

Mountain Heritage Day

Christy Ashe

Submission Date	Jul 3, 2024 11:37 AM
Name of Initiative	Mountain Heritage Day
Contact Person	Christy Ashe
Title	Director, WCU Special Events/MHD Co-Chair
Address	1 University Drive, H.F. Robinson 530
City	Cullowhee
State	NC
Zip Code	28723
Primary Phone Number	828.227.3006
Email	cashe@wcu.edu
Organization Type	Government
Organization Tax ID	56-6001440
Time of Year of Initiative	Peak (April - November)

Describe the timing of the initiative in as much detail as possible (please list key project dates, milestones, timeframes, etc.)	<p>Mountain Heritage Day is one of the longest running festivals in western North Carolina - we are celebrating our 50th anniversary in 2024! It is the only festival in NC that is hosted and staffed by a University. MHD is a celebration of the rich culture and the historical traditions that we have enjoyed for centuries. Western Carolina University opens the doors to the campus and invites the community, as well as folks across the state and southeastern United States to enjoy southern Appalachian music such as bluegrass, gospel and folk. There are over 80 juried arts and crafts booths, along with 20 plus food vendors. We will have more than 20 heritage craft demonstrations which includes a Cherokee stickball competition and a moonshine still demonstration. (NOTE: we will not be producing moonshine, as it is a demo only using water.) There will also be a chainsaw competition, 5K race and a car show. There will be activities for the children under the children's tent, a horse/buggy hayride and a tractor hayride. WCU is investing additional funds to underwrite national performers for an evening concert in the Ramsey Center. (Due to a radius clause by another venue, we are not allowed to advertise/disclose who the performers are until September 1.) The festival will run from 10:00 am to 4:00 pm on the intramural fields, with the evening concert from 6-9:00 pm in Ramsey Center. This will encourage more people to seek local lodging and eateries, as we expect to have a record-breaking crowd. This will result in more revenue being brought into Jackson County than previous years. We are excited to increase tourism as we head into the fall season. The evening concert could be an area that the JCTDA may want to provide a portion of sponsorship funding.</p>
Describe your initiative	<p>The Mountain Heritage Day festival provides an entire day of music, dance, food, crafts, and other means of traditional Appalachian entertainment. This event which was created in 1976 was an invitation from then Chancellor Robinson to the local community to come to campus. This initiative continues with Chancellor Brown at the helm to provide a free festival which is a favorite time of the school year for families who wish to spend time with their children who are attending WCU. The grant would assist us, not only in promoting this special event; but, will also help us make the festival a pleasant experience by providing additional shade tents, port-o-johns, and shuttle courtesies for those who need assistance, in addition to the things we have provided for the last 49 years.</p>
Website	<p>www.mountainheritageday.com and www.mountainheritageday.org</p>
Social Media Channels - paste URLs below	<p>https://www.facebook.com/MountainHeritageDay/</p>
Amount of Funds Requested?	<p>7,500</p>
Date Funds Needed	<p>Aug 19, 2024</p>
Give a narrative description of how this project will increase tourism and visitation in Jackson County	<p>The MHD festival draws between 15K-20K patrons. This is a great opportunity for locals and visitors to take a stroll on Main Street Sylva and utilize the local shops and eateries. In addition, for visitors to utilize local hotel accommodations.</p>

If this initiative has occurred before, what is new that differentiates it from prior years?

For 2024, the Mountain Heritage Day committee has integrated most of the demonstrators into the arts and crafts area. These demonstrators are what sets MHD apart from other festivals.

In addition, the MHD committee has retained an opening act and headliner for an evening concert in the Ramsey Center.

What is your advertising and marketing plan for your initiative?

Paid Media - META Ads
Paid Media - YouTube :15 Video
Paid Media - Display Ad - Retargeting
Paid Media - Video Ad - Retargeting
Paid Media - Carolina Spotlight
Paid Media - The Franklin Press (x3)
Paid Media - KISS FM/iHeart Radio
Paid Media - Smoky Mountain News (x2)
Paid Media - The Mountaineer (x2)
Paid Media - Biltmore Beacon (x2)
Paid Media - Cherokee One Feather (x1)
Paid Media - Mountain Xpress (x1)
Paid Media - Sylva Herald (x1)
Social - concert teaser
Billboard - 107/Old Cullowhee - Traditional
Billboard - Digital
Billboard - Traditional - Location TBD
On-Campus Digital Signage
Social - then/now photos - TBT
Ad in Carolina Country (MHD is in the top 3 running for best festival in NC)
Sylva Herald Insert

Do you agree to acknowledge the 'Jackson County TDA' in materials as required? Any releases or ad placements should have a statement that "the event was made possible, in part, by the Jackson County TDA." Print ad placements, where/when possible should include the JCTDA logo.

Yes

Total anticipated cost of initiative

500,000

Total funds your organization will provide toward total cost?

WCU supplants all costs not covered

Detail funds requested from other sources and note commitments or anticipated receipt of funds from other sources

Ingles \$10K
Pepsi \$3K
Bear Lake/Blue Ridge Bootleg Coffee \$2,500
Andy Shaw Ford \$1,500
McNeely's Store & Rental \$1,500
Wards Heating & Plumbing \$1,500
NC Dept. of Natural & Cultural Resources \$1,500
First Bank \$1,500
Republic Services \$1,500
LeafFilter Gutter Protection \$1,500
Kate & Joe Sam Queen Family Foundation \$1K
Andersen Renewal \$1K
Bolton Construction \$1K
Mark Haskett \$100

Please upload your detailed budget, including event or initiative expenses and revenue. You can attach a spreadsheet (Excel), PDF, or Word Document.



MHD Manual (2024 Update).docx

2.31 MB

Anticipated Attendees from Jackson County: 7,500

Anticipated Attendees from outside Jackson County: 7,500-10,000

Anticipated overnight stays generated: 500

How did you determine audience/attendance numbers and where do they come from?

Different methods have been used in past years from monitoring filled parking spaces to the use of hand counters. In 2022, the Jackson County TDA utilized a cell phone tracking software for the event determining attendance was equal to a WCU home football game.

How will you measure success of your initiative?

Through on-site patron surveys and post event vendor surveys.

Upload any supporting documentation for your application here:



Checklist 2024.docx

89.46 KB

Is there anything else you'd like to add?

Western Carolina University could not deliver this robust festival as a free gift to our community, county, state, or southeastern US if it were not for the generous sponsorships/grants provided by our JCTDA and local business owners. This type of funding is imperative to the sustainability of the Mountain Heritage Day festival.

Signature:





CHECKLIST 2024

January

- Special Events to update vendor applications and supporting documents for A&C, Food, Non-Profit, and Community Organizations
- Special Events - By January 31 - post all vendor applications and supporting documents on website
- Special Events to send previous year's vendors an email that applications are now available online with link to website – DO NOT send them an attachment of the applications/supporting documents.
- Special Events to research more ways to reach potential Food Vendors and Artists
- MHD Festival Co-Chairs to establish MHD Committee for the year, discuss goals, job responsibilities and timelines
- MHD Festival Co-Chairs to decide on meeting dates/frequency for the sub-committees and full committee for the year
- MHD Festival Co-Chairs to review and select any new members for standing committees
- MHC Director to select members for the A&C Vendor Jury Committee
- MHD Festival Co-Chairs to ask Programming Sub-committee (Peter Koch, Ashley Evans, Will Putman) to begin retaining stage artists and demonstrators
- Special Events to set Vendor application process and timeline
- Center for Service Learning Director to reach out to Faculty regarding class participation for the festival

February

- MHD Festival Co-Chairs to meet with UCM to initiate publicity, marketing, social media, and paid media plan strategy and timeline, responsibilities for the year MHC to choose A&C vendor jury committee
- UCM Public Communication Specialist to write PSA for 'call for vendors' for A&C, Non-profit, Community, and Food vendors
- Program and Event Specialist to post "call for vendors" on social
- Program and Event Specialist/UCM Public Communication Specialist sends PSA/Press Releases out
- Program and Event Specialist/UCM Public Communication Specialist starts list of events in regional calendar opportunities e.g., newspapers, magazines, chambers, tourism organizations, etc. – Student
- Program and Event Specialist/UCM to update website and social media with Vendor opportunities
- Special Events to check Eventeny account for new vendors (daily)
- Special Events reviews applications as they come in by jurying committee (spreadsheets generated through Eventeny)
- Special Events/MHD Festival Co-chairs to follow up with Programming Sub-Committee discuss stage artists and demonstrators
- UCM/Special Events to continue to update web page and social
- UCM Public Communication Specialist Continue to update calendar listings on websites for newspapers and other festival listing sites
- Special Events to research more ways to 'get the word out' about A&C and Food Vendor opportunities
- MHD Festival Co-Chair (Special Events) hires an External Sponsorship Partner to begin soliciting for sponsorships and prizes (example: Andy Shaw donate a free oil change to be awarded with top Classic Car Show winner)
- External Sponsorship Partner to meet with Advancement to determine who should make the ask
- External Sponsorship Partner to secure sponsors and issue contracts

- MHD Festival Co-Chairs to reach out to sub-committees to see what they may need from the Festival Co-chairs
- Special Events to gather email addresses for Chainsaw competitors
- MHC - A&C Jury Committee meets biweekly, as vendors are accepted on a rolling basis.
- As vendors are accepted, Special Events emails acceptance through Eventeny. Once accepted the funds are automatically extracted from the credit card on file.
- Program and Event Special to work with UCM to update the rack card – UCM Project Manager to place request in system - Special Events to submit sponsor logos to UCM when we have all commitments

March

- Event Map – Parking – Performers in Big Cat Lot 10, Demonstrators in Camp and Kneedler, Athletics hold 9A and 9B for volleyball – schedule released in late Spring
- Special Events to check Eventeny account for new vendors (daily)
- Special Events/MHD Festival Director to conduct first full committee meeting
- Special Events/MHD Festival Director to update full committee on working budget
- Programming Sub-Committee to continue developing programming:
 - Blue Ridge Stage
 - Balsam/Circle Tent Performers
 - Demonstrators
 - Children's Tent
 - Stickball
- Other programming ideas such as Food Contest (in conjunction with local Cooperative Extension)
- MHC to begin sending contracts to performers/demonstrators regarding all programming
- Special Events/MHD Festival Director to meet with UCM Sub-committee to establish timeline and needs
- Special Events/ MHD Festival Director to touch base with Chainsaw Competition Sub-Committee Chair and Shape-note Sub-Committee Chair to check progress with planning and assist where needed; determine any changes
- Car Show Sub-Committee Chair holds meeting to discuss logistics, swag bags, door prizes, and flyers promoting the car show
- MHC - A&C Jury Committee meets biweekly, as vendors are accepted on a rolling basis. Billing is emailed to vendors after acceptance.
- Special Events - Printed rack cards ready for distribution
- Special Events to reserve Camp 134, 141, 143, and 145
- Special Events to ask for use of Ed Outreach coolers for stage bottled waters

April

- Special Events to check Eventeny account for new vendors (daily)
- Special Events to start Vendor Applicant database – Student assistance
- MHC to start writing/compiling Foods Competition brochure
- Bookstore to begin choosing merchandise
- MHC - A&C Jury Committee meets biweekly, as vendors are accepted on a rolling basis. Billing is emailed to vendors after acceptance.
- UCM Public Communication Specialist - Media packets, news release schedule and social media blasts planning, including special tabloid by Sylva Herald
- UCM Public Communication Specialist to work up story ideas for PSA/Press Releases – send out multiple
- Programming Sub-Committee to finalize all artists and establish a tentative schedule
- Programming Sub-Committee to continue developing programming:
 - Blue Ridge Stage
 - Balsam/Circle Tent Performers
 - Demonstrators
 - Children's Tent
 - Stickball

Other programming ideas such as Food Contest (in conjunction with local Cooperative Extension)

May

- Special Events/MHD Festival Director to contact Shape-note Sub-Committee Chair, Chainsaw Competition Sub-Committee Chair, and Car Show Sub-Committee Chair and review planning, any email lists, documents, etc.
- MHC to collect promo materials on all performers with color photos if available
- Special Events/MHD Festival Director to contact Car Show Sub-Committee Chair to start organizing and publicizing
- UCM Public Communication Specialist to write PSA/Press Release for Mountain Heritage Award Nominations
- Programming Sub-Committee to finalize all artists and establish a tentative schedule. Continue contract process with demonstrators and performers.
- Programming Sub-Committee to hire Hayride
- MHC - A&C Jury Committee meets weekly, as vendors are accepted on a rolling basis. Vendor payments are extracted after acceptance.
- FM – Work Control Supervisor to initiate arrangements for:
 - Straw bales
 - Porta Johns
- Will Putman to reach out to XL Media Works to rent a professional stage – Stageline SL 100 Mobile Stage 24x20 fully covered hydraulic stage with load bearing roof for flying lighting and audio packages (Chad Stewart 828.215.4156 or Jenny Greenway at jenny@xlmediaworks.com, 803.255.8887)

June

- Special Events/MHD Festival Director to finalize any changes on the Festival Map
- UCM Public Communication Specialist to begin compiling materials for Insert Content
- Programming Sub-Committee to confirm performance schedules. Finalize contracts with demonstrators and performers.
- MHC - PSA/ Press Release for MH Award sent out and nominations coming in until early July.
- UCM Public Communication Specialist to write copy for Insert
- UCM to update website and social media
- UCM - Media deadline for monthly's, e.g. *Southern Living*, *WNC Magazine*, *The Laurel of Asheville*, *Our State*, *Bluegrass Unlimited*, *The Old Time Herald*, etc.
- UCM Public Communication Specialist to write early PSA/Press Releases for event
- Car Show Sub-Committee Chair – Follow up conversations to confirm door prizes and swag bags
- Car Show Sub-Committee Chair– Begin distributing flyers
- Car Show - Create Facebook Event for Car Show with details
- MHC - A&C Jury Committee meets biweekly, as vendors are accepted on a rolling basis. Billing is emailed to vendors after acceptance.
- Classic Car Show Sub-committee to request 50 Participants Choice ballots on gold paper and 300 People's Choice ballots on purple paper from the Print Shop
- Classic Car Show Sub-committee to request Classic Car Show awards from Print Shop - Small Rectangle Acrylic #IMP201G for the 5 awards. Participant's Choice -1qty. People's Choice -1qty. Top 3 -3qty.
- Special Events - Last week-receive final field map from FM-Engineering Technician

July

- 1st week – UCM to review Insert copy; select final pictures, etc.
- 1st week – Special Events to reach out to FM- Engineering Technician to update field map
- Bookstore - 1st week – inventory old merchandise
- MHC to contact Horse and Mule demonstrator
- 2nd week – UCM to finalize Insert
- Special Events to begin reviewing logistical needs with MHC - Museum Education Associate

- FM – Work Control to inventory signs and place order for any needs (with sub-committee chairs) remember to add Sponsor logos to specific areas (example: McNeely's Chainsaw Competition, etc.) and Thank You to our Sponsors signs
- UCM to schedule an interview with Paul Foster at WNCW in September
- UCM to contact UNC Public Television re when airing footage from last year's filming
- MHC to begin PO process
- MHC Director to review and select MH Award winners
- Car Show Sub-Committee to continue sharing information to FB Event Page including door prizes, awards, etc.
- MHC - A&C Jury Committee meets biweekly, as vendors are accepted on a rolling basis. Billing is emailed to vendors after acceptance.
- Special Events to order Pepsi products for merch booths and schedule truck drop off (Travis Ashe tashe@pepsihdy.com or 828.736.0894)
- Special Events to request use of Ed Outreach coolers to be used at stage areas
- FM – Work Control Supervisor/Grounds Superintendent to follow up on
Haybales
Porta Johns
Gravel for vendor entrance/exit areas

August

- Special Events - 1st - Deadline for Vendor cancellation and receive partial refund
- Special Events to begin vendor placement
- Special Events reaches out to ATM vendor (Dwayne Miller Cell 828.320.7232) to have ATM moved from Ramsey to Camp Gym concrete pad and ensure it is ready to use.
- Volunteers Sub-Committee Chair/Service Learning - review volunteer task list; update numbers, shifts, & job descriptions as needed
- Volunteers Sub-Committee Chair/Service Learning - create volunteer registration form
- Volunteers Sub-Committee Chair/Service Learning - schedule & reserve space for 2 volunteer orientation meetings during the week of the festival
- Special Events, FM Work Control Supervisor, and MHC - Review Tables, Tents and Chairs Request and send to FM
- Emcee, in conjunction with UCM, to write Stage announcements – Chair to provide updated sponsor information, etc.
- MHC to arrange with Education class for Volunteers for Children's Tent activity area
- Volunteers Sub-Committee Chair (Service Learning) to revisit Volunteers jobs list and update needs and job descriptions
- Special Events to email Chainsaw Competition materials (equip the Chainsaw Competition Sub-Committee Chair to do this in the future)
- MHC to send out performer/demonstrator packages with map and parking pass
- Shape-note Singers Sub-Committee Chair (Music Department) to send out invitation to Shape-note Singers
- UCM to schedule on-air interview and performance with Wayne Erbsen (Country Roots)
- UCM to contact WNCW for media support
- MHC Director to coordinate with MH Award winners for press release, story, and presence at festival to receive award. (Pam)
- UCM coordinates numerous radio sponsored content
- Volunteers Sub-Committee Chair/Service Learning/Volunteers Sub-Committee Chair - begin recruiting volunteers- once the semester starts
- Car Show Sub-Committee Chair to request 2-4 volunteers from Volunteers Sub-Committee Chair/Service Learning
- 5K Sub-Committee Chair - Entrepreneurship, Hospitality, Tourism, Marketing, Sport Management School Director
- 22nd – 5K: SM 435 students begin planning and coordinating all logistics for MHD 5K event (setup/tear down, risk mgt., volunteers, marketing, website/registration, timing vendor, etc.).
- Special Events Manager to send a Google Doc to Chancellor's Ambassadors to sign up to work 2 Merch Booths

- UCM - 31st – 5K marketing begins and registration website live
- MHC - A&C Jury Committee meets biweekly, as vendors are accepted on a rolling basis. Billing is emailed to vendors after acceptance.
- Special Events/MHD Festival Chair to contact Health Department (Travis Monteith travismonteith@jacksonnc.org or Office: 828-587-8246 or Cell 828.506.2248) with vendor contact info/booth assignments of Food Vendors regarding permits

September

- Special Events to email vendor welcome letter, booth assignment, parking pass, map, rules, schedule, brochure, vendor list, etc.
- Bookstore – Receive promo items/merchandise for sales
- Special Events needs Committee/Volunteers T-shirts
- UCM Billboard(s) goes up
- Volunteers Sub-Committee Chair/Service Learning - market volunteer opportunities through social media, class presentations, targeted contacts, etc.
- Volunteers Sub-Committee Chair/Service Learning - as volunteers sign up, confirm each person's slot/role/basic expectations via email
- UCM to update website and social media with vendors and sponsors
- Special Events - Merchandise Booth – Pepsi products only
 - Price list, signage
 - Inventory
 - Start cash and cash pick-ups
- Special Events -Name Tags for Committee and Volunteers – inventory and order additional if necessary
- Special Events - Vendor information – 3 Excel spreadsheets organized by booth number, last name, company name
- Special Events - Committee Members – List of names, cell phone numbers
- Special Events - Week of festival - get radios from EOC for Committee for event day
- Volunteers Sub-Committee Chair/Service Learning - hold volunteer orientation meetings- festival week
- Volunteers Sub-Committee Chair/Service Learning - final reminder emails to volunteers- 1-2 days before their volunteer shift
- Volunteers Sub-Committee Chair/Service Learning - organize Volunteer check-in and packets- day prior to festival
- MHC to meet with and give introduction to MHD and Children's Tent area to Education class(es)
- MHC to organize Vendor "secret shoppers" with checklist of things to look for
- Car Show Sub-Committee – Print Registration materials
- Car Show Sub-Committee – Get Print Shop to print voting ballots
- Special Events to begin Festival Boxes with supplies for each station
- Special Events to order bulk ice water for Green Room
- Special Events to give Meal Vouchers to Committee members to distribute to:
 - Performers
 - Demonstrators
 - Shapenote singers
 - Staff?
- Special Events to order iced-down bottled waters for Blue Ridge stage, Balsam/Circle Tent stage, Children's Tent, Shapenote Tent
- Special Events to request Golf Carts (from Athletics and IT)
- Special Events to trouble shoot and field phone calls
- Special Events/FM Engineer/Work Control Supervisor/MHC to design field schematics
- FM - 19th – Field marking begins
- MHC - 21st – move to "Headquarters" out of MHC/Library to festival location
- Special Events - 23rd – Vendor set-up begins
- Special Events/FM - 23rd – Professional Stage Delivery

- PD- Get lock and chain from PD for ATM and determine fireproof secure location for Merch sales
- Last Saturday of September: ***Mountain Heritage Day!***
- Special Events/FM - Clean up and put away
- Chief Purchasing Officer - count money and make deposits
- Special Events to pay all bills
- Special Events to send Qualtrics survey to vendors

October

- Programming Sub-Committee to send thank you emails to Performers and Demonstrators
- Volunteers Sub-Committee Chair/Service Learning - thank you/follow up email to all volunteers
- Volunteers Sub-Committee Chair/Service Learning - share volunteer rosters with faculty who request them
- Special Events to hold a Thank You event and debriefing for the Committee meeting (request recommendations for next year)
- Special Events to create Sponsor Thank you packages and email/deliver
- Special Events to design next year's Sponsorship Package
- Special Events to update all files and ensure they are on the Share drive
- UCM to update website and social media with highlights of event and photos – ongoing
- SK Sub-Committee Chair – reconcile event and debrief meetings

November

- Special Events to secure Intern/Grad Assistant/Student Worker for Spring semester
- Special Events to make recommendations for any changes and/or additions for next year's festival and present to appropriate leaders
- Special Events to develop final reports on festival profit/losses for year
- Special Events to review timeline for next year and update where necessary
- Special Events to start budget for next year
- Special Events to start collecting and updating mailing list e.g. A&C, Chainsaw, Shape-note
- Special Events to research other festivals
- UCM to update social media
- Special Events to initiate new t-shirt design through inMotion request
- Special Events - Based on evaluations and feedback set goals for next year e.g., new initiatives, changes, etc
- UCM to place ads in trade journals for A&C recruitment
- Programming Sub-Committee to begin research and asks to headline Performers

December

- External Sponsorship Partner to draw up list of potential next year sponsors in collaboration with Special Events
- Special Events to discuss goals, selection criteria and timelines plus any new approaches for A&C and Programming Committees



WESTERN CAROLINA UNIVERSITY'S
MOUNTAIN HERITAGE DAY

INTRODUCTION

- Planning Mountain Heritage Day at Western Carolina University

MANAGING EVENT SOFTWARE

- Eventeny
- Vendor Applications

FACILITIES MANAGEMENT

- Field Design
- Office of State Construction Application

MARKETING AND PROMOTIONS

- Marketing Plan
- Paid Media/Advertising

VOLUNTEER MANAGEMENT

- Volunteer Management Plan
- Developing a Volunteer Training Video
- Developing a Volunteer Orientation Package

EMERGENCY PREPAREDNESS

- Emergency Action Plan
- Inclement Weather Protocol
- Lost Child/Person Protocol
- Risk Assessment
- Food Vendor Liability Insurance

PERFORMERS/DEMONSTRATORS

EVALUATING THE FESTIVAL OR EVENT

- Evaluation Report



INTRODUCTION

WHAT IS MOUNTAIN HERITAGE DAY?

Western Carolina University facilitates and supports the delivery of the annual Mountain Heritage Day festival. Mountain Heritage Day is a gift from Western Carolina University to the community, and everyone from everywhere is welcome to attend. This family-oriented festival shows how much we value this incredible, beautiful region we call home and its diverse culture and history. One of the top events in the Southeast with food and craft vendors, family-friendly activities, interactive kids' area, along with performances and demonstrations celebrating the Southern Appalachian Mountain culture. Western Carolina University is host to approximately 15,000 patrons, guests,

performers, demonstrators, vendors, and crafters. WCU is the owner of two web domains www.mountainheritageday.org and www.mountainheritageday.com.

WHEN IS MOUNTAIN HERITAGE DAY?

Mountain Heritage Day is always scheduled for the last Saturday in September from 10:00 am – 5:00 pm.

WHERE IS MOUNTAIN HERITAGE DAY HELD?

Mountain Heritage Day is held on the Intramural Fields at the Camp Building on the campus of Western Carolina University.

WHO ORGANIZES MOUNTAIN HERITAGE DAY?

The Mountain Heritage Day Committee consists of two Co-Chairs – the WCU Director for the Mountain Heritage Center to oversee the event's cultural aspect; and the WCU Director of Special Events to oversee its logistical aspect. There are about 30 committee members, mostly permanent, full-time Western Carolina University employees. The event is hosted, organized, constructed, staffed, and deconstructed by an army of WCU employees.

INTENT OF MANUAL

This manual is intended to guide the organizer(s) through the stages involved in planning the Mountain Heritage Day festival. It is meant to be a comprehensive guide, by providing all elements necessary to make Mountain Heritage Day successful.

MANAGING EVENT SOFTWARE

EVENTENY

Eventeny is a WCU IT-approved software purchased by Mountain Heritage Day. It houses the online vendor application process and is the primary avenue to communicate with vendors.

VENDOR APPLICATIONS

There are currently four types of juried vendors. Those include Arts & Crafts, Food, Non-Profit and Community vendors.

FACILITIES MANAGEMENT

To host a festival or event on municipal property, a tent permit must be issued by the North Carolina Office of State Construction. The lead-time for the WCU Facilities Management University Architect to file a tent permit is at least two (2) months before the event. The tent permit application may be found at:

<https://www.doa.nc.gov/document/tent-permit>. Facilities Management will receive

direction from the Director of Special Events on the field concept/design. This work should begin late spring/early summer in the same calendar year as the festival.

TIMELINE

The Mountain Heritage Day Committee Co-Chairs should conduct a committee debrief within one month following the current year's festival to receive feedback for improving the event. The Co-Chairs will evaluate the feedback and decide on what improvements should be made for the following year.

FESTIVAL CONCEPT

The event concept was developed by Chancellor H.F. "Cotton" Robinson in 1974, known as Founder's Day. As part of his inaugural ceremony, he wanted an event where the campus and community were invited. The event would include traditional southern Appalachian music, dancing and food and be a gift to the campus and community. Starting in 1975, the event became known as Mountain Heritage Day and celebrated the rich diverse culture of the Appalachian people. This tradition has carried over with the Chancellors that followed. The current Chancellor oversees the operating committee with developing a plan to execute a successful Mountain Heritage Day.

Moving your festival or event to execution requires an understanding of the cultural diversity of the Appalachian region. It is important to communicate with campus leadership to help develop the concept into a feasible festival or event. It is important to assess your capacity to organize a festival or event; to identify the objectives of the festival or event; the potential theme; and the desired outcomes. Co-Chairs must develop a strategy to maintain and sustain the festival or event; create a timeline for the actions needed to initiate and plan the festival or event; recruit support; establish individual roles and responsibilities; determine the resources needed; and last but not least, develop tools to assess your festival or event and make the appropriate changes to carry it into the future.

DETERMINING GOALS AND OBJECTIVES

After surveying the campus leadership for interest, ideas, and recommendations, begin to develop statements outlining what the festival or event objectives are going to be and how to achieve them.

These goals and objectives may include:

- Strengthening the bond between the university and community
- Creating awareness of educational enrichment provided by the Mountain Heritage Center

- Creating awareness and appreciation of the rich, diverse culture and heritage of the community to WCU students
- Improving the local economy
- Acquainting the local and outside community to the unique opportunities within your community
- Celebrating significant cultural traditions

DRAFTING VISION AND MISSION STATEMENTS

Take time to develop both vision and mission statements through discussion of the objectives, goals, outcomes, and anticipated growth. A Vision Statement outlines the ultimate goals and objectives of your festival or event (its purpose and value). A Mission Statement outlines the strategies for achieving the goals and objectives of your festival or event (measuring success).

Developing vision and mission statements will help to determine the direction the festival or event is going to take. Time must be spent discussing the value of the festival or event to university leadership, committee, participants, stakeholders, and the public. What benefit will be gained by the university? What impact on the community is expected or hoped for? In addition, Co-Chairs must outline the tactics to be utilized to achieve the vision and fulfill the mission of the festival and event. Part of the evaluation process of the festival or event will be to review the goals and decide if the outcome of the festival or event is what was expected and if this reflects the vision and mission statements. Changes to the vision and mission statements may occur as the festival or event evolves.

Clarification of the vision and mission will help to:

- Define ultimate goals and objectives
- Identify the purpose
- Identify values
- Develop strategies and tactics to achieve these goals and objectives

SELECTING AN EXECUTIVE BOARD, ORGANIZING COMMITTEE, AND/OR ADVISORY BOARD

Whether the festival or event is large or small, an Executive Board, Organizing Committee, and/or Advisory Board must be established to ensure the goals and objectives are met. Some boards deal directly with the management of the festival or event while others serve in an advisory capacity. For smaller festivals or events, the board may do both. Typically, executive boards of large festivals, such as Mountain Heritage Day, will need to establish Organizing Committees. The number and types of committees will depend on the complexity and size of the festival or event. As the

festival or event grows, staff or volunteers may need to be recruited to assist with the operations.

For larger festivals or events, it is not common for board members to assume both board and committee work. It is important that Board and/or Committee volunteers understand the full scope of their responsibilities. Executive Boards deal more with developing policy and setting direction for volunteer committees and staff. They perform “ends to be achieved” functions. Working Committees are more involved with “means to end” functions such as operational duties and “how it’s done” tasks. Getting the right people for the right roles is the most crucial factor in successfully developing an Executive Board. Spending some time in the preliminary stages of the planning process to conduct a Board skills analysis will help identify the type of people or skills required. Try to recruit individuals who share the same philosophy, agree with the goals and objectives, and have enough time to contribute. Avoid recruiting through high-pressure tactics.

CHOOSING THE EXECUTIVE BOARD AND/OR ORGANIZING COMMITTEE

When choosing individuals to take leadership roles for your festival or event, it is important to recruit people who have experience as well as energy and enthusiasm for the project. Some attributes to consider when choosing a leader include:

Personal Qualities:

- Has the capacity to commit to the time requirements
- Has strong leadership qualities
- Commitment to the vision and mission of the festival or event
- Will act in the best interests of the festival or event
- Will be a good ambassador for the festival or event
- Works well with a team
- Has effective communication skills

Background/Skills:

- Committee experience
- Volunteer experience
- Festival or event planning experience
- Has experience related to the roles and functions of the festival or event (e.g., music, demonstrators, sponsorship development, budgeting/accounting, etc.)

It is important for the Executive Board to develop a plan of action for every member of the Organizing Committee and Sub-Committees to carry out.

A description of Co-Chair roles is outlined below. Considering having at least an additional four members to help with the organizational management of the festival or event.

The Co-Chairs guide the Organizing Committee through:

- Policymaking
- Strategic planning
- Decision-making
- Service on all committees (if required)
- Compliance to all laws
- Assisting with the planning of meetings, including the preparation of agendas and minutes
- Providing direction at meetings to keep discussion on track and within the time line of the meeting
- Reviewing all pertinent information and reports
- Providing guidance to the membership and succession planning
- Keeping the mission and vision at the forefront of programming discussions

There are eight key areas which need to be managed throughout the festival or event planning process. At times, due to retirement or other reasons, there may be committee members overseeing more than one function, e.g., fundraising and sponsorship, but as the festival or event grows, each area will require a dedicated coordinator, and possibly, a sub-Committee of volunteers to support the function.

1. Overall Management of the Festival/Event – Typically, larger festivals hire an Event Manager to oversee each key area to ensure success. That role is currently occupied by the Mountain Heritage Day Co-Chairs. The individuals are responsible for keeping the committee sub-chairs accountable, on target and on schedule. It is the Co-Chair's responsibility to ensure that the Board and/or Committee clearly understands the vision and mission and are working toward a common goal. The Co-Chairs are also responsible for managing the critical path for the festival or event. In the future, should an Event Manager be hired, the Manager would assume this responsibility and be accountable to the Co-Chairs, Executive Board and/or Organizing Committee members.

In addition to the Co-Chairs, the Secretary, Sponsorship Consultant, and Budget Officer are vital to the management of the festival or event. Their involvement is critical to the functions outlined below:

2. Financial Management – The task of looking after the finances of the festival or event is the Budget Officer's responsibility. Other tasks under financial management may include oversight of Banner transactions, developing a festival budget, invoice payment

for contractor(s), supplier(s), drink booth revenue collection, electronic donations the day of the festival, as well as collection/reimbursement of vendor booth fees.

3. Sponsorship – Mountain Heritage Day is dependent upon sponsorships to generate operating revenue and to sustain the festival. Sponsorships are sought after and collected in different forms. Those include researching and applying for grants, obtaining corporate sponsorship by partnering with the Division of Advancement or WCU Athletics, or seeking monies through local, private businesses. Co-Chairs and Organizing Committee should strive to create a self-sustaining model.

The Executive Board and/or Organizing Committee can aid in developing prospects by suggesting potential sponsors from the community and providing guidance regarding the components of the festival or event to be sponsored. The external Sponsorship Consultant in charge of this area will develop a list of potential sponsors; letter of solicitation; levels of sponsorship including benefits and recognition; provide sponsors with activation ideas and support their efforts; ensure that they are appropriately thanked; and communicate with the sponsor throughout the planning cycle.

5. Media and Promotion – The Executive Board and/or Organizing Committee can offer direction on how to promote the festival or event. Representatives from WCU's University and Marketing Department sit on the Organizing Committee. These WCU employees are skilled and experienced in producing promotional materials and coordinating print, radio and television media outlets including social media.

6. Entertainment and Programming – This function is divided into two areas of responsibility. A programming function and a vendor function. The Executive Board and/or Organizing Committee should give some direction on what elements will make up the festival or event. Planning, initiating and implementing the programming elements such as live performances, activities, guest speakers or emcees, contracts and stage décor fall under the programming function. Decisions are based on availability, budget and fit.

If the festival or event includes a vendor component, such as food and/or exhibitor booths, etc., this function would involve the recruiting vendors, establishing guidelines and regulations and assisting with load in/load out schedules of these vendors.

7. Production and Event Operations – The job of overseeing the physical site has several different components that require specialized skills including technical knowledge of sound/ audio/visual equipment, venue regulations, by-law considerations, security, and the ability to produce a contingency plan in case external factors prevent the festival or event from continuing the site.

8. Volunteers – Volunteers are a valuable resource for any festival or event. Boards and/or Organizing Committees are often comprised of volunteers interested in the festival or event. It is important to create a Volunteer Management Plan that includes detailed job descriptions, recruitment, screening, interviewing, orientation, training,

supervision, and recognition protocols. Choosing good Organizing Committee members empowers the organizer with the best possible potential for success. Having volunteers that are committed, in agreement with the goals and objectives and are willing and able to see the process through will go a long way towards ensuring the success of the festival or event. To manage volunteer expectations, ensure roles are clearly defined and goals and objectives are clear.

PLANNING AND LOGISTICS

Knowing the who, what, when, where, why and how of the festival or event will help to establish the resources required. Consider the following when planning and reviewing logistics:

TARGET MARKET AND ATTENDANCE

The audience the festival or event is looking to attract will be based on the goals, objectives and the theme of the festival or event. It is important to identify:

- Is the desired audience the community, region, or State?
- Is the festival or event geared to a specific audience or is it intended to attract a wide range of attendees?
- What is the desired attendance?

Carefully defining the target audience helps to determine where to promote and what programming elements are needed to attract attendees. It also helps to estimate the number of participants. An estimation of attendance at the festival or event can be based on festivals/events of a similar nature taking place in surrounding municipalities. Estimating the attendance will allow you to prepare a more detailed budget as it will serve as the basis for estimated revenues and expenditures and help with sponsorship initiatives.

DEVELOPING AN OPERATING BUDGET

Budgeting is a critical part of the festival and event planning process. An effective budget enables the committee organizers to make appropriate decisions and adjustments, if necessary. It is important to closely monitor and manage the finances of the festival or event and communicate with the Co-Chairs and members of the Executive Board and/or Organizing Committee so everyone understands what expenditures and commitments can and cannot be made. Following the festival or event, compare your approved budget with the actual expenses incurred.

Before making a commitment to offerings at the festival or event, examine the financial elements involved, considering cost and available funds. If there is a shortage of funds, revisit your expectations and determine whether you wish to scale down and/or change

the overall approach. Consider whether financial assistance can be obtained from other sources (e.g., parking fees, admission fees, sponsorships, grants, etc.) as well.

CREATING A FESTIVAL OR EVENT TIMELINE

The next step in the process is to begin preparing a festival or event timeline that sets out the timeframe for action and implementation. This timeline can be in the form of a critical path or a workback plan. A critical path is essentially a calendar that states the tasks and responsibilities needed to be completed leading up to the festival or event. It helps to keep track of deadlines and responsibilities amongst the Board and/or Organizing Committee members. Critical paths are useful tools to refer to annually. They should include all elements and steps involved in planning and execution of the festival or event. This will help maintain consistency in the festival or event, moving forward and make modifications or enhancements as the festival or event progresses.

DEVELOPING A WORK BACK PLAN

A Work Plan or Work-back Plan is just a little different from a critical path in that it creates a timeline for the festival or event by working backwards from the festival or event date. Tasks are typically categorized by month instead of assigned a completion or due date. By noting these key deadlines, the organizer can devise a more detailed Critical Path and determine what steps must be taken before the deadline to ensure deliverables are met. To facilitate the development of a workback plan, refer to the sample plan in the online Community Festivals & Events Planning Toolkit.

PROGRAMMING AND ENTERTAINMENT

Programming and entertainment can range from live performers, live demonstrators, activities, interactive games, etc. Selecting the appropriate type of programming and entertainment depends on the target audience and the type of atmosphere the organizer wants to create. Before securing your entertainers, it is critical to determine the following:

- Who are the festival or event participants?
- How many attendees does the festival or event want to attract?
- What is the purpose of the programming and entertainment?
- How do programming and entertainment integrate with the theme?
- Is it appropriate for and will it appeal to the target audience?
- Does it need to be static, mobile and/or interactive?

- What equipment may be required?
- What is the budget? For what duration?
- Will the sponsorships help offset entertainment and programming costs?
- Are any of the sponsors affiliated with any entertainment or community groups?
- Are there any entertainment rider requirements?
- Do the entertainers have references/reviews they can share?
- Will the program be accessible to people with disabilities?
- Are the programming and entertainment elements inclusive?

Remember a key variable in ensuring a successful festival or event is ensuring attendees are entertained. Programming that is engaging is the most desirable.

SCHEDULING

It is important to keep festival and event patrons interested and engaged from the onset to the conclusion of the festival or event. Developing a schedule will enable the organizer to maintain a timeline on the day of the festival or event and identify any gaps beforehand. A timeline should include the arrival of contractors, suppliers, vendors, rehearsal times, performance times, speeches, interactive displays/booths, etc. Once finalized, the minute-by-minute activity schedule can be drafted (also known as a Run of Show) and should be circulated to all key stakeholders including emcees, presenters, entertainers, etc.

CONTINGENCY PLANNING

This is the “What if . . . ?” scenario when planning a festival or event. It is important to always have a “Plan B” with every festival or event to account for inclement weather, loss of preferred site, entertainer no-show, and lack of volunteer resources. Planning for potential risks early in the process enables Co-Chairs to educate and communicate contingency plans with the Executive Board and/or Organizing Committee and to defer potential “unplanned” costs in the budget.

SELECTING CONTRACTORS AND SUPPLIERS

Suppliers and contractors are vital to the seamless execution of a festival or event. It is imperative to select contractors and suppliers who can fulfill their contractual obligations and provide excellent service. The following are a few simple steps to ensure the best contractors or suppliers are hired to meet the festival or event needs:

NEEDS ASSESSMENT

Brainstorm and document what the festival or event requirements are and develop a checklist. This will ensure all expectations in the request for a quotation are included and will provide a basis to evaluate proposals.

RESEARCH

Catamart is a great resource to locate university-approved contractors and suppliers. When seeking a source that has not yet been approved by the University, Committee Organizers may want to consider the following questions:

- How long have they been in business, and have they worked with other State agencies?
- What is the cancellation policy?
- Are they willing to provide proof of general liability insurance?
- Is someone available after-hours in case of an emergency?
- Do they have access to back up equipment or supplies?
- Is there a single point of contact on the day of the festival or event?
- What information do they require to provide a quote?

QUOTATIONS

After researching contractors and suppliers, obtaining proposals and pricing is the next step. It is best practice to obtain multiple itemized quotations – this will not only demonstrate competitive pricing but will also help identify any discrepancies in the proposals obtained (and criteria that may have been overlooked in the needs assessment).

WASTE MANAGEMENT PLAN

Festivals and Events can generate a lot of waste. It is important to think about how to maintain the integrity of the festival or event site. To determine how waste will be controlled, consider brainstorming the following:

- What type of waste will be produced?
- What are the high-traffic areas or areas where the most waste will be discarded?
- • How many Committee members/volunteers will be responsible for maintaining the integrity of the site?
- If so, who will be the main point of contact?
- How many waste and recycling receptacles are required?

- Where will the waste and/or recycling receptacles be positioned?
- What is the maintenance schedule?

SPONSORSHIP AND FUNDING

Funding is often the most challenging aspect of the festival or event. The success of the festival depends on careful planning. Corporate sponsorship is a very effective way of raising funds. Building strong relationships and mutually beneficial partnerships will help ensure your festival or event achieves sustainability from year to year.

Fundraising and sponsorship coordination involves the cultivation, care, and maintenance of a relationship between the festival and the sponsor(s). Sponsors could be individuals, Corporations, Foundations, or businesses. Based on the budgetary projections, the Executive Board/Committee Co-Chairs should have a good indication of the funds and in-kind donations required to operate the festival or event.

Managing the Sponsorship Program includes:

- Researching the community for potential sponsors and creating a sponsor database
- Writing a Letter of Solicitation to sponsors, researching the criteria (if any) for financial requests (Foundations and Corporations have clear mandates for giving)
- Establishing recognition for sponsorship including on-site participation, arranging a thank you reception or Letter of Gratitude
- Assessing the success of the Sponsorship Program

Solicitation Letters to sponsors may be general, but if a pre-existing relationship exists or the time is available, every effort to customize each letter should be made. Focus on components of the festival or event that align well with a potential sponsor. Whoever the sponsor, all letters should include the following:

- A description of your organization
- Your target audience and projected attendance
- Programming and activities
- Desired outcomes
- Detailed list of all recognition levels
- The benefits and recognition the sponsor will receive

Be sure to describe how you will help them to:

- Raise their profile in the community
- Reach their target markets

- Promote their product, services and/or organization;
- Increase their sales and revenue

SPONSORSHIP FEES & LEVELS OF RECOGNITION

Developing Levels of Recognition will also be part of the package. The size of the budget for sponsor development will determine what can be offered. Set achievable limits. Start by determining the sponsorship revenue goal and develop a fee structure that identifies the number of sponsors needed to achieve the sponsorship target. When developing the cost for each sponsorship level, it is important to consider the benefits to be provided to the sponsor such as complimentary passes, sponsor recognition in festival or event advertising or exhibit space.

When possible, be sure to define the value of the benefits offered by either providing a concrete value or outlining how many people will be exposed to their brand (also known as impressions).

Benefits can include:

- Naming opportunities
- Logo recognition in marketing and promotional materials
- Signage at the festival or event
- Special stage announcements
- Recognition on the festival or event website
- Complimentary passes
- VIP experiences
- Complimentary exhibitor booths

A great way to engage sponsors is to customize a package that aligns with their organization's goals and objectives.

MARKETING AND PROMOTIONS

Now that the challenging work has gone into the planning of Mountain Heritage Day, the focus needs to be on attracting the audience to enjoy it!

MARKETING PLAN

The event's purpose, target audience, best ways to reach that audience and available resources will all determine the best way to promote the festival or event. Keep in mind the following when developing a marketing plan:

Think about the audience.

- What groups of people are likely to have an interest in the festival or event?

- Who would benefit by attending?
- Brainstorm communication vehicles
What is the best way to communicate information about the festival or event to the target audience?
- How do members of this group receive information?
- Can they be reached by email or social media including Facebook, Instagram, and Twitter? In what location (physical or virtual) would many members of this audience be likely to see advertising materials?

Take the budget into consideration:

What advertising vehicles offer effective, cost-efficient ways to communicate with the target audience? The best methods are those that allow direct communication with your intended audience.

CONSIDER THE TIMELINE

Developing advertising pieces, news releases and other materials takes time. Be sure to plan well in advance when creating these materials. Advertising materials should be delivered at least two to three weeks before the festival or event. If the festival or event requires registration, deliver materials at least two weeks before the registration deadline. Developing an effective marketing plan is essential for delivering a successful festival or event. The key is to match the festival or event concept (the theme, programming, etc.) with the appropriate audience (those who will attend or participate in the festival or event). To do that, the organizer must have a strong idea of what the event offers and to whom, an effective plan of action, and the necessary resources to implement it.

Some things to consider when creating a Marketing Plan:

- Analyzing similar festivals or event marketing strategies, including demographics, attendance figures, and apparent strategies.
- Budget and other constraints.
- The festival or event timeline. Some things will not affect the timeline.

However, other things, such as the cut-off date for vendor booth sales and the deadline for securing performers, will affect the marketing timeline, and may even drive it.

- Specific marketing tactics that will be implemented to help achieve the festival event goals. These may include social media contests, media releases, etc.
- Conducting a SWOT analysis to identify the strengths and threats to the festival or event (such as weather, competing events that weekend, etc.).

MEDIA RELEASE VS. MEDIA ADVISORY

A news release, media release, press release, press statement, or video release is a written or recorded communication directed at members of the news media for announcing something newsworthy. A news release has a different purpose than a media advisory. It should read like an article and include facts that the media can use to write a story. Whereas, a media advisory offers basic information, a news release is all about sharing news that journalists can use alone or use as background when writing a story. News releases are written using the inverted pyramid style of news writing—with a headline and the most valuable information at the top. It should include contact details should the media have questions and include quotes from a spokesperson. A news release might be used to announce a title sponsorship or the appearance of a well-known celebrity or a unique element or feature at your festival or event.

In addition, the organizer can pitch a story to the media. This typically involves a telephone call or a brief email outlining some of the main details about the upcoming event and why it would be of interest to their readers. Not to be confused with a news release, a media advisory invites reporters to cover a festival or event, including community festivals or events, press conferences, forums, or rallies. A media advisory should be brief. The goal is to share festival or event details in a way that is interesting and newsworthy. The details should help to create a mental picture in the Editor's mind of what will take place at the festival or event so that he/she can easily decide if his/her media outlet should send a report or photographer to the event for reporting and posting after the festival or event has occurred. It should be one page in length and include the contact details of the spokesperson. The document should be distributed at least two weeks before the festival or event.

WEBSITE

Ensure the festival or event website is up to date with your festival or event schedule and pertinent information to keep people coming back to the site. Make sure the URL is on all advertising materials.

SOCIAL MEDIA ADVERTISING

Consider posting photos of the festival or event on Facebook or Instagram or sending tweets on Twitter in advance of the festival event and encouraging users to re-tweet. If it is a repeat festival or event, share photos of attendees having fun at last year's festival event; create a festival or event hashtag; or post a short video with highlights from similar previous festivals or events on YouTube.

EARNED MEDIA

University Communications and Marketing will look for opportunities through earned media that are organically generated for WCU's brand content that we did not create.

PAID MEDIA

University Communications and Marketing provides the budget to cover paid advertising through newspapers, radio and television, billboards, and Asheville Airport.

LOCAL BUSINESS BILLBOARD DISPLAYS

Some local businesses, such as Stanberry Insurance, will offer space at no charge to organizers looking to advertise their festival or event. The lead-time to request space is 2-3 months prior to the event.

YARD STAKES/FLYERS

An eye-catching yard stake created by UCM, can be an inexpensive yet effective way to advertise the festival to students; and several local businesses will be pleased to place flyers on their counter or posters in their windows, especially if they are a sponsoring the festival or event.

PUBLIC SERVICE ANNOUNCEMENTS (PSAs)

University Communications and Marketing sends out PSAs as a message in the public interest disseminated by the media without charge to raise public awareness of the festival.

VOLUNTEER MANAGEMENT

Volunteers are the backbone of any festival or event. The Mountain Heritage Day festival is made possible because of the faculty, staff and volunteers assisting with the planning and execution. These groups have many different motivations for volunteering and many different talents to bring to the table. There are several benefits to both the volunteer and the organizer. Volunteers have the opportunity to:

- Gain new skills, knowledge, and experience
- Meet new people, connect with others, and have fun
- Share in an increased sense of community and satisfaction gained through volunteering
- Complete the requirements for collegiate service-learning hours

VOLUNTEER MANAGEMENT PLAN

It is important for committee organizers to create a Volunteer Management Plan, as it will provide clear objectives and strategies to support volunteer recruitment and

retention. The Center for Community Engagement and Service Learning creates the Volunteer Management Plan and trains and manages all volunteers. The VMP is a video that CCESL emails to each volunteer with a deadline for review. Volunteers are critical to festival delivery, so having a clear plan in place to recruit, manage and recognize volunteers will contribute to the successful execution of the festival or event. Building positive relationships with volunteers will support the ongoing viability of the festival or event. The Volunteer Management Plan will ensure the event is of high quality and delivered in an efficient way. It will help provide meaningful volunteer opportunities to the community and establish relationships that will increase the committee's capacity to run the event and contribute to the vibrancy of the university.

Consider the following key areas in the development of a Volunteer Management Plan:
Recruitment – recruiting volunteers that meet the requirements for festival or event delivery is important.

Consider the following when recruiting volunteers:

- Source ideas to recruit from within the community such as local schools or existing community organizations.
- Identify creative ways to attract volunteers.
- Research ways in which other organizations of a similar nature attract volunteers.
- Focus specifically on promotional tools, which attract the age and gender which is required.
- Have clearly defined roles and responsibilities for volunteer involvement.

Selection and screening – this step will ensure that the volunteers are a good fit for the festival or event. It is important to meet and interview volunteers. Establishing a screening process, including an interview for new volunteers will ensure the volunteer is appropriate for the role.

Placement – placing a volunteer in a role that suits their interests and skill set will contribute to a positive experience for the volunteer and the organizer. A few considerations for placement are:

- Developing clear and concise job description for the volunteer position outlining the roles and responsibilities.
- Developing a tool kit listing the required information necessary for the volunteers to undertake their roles and responsibilities.
- Developing a process to collate and update volunteer details. This can include a brief profile of the volunteer.

Training and Development – volunteers require training to be successful in their roles.

Training should include:

- A schedule of training opportunities
- Identify and list any ongoing development opportunities
- Identify volunteer career progression opportunities
- Profile each volunteer and identify ways in which the organization can offer internal opportunities for rotation/progression in different positions
- Conduct regular review of volunteer skills and abilities
- Conduct annual reviews of each volunteer to assess skills and, where necessary, provide training

19

Retention – attracting good volunteers is important. Once they get involved in the festival or event, there are several action items to consider keeping them engaged and involved, including:

- Maintaining and sustaining community partnerships and maintaining links with other community organizations to help source additional resources when required
- Communicate effectively with volunteers
- Provide pathways to communicate information to volunteers. Develop useful tools such as website, newsletter, and flyers, and make use of social media
- Provide appropriate resources to ensure volunteers can undertake their roles effectively

Recognition – saying “thank you” is vital to a successful volunteer program. Many people volunteer for intrinsic rewards, but recognition is always appreciated. A few ideas for volunteer recognition are:

- Deliver a volunteer appreciation ceremony
- Develop a volunteer awards program to be included in the end of year celebrations to thank volunteers for their support and dedication
- Provide opportunities for immediate recognition for a job well done
- Have a relevant reward and recognition system in place
- Assess the current approaches to reward and recognition and research ways to implement an ongoing system
- Developing a comprehensive Volunteer Management Plan will provide a positive experience for volunteers and will contribute to successful festival or event delivery. Sample Volunteer Management Plan, Volunteer Application and Volunteer Agreement Templates are available in the Community Festivals & Events Planning Toolkit for your

reference.

DEVELOPING A VOLUNTEER “HANDBOOK”

Many festival or event volunteers, returning or new, will appreciate having a volunteer manual that provides an overview of the festival or event, explaining volunteer duties, obligations, and entitlements. CCESL will create an electronic version that can be accessed via a QR code.

A festival or event Volunteer Handbook can include:

- A welcome message to the volunteers from the Board and/or Organizing Committee Chair or Volunteer Coordinator
- Contact information for the Volunteer Coordinator or key point of contact
- Festival or event Information related to parking, check-in and out procedures
- Volunteer Code of Ethics including what is expected of the volunteers in terms of their commitment, behavior with each other, guests and the public
- Rules and regulations regarding drugs and alcohol, attendance policies and procedures
- Identification on-site that may include a badge and/or an article of clothing (i.e. hat or t-shirt)
- Festival or event policies regarding the Freedom of Information Act, background checks, child protection, disciplinary procedures, and any other legal issues
- Volunteer time commitment containing a schedule for each area while trying to be consistent across the festival or event (2/4-hour commitment per volunteer, is suggested for the 1-day festival)
- Volunteer benefits may take the form of a post-festival or event party, on-site privileges such as hospitality, pins, hats, t-shirts, or any combination of the above (all volunteers should receive a program and identification as a volunteer)
- Job descriptions outlining each job and its role and responsibilities
- Orientation dates, times and locations should be communicated with enough notice

DEVELOPING A VOLUNTEER ORIENTATION PACKAGE

Individual Volunteer Packages should also be created containing information specific to their related volunteer job and may contain:

- Name and location of venue or area where they are volunteering
- Board and/or Organizing Committee member or Volunteer Coordinator contact

information

- Work schedule
 - Information pertinent to the specific area they are volunteering for
 - A sample of “Frequently Asked Questions” with the appropriate response
- Program or a copy of the Master Schedule for the festival or event.

EMERGENCY PREPAREDNESS

Public safety is a key component when planning a festival or event. It is important to identify potential risks during the planning and create a plan to help mitigate them. All Board and/or Organizing Committee members and volunteers must have a complete understanding of the procedures and protocols should an emergency arise.

EMERGENCY ACTION PLAN

Producing an Emergency Action Plan (EAP) has several benefits that will help your organization deliver a safe and successful festival or event as it will assist in:

- Identifying risks or potential risks
- Identifying the measures needed to be put in place for the protection and well-being of the public and participants who will be attending the festival or event
- Reduces the risk of loss of life and property damage resulting from an emergency
- Identifies the roles and responsibilities of individuals/groups/organizations

An EAP should include the following:

- Two contact personnel including their cell phone numbers and how they will be contacted in case of an emergency
- Evacuation area with an evacuation route
- Procedures to be followed in the case of an emergency or disaster (e.g., medical emergency, inclement weather, lost persons, lost or stolen goods and other potential emergency scenarios)
- Emergency services required in case of an emergency or disaster
- Communication procedures with the necessary authorities

- Details of how volunteers and organizational staff have been prepared to handle a disaster or emergency
- Details of how security will be contacted and respond to an emergency or disaster during the festival or event

It is crucial that first-aid trained staff/volunteers are on-site during the festival or event. Private companies specializing in mobile emergency responders can assess, treat, and work with Emergency Medical Services

(EMS) for first aid or medical emergencies should the need arise. Organizations such as St. John Ambulance can also provide Medical First Responder (MFR) volunteers that provide basic and advanced first aid when emergencies occur.

It is wise to notify EMS, Fire and Police if planning a large festival or event that will attract many attendees. With the potential for multiple incidents to be taking place at any given time, advance notification to these groups can assist with proper planning on their part.

An Emergency Action Template is available in the Community Festivals & Events Planning Toolkit for your reference.

INCLEMENT WEATHER PROTOCOL

Outdoor festivals and events are exposed to the threat of inclement weather. As an organizer, it is important to monitor the weather leading up to the festival or event and on the festival or event day to ensure the safety of the committee and attendees. Several inclement weather scenarios may arise, and organizers need to determine a course of action for each. These include but are not limited to:

- Heavy rainfall/flooding
- Thunder and lightning
- High winds
- Extreme winds/tornado

LOST CHILD/PERSON PROTOCOL

At any large community festival or event, there is the potential for children/people to become separated from their parent, guardian, or group. There are two main scenarios that may occur on festival event day to signify that a child/person has gone missing:

- Being approached by the family of a missing child/person
- Being approached by a missing child/person

To resolve both situations in a positive manner, it is important to have a protocol in place that outlines responsibilities and the key individuals who will take charge.

For more information regarding Emergency Plans, Inclement Weather and Lost Child/Person Protocols, contact WCU Dispatch at 828.227.8911 who can assist you further.

RISK ASSESSMENT

Every festival or event regardless of the scope or size will include potential risks. It is the organizer's responsibility to identify and manage these risks. The best way to mitigate risks is to anticipate, understand and control risk factors as much as possible by conducting a risk assessment.

There are three steps to conducting a risk assessment:

- Identification of Potential Hazards
- Brainstorm all situations or activities that may expose attendees, Board and/or Organizing Committee members or volunteers to injury or illness. Record these hazards by creating a list.

ASSESSMENT OF POTENTIAL HAZARDS

Determine the likelihood of people exposed to the hazard by using a rating scale. For each hazard, list what the potential consequences could be because of the hazard occurring.

MITIGATING POTENTIAL HAZARDS

Identify what practical measures can be implemented to reduce or eliminate the likelihood of the hazard occurring.

A sample Risk Assessment Template is available through the online Community Festivals & Events Planning Toolkit.

GENERAL LIABILITY INSURANCE

It is important to assess all the potential risks or hazards associated with the festival or event and develop appropriate protocols as noted above to help respond to any emergencies. Proof of General Liability Insurance is mandatory for all municipal

festivals and events and the minimum requirements vary depending on the activities offered. The minimum amount of coverage required is \$1 million per occurrence.

EVALUATING THE FESTIVAL OR EVENT

Evaluation is a vital component of any festival or event. It allows organizers to reflect on what worked well and to identify areas of improvement for future festivals or events. Many stakeholders are involved in planning and executing festivals or events including Organizing committee members, vendors, entertainers, suppliers, sponsors, and event attendees. It is important that each stakeholder be given the opportunity to provide feedback about what worked and what did not.

Some reasons for evaluating your festival or event include:

- Determine if you have reached your objectives
- Measure the success of the components of the festival or event
- Review the process from beginning to end
- Identify the strengths and weaknesses of the festival or event
- Assess the accuracy of the area budgets
- Accountability to the festival or event organization, stakeholders, sponsors, volunteers
- Participants and funders

There are two ways to carry out an evaluation and both can be used from the beginning of the process to monitor how the festival or event is progressing and where there may be issues:

Qualitative – measurements include vendor surveys, asking participants direct questions on-site, videotaping/photographing various aspects of the festival, and receiving feedback from the committee.

Quantitative – measurements include vendor booth fees, drink booth sales, and attendance counts - volunteers use “clickers” at the entrances to determine how many people have entered the festival.

CURRENT HEADCOUNT TRACKING METHODS

- The Jackson County TDA allows MHD to be one of five county events by using geofencing to track the number of out-of-town patrons attend the festival (NOTE: this does not include local, community patrons)

It is important to schedule a debrief meeting with all the key stakeholders who were involved in the festival or event, as soon as possible following your festival or event, asking for feedback related to their position and responsibilities.

Evaluation Report

Once a debrief has been completed, an Evaluation Report should be prepared.

Your report should include:

- Festival or event description
- Extent to which goals and objectives were met
- Elements of the event that were successful/unsuccessful
- Feedback from the committee members/vendors/entertainers etc. and attendees
- Copies of the media who reported on your event – print, advertising, radio and TV, social media
- Photographs of the event
- Financial statements
- A copy of promotional material produced – program, posters, flyers etc.
- Information about what to bring and where personal items may be safely stored

Decisions and ideas for future directions for your festival or event

APPLICATION INFORMATION - FOOD VENDORS

- You must upload a current Certificate of General Liability Insurance at the time of application.
- You will receive a confirmation email acknowledging receipt of your application. *This is NOT a guarantee of approval.*
- Notification of acceptance will be delivered via email. *Be sure to check your junk/spam folder frequently.*

- If approved, you will receive an email with a link to submit your payment. The payment link is time sensitive. Payments must be submitted via debit/credit card.
- Your payment is due within 48 hours of the payment link being sent to secure your vendor space. SPACES ARE NOT SECURED UNTIL PAYMENT HAS BEEN MADE.
- Food Concessions must meet all requirements for Temporary Food Establishments set forth by Jackson County Department of Public Health. Inspection will be conducted by the Jackson County Department of Public Health and/or the NCDA Food and Drug Protection Division prior to any food preparation.
- It is your responsibility to contact the Jackson County Department of Public Health (828.587.8246) to determine if you need a Temporary Food Event (TFE) Permit. Be advised there is a cost associated with the permit.
- You may be required to have your own hand sink in your booth. Contact NCDA Food & Drug Protection at (919) 733.7366 for more information.

Refunds will not be issued after August 1.

