:

- Walkie-talkie for a "First Responder" to victim's location.
- Follow steps for Heart Attack Care.
- Use your protective barriers, i.e. gloves and pocket mask.
- Be prepared to perform CPR if they become unconscious/go into Cardiac Arrest

Seizures:

- Call for a "First Responder" to the victim's location.
- Protect the victim from injury by removing nearby objects with which they may come in contact.
- Protect the victim's head by placing something soft underneath it.
- **Do not place anything in the victim's mouth.**
- After the seizure, if the victim is breathing on his/her own, monitor the victim until EMS arrives.

Asthma Attack:

- Reassure and calm the victim down. Have them get into a comfortable position, i.e. sitting or lying down.
- Call for a "staff member" to the victim's location.
- If they have an inhaler, have them use it. You are not allowed to administer or assist with the administering of the inhaler.
- Call 911 if necessary.
- Contact the victim's emergency contact to notify them of the situation.

Bleeding:

- Follow your Blood Borne Pathogens Procedures. **Put on your protective gloves.**
- If severe, call 911. Walkie-talkie a "staff member" to the victim's location.

- Give the victim sterile gauze and have them apply pressure over the wound and elevate the limb if possible so that it does not cause any further pain.
- If bleeding does not cease, apply a pressure bandage.
- **NEVER APPLY A TOURNIQUET TO THE VICTIM.**
- If it is minor bleeding, have the victim clean out the wound with soap and water. **Do not apply any ointments or creams to the wound.**
- Dispose of the blood soaked materials in a **Red Biohazard Bag**. Do not dispose of the Red Biohazard Bags in the trashcan. Coordinate with the Fire Department for proper disposal.

Sprains/Breaks:

- If the victim is unable to move, secure the area around the victim.
- Call for a "staff member" to victim's location.
- Only immobilize the victim if you need to move him/her. Wrap the injured limb, apply ice pack and have the victim get comfortable.
- Elevate injured area if it does not cause further pain or harm.
- Ask the victim if they would want to have someone called to pick them up.
- Offer them help from EMS.

Dislocations:

- Minimize movement to the affected area.
- **Do not try to pull or reset the joint.**
- Call for the "staff member" to the victim's location.
- Ask the victim if they would want to have someone called to pick them up.
- Offer them help from EMS.

Head Wounds:

- Call for the "staff member" to victim's location for suspected spinal injury.
- Control any bleeding and immobilize head and neck.
- Talk to the victim to find out if they are having any pain or numbness in the neck and back. Check for disorientation and any unusual behaviors.
- Have the victim verbally answer your questions. **Tell them to keep their head still, no nodding.**
- Call 911.

In all medical situations, an INCIDENT FORM must be completed. In all cases, if a minor is involved, parents or guardians must be notified.

Child Abuse Suspicion

State statutes and Virginia Code 63.1-248.3 require reporting suspicions regarding injury physical abuse, sexual abuse, or neglect to children. Reporting is to be directed to the Department of Social Services (Child Protective Services) in the County in which the suspected injury occurred.

Steps of Action:

- Any staff employed in the Virginia Beach Sports Center will report any cases of suspected child abuse or neglect immediately to the appropriate managers.
- Appropriate managers should be consulted prior to making a call to Child Protective Services (CPS).
- If a CPS employee should meet with the child, CPS identification along with the child's information should be verified and documented by the manager.
- A room maintaining privacy and confidentiality will be secured for the CPS worker and the child.
- Maintain the child's and the family's confidentiality.

CPS Hotline: Call State Child Protective Services, 1-800-552-7096.

Violence with or without Weapons

Goal: To remain calm and orderly to not disrupt the VBSC any more than necessary.

Steps of Action:

Trespassers:

- Staff is to stop all patrons and scan their card or retrieve their day pass upon entering the building.
- Sign in all others at the scanning desk.
- A supervisor should be notified of trespassers who fail to stop when asked or are observed entering through an unauthorized door.
- If a trespasser is in the hallways, contact a supervisor and inform them of the location.
- If the trespasser is in an activity area, use the walkie-talkie to inform the supervisor.
- If the trespasser refuses to leave after being asked, call police, 911.
- If danger exists, evacuate patrons to a safe area and follow "patron out of control" or "Weapons threat" procedures as applicable.

Patron(s) Out of Control:

- Do not approach the situation alone. Radio that "Assistance is needed in (state location)".
- Move other patrons out of the area.
- Alert other staff nearby and call police if necessary.
- Talk to the patron(s) in a calm manner. Use team approach. Other staff can assist in helping the patron gain control.
- Do not attempt to restrain the patron.
- Document the event in an Incident Report.

Weapon Spotted but not being used to threaten others:

- Identify the weapon type if known and person in possession of the weapon.
- Call the General Manager/MOD to make them aware of the situation.
- Manager/MOD notify patron that weapons are not allowed in facility. They must place weapon in their car.
- If necessary, call the police at the non-emergency number, 757-xxx-xxxx. State the situation and have a police officer call you back or ask for assistance.
- Other staff should not approach person seen with a weapon. Let the Manager/MOD/police do this.
- Document the event in the Incident Report.

Weapon being used to threaten the safety of others:

- Radio that "Assistance is needed in (state location)" and have the front desk call the police and advise them that a weapon is involved. Give them a description of the intruder noting clothing, race, gender, distinguishing marks and features, etc.
- Take measure to protect self and patrons as necessary.
- Evacuate facility staff and patrons away from shooter's location.
- No staff should attempt to struggle with the intruder or attempt to disarm the intruder.
- If General Manager is not present, notify them of the situation immediately.
- Document the event in an Incident Report.

In a weapons situation, police assume jurisdiction upon arrival.

- Follow their instructions and stay clear of all of their activities.

Emergency Telephone Numbers:

Police, Fire, EMS 911

Nuclear/Biological/Chemical Threats

- Call 911 to report the incident.
- Shut off the ventilation systems. You may want to shut off the thermostats in each area. Main Thermostat controls are located in office behind the front desk.
- If the threat is outside, close all the doors.
- Move all patrons and staff to inner areas of the building with limited ventilation.
- If inside, close all doors to contain the threat and evacuate the building.
- Keep exposed individuals away from others until medical authorities are on site. Radio to alert all staff that a "Medical emergency in (state location)".
- Do not use water or chemicals on spills unless directed by EMS/Hazmat staff.

If we experience this type of threat, we will be interacting with the Virginia Beach County Fire Department, Police, and the Public Health Department to respond appropriately to each situation. These organizations have jurisdiction on the scene and will direct us in all further activities.

Fire Evacuation

Signal: Continuous ringing of the fire alarm.

Steps of Action:

- When the fire alarm sounds, assume it is a real fire and immediately evacuate the building of all persons.
- Staff needs to direct the public to the nearest fire exit and check all the areas of the building for stragglers.

Fire Alarm Procedures:

1. When the alarm sounds staff will check the alarm panel behind the front desk
2. Please read the error code, Ex “Pull Station 25”
3. Phone will ring from the monitoring station- ANSWER THE PHONE
4. Alarm company will ask for the passcode- 4901
5. If the alarm is a false alarm, please tell them when they call. If not fire department will come
6. If it is a false alarm, please silence the alarm announcement
7. If not a false alarm continues to evacuate the VBSC

Alarm Monitoring Company Information

Central Station
1-800-356-2222
Account #- TBD
Passcode- TBD

- All patrons should be escorted outside of the facility.
- No one is to re-enter the building until the General Manager/MOD is notified by the fire department that it is okay to do so.
- Please remember to remain calm and level headed. The public will look to you for guidance.
- If there is no fire and dispatch has been stopped, turn off the alarm and allow guests to return to the building.

Personnel Roles:

General Manager/MOD

Go to the fire panel box located behind the front desk, locate the activated zone, notify the staff as to location, inform the Fire Department upon arrival. If the fire can be put out or contained, use a fire extinguisher. After Fire Department gives an all clear, a Fire Fighter/General Manager/MOD will go to the panel box behind the front desk and press the silence button. They will then oversee re-entry of the facility and complete incident report.

Front Desk Staff

Call the Fire Department if it is a known false alarm. If not, check the lobby restroom, lobby, offices and help direct patrons out the front doors. Secure cash drawers and cabinets and take radio, walkie-talkie, and megaphone to safe area.

Field Marshals

Evacuate gymnasium and assist and direct all patrons and staff to county fields. Take account for all children in programs without parents present and escort them to county fields. Remain with children until parent or legal guardian accounts for them.

Kitchen Staff

Evacuate the lounge and kitchen and assist and direct all patrons and staff outside of the building.

Youth-Club

Evacuate the program areas, including Youth-Club and multi-purpose room. Bring sign-in/out clipboard and all children to county fields. Once parents have evacuated, they will be expected to come and assist with their children during the emergency. Parents will be allowed to sign out their child at the assembly point.

Group Fitness/Cycling

Evacuate group fitness studio/cycling room and escort patrons outside of the building.

Fitness Center Staff

Evacuate all patrons and escort them outside of the building. Do not leave fitness area until all members have left.

Facility Staff

Check and evacuate the locker rooms, direct them outside of the building.

False Alarm

- If a staff person witnesses someone pulling the alarm inadvertently or by playing around, the General Manager/MOD is to be notified immediately.
- The false alarm will be announced over the radio so staff can relay that information to the guests.
- After the Fire Department gives an all clear, the General Manager/MOD will go to the panel box behind the front desk, and press the silence button. This will silence the horns in the building.

Police, Fire, EMS

911

Non-Emergency

TBD

Severe Weather

Definitions:

"Watch" means that conditions are favorable for severe weather.

"Monitor" means to take action as needed.

"Warning" means that severe weather is imminent. Take shelter. Monitor weather reports continuously.

"Safe Areas" are internal rooms that do not have any windows or roof to the outside.

Virginia Beach Sports Center's safe areas are the men's and women's locker rooms and the kitchen.

Signals:

- Weather broadcasts of severe weather watches and warnings will be monitored through the National Weather Service emails and updates.
- Inform each unit of "Warnings and Watches" as they become available.

Steps of Action:

- If imminent, the warning will be announced over the radios.
- Patrons and staff should proceed to a wall in a designated safe area (locker rooms or aquatic storage area) and assume a sitting position, head down, with their hands on their head.
- Showers are not to be used during severe weather evacuation procedures
- Persons in unsafe, outside locations should seek cover in the building.
- Staff are to close all doors.
- Wait for all clear signals before leaving safe areas.

Staff Roles:

General Manager/MOD:

Supervise the steps of action and maintain contact with all staff. Assign roles to staff as needed. Take a cell phone and walkie-talkie to safe area. Use walkie-talkies to assign staff to check restrooms, respective program areas and classrooms to make sure all patrons and staff have moved to safe area. A battery-operated radio should be located within hearing distance of supervisory staff if at all possible.

Front Desk Staff:

Check and evacuate the lobby restroom and main offices. Coordinate crowd control in the main offices. Secure cash drawers and cabinets and take radio, walkie-talkie, and megaphone to safe area.

Field Marshals:

Evacuate gym area and evacuate to the men's and women's locker rooms.

Kitchen Staff:

Evacuate the lounge and kitchen to the men's and women's locker room.

Youth Services

Evacuate the Youth-Club and multi-purpose room to the men's and women's locker room. Take the sign in/out clipboard and account for all children.

Group Fitness/ Cycling

Evacuate group fitness/cycling studio and escort patrons to men's and women's locker room.

Fitness Center Staff

Evacuate fitness area and direct patrons to men's and women's locker rooms.

Facility Staff

Coordinate the crowd control in the men's and women's locker room.

Police, Fire, EMS

911

National Weather Service (Sterling)

703-996-2200

Bomb Threat

Signal: Upon receiving a bomb threat, Front Desk Staff will be responsible for verbally notifying the General Manager/MOD. The GM/MOD will start the process of evacuating the building if necessary.

Steps of Action:

- Consider and treat all threats as real.
- If a phone threat is made, obtain as many details as possible from the caller before they hang up.
- Try to complete the checklist attached.
- Immediately notify someone to call 911.
- Evacuate the building to the assigned areas.
- Do not search or disturb items.
- Bring walkie-talkie to the evacuation site, but do not use them until told to by the General Manager/MOD **and** be at least 100 yards from the bomb site. Inform staff and guests not to use any cell phones within 600 feet of the building.
- Staff and guests will receive permission to re-enter the building from the safety officials when it is determined that the building is safe.

Personnel Roles

General Manager/MOD:

Determine the need for evacuation and notify staff accordingly. Gather information from staff on anything suspicious. Assign staff assistance at evacuation sites. Secure the scene. Meet the police upon their arrival. Inform staff and guests not to use any cell phones within 600 feet of the building.

Front Desk Staff:

Call police as directed. Staff the telephones until a decision is made to evacuate. Give the police the checklist filled out by the person who received the call. Secure cash drawers and cabinets and take radio, walkie-talkie, and megaphone to safe area.

Field Marshals

Evacuate gym area out of nearest fire exit and direct outside of the building. Take all unattended children and keep accounted until parents arrive.

Kitchen Staff

Evacuate the lounge and kitchen patrons outside of the building.

Youth Services

Evacuate Youth-Club and multi-purpose room patrons outside of the building. Take sign in/out clipboard with you and keep all children accounted for until the parent assumes responsibility.

Group Fitness/Cycling

Evacuate group fitness/cycling studio and escort patrons outside of the building.

Fitness Center Staff

Evacuate fitness center and direct patrons outside of the building.

Facility Staff

Check and evacuate the main restrooms/ locker rooms.

Police, Fire, EMS

911

Facility Lockdown

Signal: Upon receiving a threat or direction from police, Front Desk Staff will be responsible for verbally notifying the General Manager/MOD. The GM/MOD will start the process of locking the building down.

Steps of Action:

- Consider and treat all threats as real.
- Immediately notify someone to call 911.
- Lock all exterior doors so that no one is able to enter the building
- Bring all patrons to the inner most part of the facility
- Advise patrons not to leave the building
- Staff and guests will receive permission to leave the building from the safety officials when it is determined that the surrounding area is safe.

Personnel Roles

General Manager/MOD:

Determine the need for lockdown and notify staff accordingly. Gather information from staff on anything suspicious. Assign staff assistance. Secure the scene.

Front Desk Staff:

Call police as directed. Staff the telephones at an interior location.

Field Marshals

Evacuate gym area to an interior location. Take all unattended children and keep accounted until parents arrive.

Kitchen Staff

Evacuate the lounge and kitchen to an interior location.

Youth Services

Evacuate Youth-Club and multi-purpose room to an interior location. Take sign in/out clipboard with you and keep all children accounted for until the parent assumes responsibility.

Group Fitness/ Cycling

Evacuate group fitness/cycling studio and escort patrons to an interior location.

Fitness Center Staff

Evacuate fitness center and direct patrons to an interior location.

Facility Staff

Check the main restrooms/ locker rooms.

Police, Fire, EMS

911

Death of a Staff Member/Guest

In the event of a death of a staff member or guest, the General Manager/MOD shall notify the appropriate personnel.

Steps of Action:

- In the event of a sudden death of an individual in the building, the General Manager/MOD should be notified immediately.
- The area immediately surrounding the individual must be secured and closed off, making sure that nothing is touched, moved, or removed until authorities have arrived.
- If in an activity area, other guests should be directed to another area.
- If in a hallway, lobby, commons area, or outside the building, the area immediately surrounding should be blocked off, and the public directed elsewhere.
- The General Manager/MOD should make contact with emergency personnel and maintain a line of communication with them.
- The General Manager/MOD/designee will contact the staff or guest's emergency contact.
- Other staff should be contacted to assist with directions of onlookers and emergency personnel. Staff can also assist with any individuals affected by the situation.
- All media contacts should be referred to the General Manager/MOD. See Media Information section for details.

Police, Fire, EMS

911

Bomb Threat Report Form

Virginia Beach Sports Center

Caller Identification Data:
Number at which call was received:
Staff Receiving:
Date Call Received:
Time Call Received:
Time Caller Hung Up:
Exact Words of Caller:

Questions to Ask:	Description of Caller's Voice: Tone of Voice
When is the bomb set to explode?	
Precisely where is the bomb location?	
What kind of bomb is it?	
What does it look like?	
Where did you place the bomb?	
Did the caller have an accent?	
Other Voice Characteristics?	
Were there any background noises?	
Signature:	

Phone List

TBD

