



Town of Lovettsville
Events Guidance

Purpose:

This document is intended to provide the guidelines for town events and create a clear articulation of the Town Council's (the "Council") expectations with regards to events and budgeting. In order to ensure that all events are executed in a way that provides reasonable certainty, fiscal responsibility, and repeatability, this guidance is meant to allow every event subcommittee to put their own stamp on what are quintessential Lovettsville events.

This guidance should familiarize you with the obligations of committees, the policies that apply to committees, their statements, and their activities, and the best practices associated with ensuring events are executed consistently and in a repeatable way. For all intents and purposes, this is a guide and a template to make your life easier as a volunteer because we know your time is valuable and that the Town of Lovettsville ("Town") has every obligation to honor that commitment by lowering the stress and strain of event planning.

Scope:

This policy is applicable to all events officially connected to the Town as chartered in the Events committee charter or established by the Council. Enforcement and compliance with this policy shall be overseen by (i) the relevant subcommittee chair and (ii) the Town Council representative assigned to the relevant committee.

As a general rule, the scope of all community sponsored events is simple – showcase the community, its businesses, and the Town's history. This means that, first and foremost, public-private partnerships and showcases of the Town and all of its constituency **must** form the cornerstone of event efforts. At the end of the day, Town events should serve the Town, not the events.

Event Minimum Requirements:

Each events subcommittee is tasked with executing their business plans. At a minimum, the Town and the Council has an expectation of specific events which are outlined below. Please consult records available for what each event is specifically comprised of or historically comprised of in order to inform your planning and execution, as well as ensuring focus on the core components necessary to deliver on tradition. The relevant event subcommittee listed below has an obligation to produce these offerings as part of their budget with anything in excess of those offerings being considered discretionary. Any substantial material changes to the approved event plan will require Council's approval.

MayFest:

- Family friendly contests such as pie eating, 3-legged race, and wheelbarrow race.
- Family focused activities such as bounce house, foam party, and pony rides.
- Picnic atmosphere
- Traditionally held the Saturday of Memorial Day weekend 10:00AM – 6:00PM
- Includes business/craft/food vendors on the Town Green
- Includes live music and/or entertainment on the Walker Pavilion

Love Summer:

- Typically consists of 6-10 movies or concerts on the Town Green/Walker Pavilion on Fridays and Saturdays beginning at 6:00 PM or 7:00 PM.
- Events typically begin after Memorial Day Weekend with the last event held before the new school year begins at the end of August. Events typically begin at 6:00PM or 7:00PM with activities related to the movie or concert. The movie or concert typically begins at dusk once it's dark enough to see the screen.
- National Night Out
 - o Reference natw.org
 - o Coordinate with the Loudoun County Sherriff's Office and Lovettsville Volunteer Fire and Rescue

Love America:

- Memorial Day Ceremony
 - o Held on Memorial Day at 11:00AM on the Veterans Memorial
- 4th of July Parade
 - o The parade is actually held on July 3rd.
 - o Coordinated with the Lovettsville Community Center
 - o Lovettsville puts together a Town Council and Planning Commission float.
- Patriot Day Ceremony -
 - o Held on September 11th beginning at 8:30am to mark the timeline of the September 11th attack on America.
- Veterans' Day
 - o Held on Veterans Day, November 11th, at 11:00AM on the Veterans Memorial.
 - o Coordination with Lovettsville American Legion Post 1836 for the POW/MIA

Oktoberfest:

- Held the last full weekend in September.
- Kinderfest
- Weiner Dog Races
- Keg Tapping
- Stein Hauling
- Stein Hoisting
- King and Queen of Oktoberfest
- Locals Night (Friday Night)

Love Winter:

- Cocoa Crawl
- Berserkle in the Squirkle
- Menorah Lighting
- Light Up Lovettsville (Light Judging)
- Wintertainment/Tree Lighting
 - o Includes book collection and distribution by Santa at Wintertainment
- Coordinate with the Community Center for the Lantern making and Lantern Walk.

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I. Getting Started

Congratulations on heading up an event for the Town. We know that the time and commitment necessary to getting these events planned and executed isn't small. We're fortunate that we have a dedicated community and events that inspire people so as to have brought you here.

This policy is intended to help you execute an event with a good idea of what it costs, how to get a better idea of the challenges, and effort needed for the events planning process moves forward.

When in doubt, feel free to reach out to the Town Council representative assigned to your events subcommittee or the Town's Community Engagement and Economic Development Coordinator to ask for clarification or guidance – they often have access to additional information or guidance that bridge one event to the next and have additional perspective they can provide based on standing Town of Lovettsville policies.

In this guide you will find resources on: (i) How to build an event plan for your event ; (ii) providing you some guidance on how the appropriations process works; (iii) providing you clarity on the role of the Town Council in the event planning process; (iv) providing you some guidance on how the budgeting process works; and (v) helping provide some direction on compliance with Town defined obligations for events.

II. **Building Your Event Plan**

Your Event Plan has two parts – your Event Business Plan and your Event Execution Plan. The Council must review the Event Business Plan in order to ensure that event subcommittees are complying with Town Financial Policy and setting realistic expectations for events. The Event Execution Plan is the document which the events subcommittee puts together to provide a logistical plan for the event – where to be, when, and who will be there. To help you, a Template Event Plan is attached to this guidance and a draft excel is included as Attachment 1.

The Event Business Plan

The Event Business Plan has five (5) main sections – (i) Financial; (ii) Marketing; (iii) Partnerships; (iv) Staffing; and (v) Potential Challenges

Event Execution Plan

The Event Execution Plan is a simple logistical agenda showing the timeline for execution of your event. The agenda should include (i) set up; (ii) timing of events; (iii) staffing assignments; (iv) administrative/ contractual requirements; and (iv) tear down and clean up.

III. Role of the Town Council and Staff, Obligations of Events Committees

Town Council

The Mayor nominates a chair and the Council approves the appointment. The Mayor can remove an event chair. The Council also provides oversight and approval of event plans and budgets in order to enable the events subcommittee to execute the approved event plan. Ultimately, the Council is the only entity that can earmark or obligate funds for an events subcommittee and all requests for such expenditures are subject to Council review and approval. The Council, as the elected body representing the Town, also bears the obligation for certain policy decisions and is answerable for liabilities generally, meaning that the Council must be apprised of any actions which would confer liability or create externalities for the Town.

The Council representative(s) assigned to your committee is responsible for ensuring that event subcommittees maintain their focus on their Event Plan and their charter, that any relevant policy considerations or liability concerns are stated, noted, and brought to the Council, and to provide support to and advise event chairs. The Council representative cannot unilaterally obligate funding or provide a definitive statement of guidance (Absent prior meeting and conference of the Council laying out a policy position) Where a event subcommittee takes an action outside its scope, its Event Plan, or raises an issue of controversy/first impression, the Council representative has the obligation, as does the event chair, to call for a suspension of the discussion until the issue can be resolved by Council for guidance. Between this guide and best practices, there should be minimal calls for suspension.

Please note that Oktoberfest and Mayfest are designated as “stand-alone events” and are expected to be revenue-neutral at worst and revenue generating at best. The intent is for positive revenue flows to grow the reserves for these events.

Town Staff

Town Staff, as detailed further below, is here to help facilitate the workings of the event subcommittees but is not a substitute for the work of the subcommittee itself (Eg: The Town Treasurer can help provide inputs and information but should not be coming up with the budget or doing the justification process for said budget).

The Town Treasurer is a fantastic resource to help review profitability and provide an accurate picture of the cost of inputs versus revenue generated in an event. Again, Town Treasurer support should be coordinated through the Town Manager but the Town Treasurer is a vital asset in informing the event subcommittee on recurring, annual costs such as charges relating to event website maintenance and any lagging/trailing costs or revenue. Since the Town’s fiscal year (July 1-June 30) does not necessarily line up with an event year or the planning efforts for an event, knowing what the recurring costs and collected revenue rolls over or drops off will help an event subcommittee ensure that there are unaccounted for expenses omitted from the after-action review of an event.

Events Committees

Event subcommittees should, at the very least, be comprised of (i) a Chair; (ii) a Council representative; and (iii) a Treasurer. A regular meeting should be called at least once per month, or more frequently if advisable by the Chair, and the Council representative will produce a committee report for the Council on a routine basis. The event subcommittee chair should support the Council representative's reporting capacity to ensure all necessary or relevant elements are put forward for consideration or information. Committee chairs act as executive heads of events committees and should ensure that the relevant event charter is followed and consult with the Council representative to ensure that Council expectations or requirements are observed. The Chair will submit meeting agendas to the Town Clerk a minimum of one week prior to each event subcommittee meeting. The Chair will also attend Events Committee meetings to share common ideas, resources, and concerns. It is the general policy that, for the avoidance of conflicts of interest, Town staff should not, absent extraordinary circumstances, occupy subcommittee leadership positions.

In addition to the Event Plan, events subcommittees are tasked with not only planning events but coordinating and executing the event. The Town recognizes that its events subcommittees are staffed by highly talented and critical volunteers. To that end, events subcommittees are provided support with resources such as this guide, Council representatives, Town Staff support, and any historical resources available. Events subcommittees must ensure compliance with town policies and executions on the minimal event requirements as a baseline and are empowered to add to the events whatever local flavor or flourishes may be reasonable in light of their Event Plan.

Event subcommittees are expected to accomplish the following; (i) coordination of vendors and suppliers, third-party staffing, and entertainment for events; (ii) set up and tear down for events; (iii) coordinating with the appropriate Town Staff to ensure that all administrative processes are adhered and payments are remitted to and from the Town; (iv) collaboration with Town Staff (CEED Coordinator) on marketing efforts for events in alignment with the Town's Social Media Policy; and (v) promoting the values of the Town .

Each event subcommittee should be prepared to submit, at the very least, an after-action review report for each event. This should take a critical look at determining the following factors; (i) Summary of the event and critical points (Successes and failures); (ii) Financials (revenues and expenditures) of the event; (iii) Unresolved issues and remaining liabilities; (iv) Logistical successes and failures and lessons learned/ issues to avoid; ; (v) an evaluation of the costs and revenue associated with the event; (vi) Logistical efficiencies that could improve the economic sustainability of the event; and (viii) Recommendations regarding future events and analysis as to the causes of successes and failures.

The after-action review report is strictly for review by the Events Committee and the Council and should not be represented as or otherwise denoted as an official Town report or finding.

A template after-action report is provided in this guide as Attachment 2.

IV. Utilization of Town Resources

Utilization of Town resources is defined as any action or behavior which commits the Town of Lovettsville to a financial obligation that requires Town Council appropriation of funding. This comes in the form of making financial commitments to the payment of vendors, utilization of highly specialized town employees (such as the Town Attorney), and the leveraging of resources kept for fellow events subcommittees.

Requests for the expenditure of Town funds are subject to Council approval. Approval can be granted in advance via approval of an Event Plan which allows the event subcommittee to pursue its plan through to execution without issue or additional need for approval. Note that any deviations from an approved Event Plan must be brought before the Town Council for consideration as any alteration from an approved Event Plan inherently represents a change from what was previously considered and approved. These changes should be briefed to the Council in advance in order to facilitate the prompt action of the Council. Please note that changes that result in substantial material change from what was approved also require Council review (For example, a limited to no risk activity being swapped out for one where there is a notable risk of serious harm would qualify as a substantial material change).

Requests for utilization of specialized Town employees should be submitted to the Town Manager. Depending on the nature of the inquiry, the Town of Lovettsville may have prior opinions and guidance which can reduce the need or burden associated with procuring independent legal advice. In any event, where leveraging of the Town Attorney or any other Town employee exists, the events subcommittee include projected costs in their Event Plan budget to offset the Town's costs for the resource. This ensures that the events subcommittee's total event costs are accounted for and reflected in the approved budget and allows the events subcommittee to get a better feel for size and scope of event as well through understanding cost to cover.

Requests for utilization of resources of other event subcommittees should be coordinated through the Town Manager and the Council representative on the event subcommittee via the chair of the relevant event subcommittee. Such requests ensure that a defined chain of custody is followed based on the leadership positions of each involved.

V. Compliance and Policies

Compliance with federal, state, and local laws as well as Town insurance policies is critical and a minimum expectation. Even where the Town has insulated itself from liability, perception is reality, and the Town may face issues where compliance is not top of mind. Keep in mind, during all interactions, that you are first and foremost seen as representing the Town in an official capacity – in all things promote the Town and keep in mind that maintenance of relationships should be a primary focus. Pursuant to that, note that, as event subcommittee members, you are tasked with also complying with the Town’s social media, ethics, and fiscal policies.

As an official event subcommittee of the Town, you must understand and appreciate that certain obligations, such as the Freedom of Information Act (Federal and Virginia’s) are applicable to your efforts. This means that the work product of the event subcommittee and communications concerning the event may be requested and must be produced pursuant to a public inquiry. Ensure all communications are professional, courteous, and reasonable. Additionally, all information subject to the Freedom of Information Act relevant to your committee, its decisions, and its votes, should be provided to your event subcommittee Council representative to save onto public file systems. In no event should Town business be conducted on personal or private servers and mediums.

Additionally, as a public event, a strict non-discrimination stance is required with regards to all protected classes and to free speech matters. As a “governmental” unit, viewpoint discrimination (Meaning the allowance of one type of speech while the prohibition of a form of speech on the same topic but of a contrary message) is not allowable. Please note that there are no exceptions for vulgar speech (such as blatantly violent, racist, or sexual). It is the policy of the Town of Lovettsville to comply with the Virginia Public Procurement Act wherever possible. In brief, the Act requires that where a Town has a need for services or goods (In the case of events, things such as bands, beverages, food, and equipment), that such requirements are advertised for bids from providers and then awards of contracts are subject to negotiation between the parties¹. As a Town event, however, please note that local businesses should be provided a right of first refusal to satisfy procurement requirements where available.

While acknowledging the above, events subcommittees should not be engaged in business interactions with individuals or entities on any grounds that are violative of the legal requirements imposed upon governmental agencies (And municipalities) or the Town Code of Ethics.

A special note on political organizations: The Town works closely with elected officials throughout Loudoun County and its representatives at the state and federal level. In adhering to a strict stance that equal access is critical, no **political organization**, *defined as an organization chartered and structured under federal or state law for the promotion of a*

¹ Note that the Virginia Procurement Act also provides for non-negotiated procurement if certain criteria are met.

specific candidate or for the purpose of advocacy for the same or political issues, shall be prevented opportunities of the event made available to the general public. Event sponsorship, however, is viewed as an act of discretion of the events subcommittee and, in the interest of avoiding issues pertaining to endorsement or the appearance of favoritism, event sponsorship is reserved first for local businesses and organizations not meeting the definition of a political organization, and then to commercial and organizations not meeting the definition of a political organization generally.

All pricing, application forms, and decision criteria should be transparently provided publicly on the website and stated in order to ensure that acceptance and rejection criteria are plainly stated for all individuals.

The sale of food by any private, for-profit vendor is subject to the Town's meals tax and must adhere to the Town's tax administrative processes and remit the collected tax in a timely manner after the event. All food vendors should be direct to coordinate with the Town Treasurer to ensure compliance prior and during the event.

In the interest of repeating critical information – the presence of Council members on event subcommittees is not equivalent to Council approval of any specific actions. All decisions which impact (i) fiscal allocation not otherwise approved in the Event Plan; or (ii) a substantial imposition on the conduct of the routine operations of the Town; or (iii) a substantial change to risks posed by an activity must be submitted to the Council for review and approval. The sooner the better on these matters to avoid the exhaustion of a great deal of effort for something that cannot meet approval standards. Regardless, remember, the Chair and the Town Council representative have an obligation to call for suspension of a discussion (Or the provision of tentative guidance with no action thereupon) in issues of controversy or first impression.

No representations made by an event subcommittee, unless otherwise approved in advance of the Council or, where applicable, the Town Manager under the advice of the appropriate Town Staff where appropriate, shall be made. This includes (1) statements concerning the performance of an event; (2) commitments of financial resources; (3) approval of transportation plans; and (4) material deviations from an approved Events Plan.

The Town believes strongly in the power of public-private partnership. The Town has comparative advantages relative to other entities but other businesses and community organizations also have comparative advantages, infrastructure, and interests which synergize with the Town's to result in a successful event. Where possible, event committees should pay keen attention to the power of partnerships with local constituencies to leverage assets on hand in exchange for promotion ("in-kind donations"). By leveraging cross-promotion and making available an exchange of logistics already in-flight, the Town and local constituencies can both elevate their profile and reduce costs while also enhancing event success and serving the community.

As a final note on the policies and stance of the Town, local constituencies are to be **primary beneficiaries** of events, not collateral beneficiaries of events. It is the policy of the

Town that local businesses, organizations, and individuals should be the primary drivers of decisions, integration, and promotion for events first and foremost. Where any constituency wishes to abstain, honor the decision but still promote their interests. Local constituencies should be consulted before moving on to external resources and participants. The Town acknowledges that, as events scale, a broader and deeper pool of participants is desirable but, first and foremost, these are Town events that need to highlight and emphasize the Town first, then the event second.

VI. Staffing Your Event

The Town of Lovettsville enjoys a rich and vibrant volunteer community which is a central focus of our events. Over time, partnerships with Community Organizations (Nonprofits, primarily) have become more and more critical towards execution of events. In those instances, event subcommittees are encouraged to seek partnerships with Community Organizations where they will be providing relevant services and support necessary to execute events.

When staffing your event, a primary focus should be on the recruitment of volunteers. As an event subcommittee, it's important to understand that there is no difference between compensation and "donation" for volunteers. Event subcommittees should consider leveraging non-monetary exchanges, where possible, to incentivize volunteers and staffing whether this be discounts, promotions, or other considerations that the Town or event has to offer where possible.

Any staffing which cannot be addressed through volunteers or in-kind contributions and relationships should be placed under a contractual relationship and coordinated through the Town Manager. These agreements should **not** include variable compensation due to the risk it poses to an event's revenue posture and the potential lack of predictability combined with the administrative oversight requirement.

VII. Executing Your Event

The big day has arrived – it's time to execute your event. This is where your Event Execution Plan is critical; this plan will be the blueprint for making sure everyone is set up, in the right place, and providing the necessary support for a successful event.

Your Event Execution Plan should be straight to the point, an agenda. Who needs to be where at what time and what time are things to set off. This should be disseminated to the people tasked with executing the event. Where supervision is needed, make sure that person is identified and their location is included on the Event Execution Plan. At a fundamental level, the chair of the event should be overseeing and ensuring that everyone is in place. Since some events have a high degree of sprawl, communication with other individuals meant to ensure that people and places are correct is critical but, at a root level, the chair of any event committee will be the primary person responsible for answering questions, providing direction, and problem solving as the day goes on.

VIII. Template Event Plan

(i) The Financial Plan

The Financial Plan consists of a pair of documents that are complementary to each other. A spreadsheet should lay out the anticipated costs on one sheet, the anticipated revenues on another, and the third sheet should reconcile the anticipated costs to the anticipated revenues. Certain events are defined as “revenue generating” while others are defined as “revenue neutral.” In any event, all events should revenue neutral at a minimum.

All financial expenditure claims should be supported by quotes from vendors in the year of the event to take place (eg: Not historical quotes). Where such a quote is not obtainable (eg: Vendor will not offer the quote or extend a validity period that the committee would be able to exercise a decision on in time), a historical quote adjusted for inflation may be allowable as a substitute.

The word document should articulate the “how” behind the spreadsheet’s revenue expectations. This involves forecasting, some historical knowledge, and creating a reasonable narrative which the Town Council can rely upon to ensure that costs are reasonably considered and that revenues are reasonably calculated.

Spreadsheet

1. Anticipated expenditures, supported by quotes from vendors.
2. Segregated listings of overhead and “sunk” costs and expenditures towards revenue.
3. Accounting for general return on investment for expenditures towards revenue.

Word Document

1. A rationalization and explanation of the Committee’s anticipated cost of the event versus the anticipated revenue of the event.
 - a. This should be broken out into a discussion of the following funding periods:
 - i. **Pre-Revenue**; defined as revenues that can be raised without a corresponding expenditure (Ex; Event intends to sell an item through Partnerships, Partnerships then pays to the Committee an amount for the goods which is then later ordered by the Event and distributed to Partnerships for sale).
 - ii. **Event Revenue**; defined as revenue generated on the day of the event.
 - iii. **Post-Revenue**; defined as trailing payments (Such as taxes) offset against any projected offsets, such as sell-backs or contingent payments.
2. An analysis of the costs of the event and revenue generation anticipated. (Eg: Beer for Oktoberfest wherein a keg is 1,984 ounces, priced at \$100.00 per keg. Committee intends to charge \$8.00 per beer. Assuming a 10% loss per keg for foam and mispour, committee anticipates 150 sellable pours at 12 ounces per beer (Grossing \$1,202.42 per keg) netting a total profit per keg of \$1,102.42. Committee anticipates selling through 50 kegs, thus netting a profit of \$55,121.00. Historically, the Event has sold X.)

- a. The above analysis would be performed for all revenue generating items such as anticipated sponsorship contributions, payments from vendors, tax revenue derived from certain activities (Eg: Meals Tax allocations), etc...

(ii) Marketing Plan

The marketing plan for any event must identify certain key factors which are useful in determining advertising spending and also tailoring an event to the anticipated attendees. Like any event where expenditures and revenues are anticipated, the more you can tailor your message and your event to the likely attendees, the greater the likelihood of success and the better the after-action review of the event will be in uncovering why an event succeeded or failed.

At a minimum, your marketing plan should cover:

1. The anticipated demographics for the event attendees, inclusive of:
 - a. Raw anticipated attendance number; and
 - b. Town or city of primary residence; and
 - c. Age; and
 - d. Familial structure (Eg: adults only or familial, an event can accommodate both); and
 - e. Income of target demographic.
2. The anticipated vendors responsive to the demographics identified above including:
 - a. Anticipated number of vendors required to service the anticipated attendees; and
 - b. The breakdown of vendor types applicable to servicing the anticipated attendees; and
 - c. Any co-branding and event sponsorship plans; and
 - d. The return on investment or “reasons to invest” to be provided to vendors and sponsors; and
 - e. Any unique or special plans to drive value to vendors and sponsors.

(iii) Partnerships

Partnerships are defined as any concurring events, event sponsorships, or vendors associated with an event. This section of your Event Plan should speak to the following factors:

1. Any specifically identified Partnerships as “key” (Meaning significantly tied to the Town of Lovettsville, its history, heritage, and quality of life and, therefore, of primary concern to integrate into your event(s)); and
2. Any specific events that require Partnership support in order to be viable or succeed; and
3. A review of the historical contribution of Partnerships to event execution and sponsorships; and
4. Ways in which to collaborate with local business and events to leverage Partnerships in non-monetary ways (In-Kind contributions); and

5. The incentive structure and plan to secure such Partnerships.

(iv) Staffing

Your staffing plan is critical to event execution. The following is the minimum required for a staffing plan:

1. Tasks requiring staffing; and
2. Estimated number to support said tasks; and
3. Anticipated mix of volunteers to service providers in support of the tasks required; and
4. Anticipated Partnerships covering staffing; and
5. Detailed plan to attract volunteers to cover staffing matters.

(v) Potential Challenges

Like any good business plan, your Event Plan should make an earnest review of the potential challenges and their impacts to a successful event(s). Identification of issues and quantifying them provides assurances that an event has been reasonably reviewed for vulnerabilities and ensure that proactive measures are in place to address issues as they arise or may arise.

Identification of potential challenges should do the following:

1. Identify weather challenges, ways to mitigate harm and insulate the town from liability as well as produce contingency plans as need be (What are the liabilities if the event needed to be canceled?); and
2. Identify any questionable or contingent sources of revenues and plans to mitigate where these sources may be augmented or mitigated; and
3. Identify resource restrictions and information gaps that may be necessary to execute the marketing plan; and
4. Identify a plan for addressing and resolving any conflicts in Partnerships which includes resolving competitive events, non-compliant vendors, and communication plans with local businesses concerning your event(s).

Mitigation of the above-referenced potential challenges:

1. How will you mitigate the above identified factors?

IX. After Action Report

The purpose of the after-action report is, quite simply, to enable an event committee to identify the why behind successes and failures and to evaluate the success of a particular model.

The following template should provide an easy starting point for your report.

(i) Summary of the event and critical points

Describe the date of the event, estimated attendance, the weather, the individuals who led the committee, and who provided support on the day of. This allows the committee to get an idea into the event's backdrop and its factors for success as well as provide credit to the individuals who enabled the event to take place.

Critical points are points that warrant specific mention as a top-line item, this would include a significant amount of vendor success, high attendance, struggles with execution, or issues concerning day-of matters. This enables a reader of the report to get a good feel for the general attitude towards the event and its execution. Be honest in this section as understanding the why behind both successes and failures allows for additional resources or support to address what's working and what's not.

(ii) Net revenue and net profitability of the event

This is where you would report the total earnings of the event versus the net expenditure to provide a baseline. This should be easily reconciled against your Event Plan which would include all expenditures as made as well as any costs carried over from the Town's fiscal year. This provides the Council a top line item to see the general health of the event as well as allowing the event committee to speak to any liabilities which may impact these numbers.

(iii) Trailing liabilities

Any liabilities, whether it be potential claims to be asserted against the Town or event in connection with the event, trailing payments that need to be reconciled, or any other obligations which may need to be paid out by the event or chargeable against the town in connection with the event. This allows the Town and the Council to get a feel for any additional expenditures which may be required or to prepare for any issues.

(iv) Execution successes

This is the section where you can shout out your committee and entities that enabled success. Speak to what went right and the things that are worth preserving as best practices or things worth replicating in the future.

(v) Execution failures

Where did things go wrong? Identify failures at a top level so that during your analysis you can do a deeper dive into where things struggled. This will allow the Council to zero in relevant information where a change needs to take place in order to support event success. This also allows the Town to identify potential resources to help support issues.

(vi) Rationalization of the costs and revenue associated with the event

Use this section to speak to the amount paid, assumptions that went into the initial budget forecast, and where any gaps exist, explain what was or wasn't right with those assumptions. Additionally, use this section to provide additional information on where revenue forecasts missed the mark. This allows the Council to identify whether improvements can be made to things like contracting processes or discretionary items to enable their success or advocate for changes as may be needed.

Think of this section, simply, as "Whether our basis of estimate or assumptions were correct with regards to costs." If possible, group costs by type (Entertainment, food, logistics, etc...) and provide the basis of estimate or assumptions before and whether those assumptions proved reliable.

(vii) Rationalization of the execution of the event and their impact on net revenue and profitability

This section should speak to whether any operational issues arose that materially impacted the event's bottom line budget. A good example would be "We anticipated weather of this type but on the day of, weather was less than ideal leading to significantly less foot traffic and thus, less revenue." Equally, make note of things where there were issues with contracts that failed to mitigate certain predictable risks (Think not having offset provisions for failing to reach certain use metrics or anything like that).

(viii) Recommendations and analysis of as to the causes of success and failures

This is your chance to provide an earnest assessment of things. Was a success the product of a very productive relationship with a local business? Was a struggle the result of lack of oversight? The ability to identify what went wrong and what went right, as well as to articulate why is critical to passing on best practices so that these events are repeatable and increase in quality year over year. This includes stories of things to be on watch for and things to run headlong to. This is perhaps the most important part of the after-action report because the Council and future committees will be looking to this section specifically to see where previous event committees succeeded and why and how things can be improved. This is passing on the wisdom of committees and essential to the success of these events.