

# **SAB: MAJOR CONCERT**

**ADAM MCMICHAEL**

**PROJECT MANAGEMENT**

# **OVERVIEW**

**Description, Purpose, and Goals**

**Top Level Schedule and Milestones**

**Critical Path**

**Resources**

**Risk Analysis, Matrix, Mitigation and Opportunities**

**Budget**

# PROJECT SNAPSHOT

**Duration:** 123.85 days

**Tasks:** 626

**Resources:** 20

**Labor Hours:** 18,228.82

**Material Cost:** \$119,580.00

# **PROJECT DESCRIPTION**

**Entire planning and execution process of a major concert on Truman's campus hosted by the Student Activities Board for an audience of 1,000-2,500.**

## **Background**

- Student Activities Board on Truman's Campus

# **PROJECT PURPOSE**

**Provide a unique entertainment experience for Truman students and the Truman community by hosting a concert with popular nationally touring musicians that would not normally come to this area in order to satisfy student entertainment needs.**

# **PROJECT DOCUMENT GOALS**

**Master 'living' document for large scale event planning**

**Illustrate event planning processes and systems at Truman**

**Organizational annual scheduling tool**

**Model Risk Analysis and Mitigation**

**Guide for strategic event planning at Truman**

# TOP LEVEL SCHEDULE

	Top Level Deliverables	Duration
1	Talent Acquisition	108 days
2	Promotion and Publicity	32 days
3	Talent - Hospitality Planning/Preparation	26 days
4	Event Logistics Planning and Preparation	11 days
5	Staffing/Security Planning and Preparation	31 days
6	Day of Show Operations	1.85 days
7	Post Event	15 days
Total		123.85 days

# MILESTONE SCHEDULE

Milestones as of Mon 5/1/17  
McMichael\_A\_Concert WBS

ID	Milestone	Indicat	Task Mode	WBS	Task Name	Duration	Predecessors	Successors
42	Yes		Auto Scf	1.3.4	Bring Slate to Board Room for Motion and Vote	1 day	39,40,41	43,203,384
52	Yes		Auto Scf	1.4.1.7	Offer Signed by all parties	1 day	51	
62	Yes		Auto Scf	1.4.2.9	Fully Executed Contract placed on file w/ CSI Advisor	0 days	61	
82	Yes		Auto Scf	1.4.3.2.4	Riders Finalized	1 day	81	
93	Yes		Auto Scf	1.4.4.1.9	Advisor picks up check	1 day	92	
100	Yes		Auto Scf	2.1.5	Confirm finalized designs	1 day		
106	Yes		Auto Scf	2.2.4	Advisor confirms approval with designer, agent, and chair	3 days	105	
162	Yes		Auto Scf	2.4.5.2	Receive printed tickets	2 days		163
188	Yes		Auto Scf	2.6.6	Contact Local Media	1 wk	180	
202	Yes		Auto Scf	2.9.1	Publicity Plan Review/Internal Advance	1 day		
227	Yes		Auto Scf	3.1.2.2.2	FRF and Shopping List	1 wk	226	
255	Yes		Auto Scf	3.6	Review	5 days	262	
273	Yes		Auto Scf	4.1.4	SAB Show Advance Meetings	7 days		
274	Yes		Auto Scf	4.1.4.1	2 months	1 day		275
275	Yes		Auto Scf	4.1.4.2	1 month out	1 day	274	276
276	Yes		Auto Scf	4.1.4.3	3 weeks out	1 day	275	277
277	Yes		Auto Scf	4.1.4.4	2 weeks out	1 day	276	278
278	Yes		Auto Scf	4.1.4.5	1 week out	1 day	277	279
279	Yes		Auto Scf	4.1.4.6	3 days out	1 day	278	280
280	Yes		Auto Scf	4.1.4.7	1 day out	1 day	279	
344	Yes		Auto Scf	4.11	Review	1 day	340	
447	Yes		Auto Scf	5.10.1	Staffing/Security Plan Review/Internal Advance	1 day		
556	Yes		Auto Scf	6.2	Show	0.33 days	449	563,585
573	Yes		Auto Scf	6.3.1.9	Photos	0.5 hrs		
583	Yes		Auto Scf	6.3.2.9	Photos	0.06 days	582	
586	Yes		Auto Scf	6.3.3.2	Distribute Payment	0.5 hrs	588	
602	Yes		Auto Scf	6.3.5.11	Load Remaining Items in Semi	0.5 hrs	601	
621	Yes		Auto Scf	7.3.6	Advisor Evaluation	5 days	616	



Critical Tasks as of Mon 5/1/17  
McMichael\_A\_Concert WBS

ID	Milestone	Indicat	Task Mode	WBS	Task Name
0	No		Auto Scf	0	McMichael_A_Concert WBS
1	No		Auto Scf	1	Talent Acquisition
2	No		Auto Scf	1.1	Survey Students
3	No		Auto Scf	1.1.1	Develop survey questions for bi-annual survey
25	No		Auto Scf	1.1.6	Administer survey to student body
26	No		Auto Scf	1.1.7	Use CASE to provide survey results analysis
27	No		Auto Scf	1.2	Research talent
30	No		Auto Scf	1.2.3	Ask for reviews of talent from agent or other schools
38	No		Auto Scf	1.3	Boardroom Motion
39	No		Auto Scf	1.3.1	Prepare Slate
42	Yes		Auto Scf	1.3.4	Bring Slate to Board Room for Motion and Vote
43	No		Auto Scf	1.3.5	Finalize Slate Results
44	No		Auto Scf	1.4	Contracting
45	No		Auto Scf	1.4.1	Offer
48	No		Auto Scf	1.4.1.3	Advisor and middle agent negotiate pricing and agreement
50	No		Auto Scf	1.4.1.5	Middle agent submits offer to artist/artist's agent
94	No		Auto Scf	2	Promotion
95	No		Auto Scf	2.1	Design of all promotions material
96	No		Auto Scf	2.1.1	Request media assets from agent
97	No		Auto Scf	2.1.2	Fill out Publications design request form
98	No		Auto Scf	2.1.3	Submit Publications design request form
99	No		Auto Scf	2.1.4	Design revisions
102	No		Auto Scf	2.2	All promotional material approval
103	No		Auto Scf	2.2.1	Send to CSI for Advisor/Posting approval
104	No		Auto Scf	2.2.2	Send to Agent for approval
105	No		Auto Scf	2.2.3	Receive Agent approval
106	Yes		Auto Scf	2.2.4	Advisor confirms approval with designer, agent, and chair
179	No		Auto Scf	2.6	Community Outreach
180	No		Auto Scf	2.6.1	Draft Press Release
181	No		Auto Scf	2.6.2	Contact TMN
182	No		Auto Scf	2.6.2.1	Index
184	No		Auto Scf	2.6.2.1.2	Schedule Interviews for articles
185	No		Auto Scf	2.6.3	Contact City
186	No		Auto Scf	2.6.4	Contact High School
187	No		Auto Scf	2.6.5	Contact Universities in 100mile radius
188	Yes		Auto Scf	2.6.6	Contact Local Media
448	No		Auto Scf	6	Day Of Show Operations
449	No		Auto Scf	6.1	Setup
450	No		Auto Scf	6.1.1	Production
451	No		Auto Scf	6.1.1.1	Park Generator
452	No		Auto Scf	6.1.1.2	Back Truck into loading lot
453	No		Auto Scf	6.1.1.3	Park Truck
454	No		Auto Scf	6.1.1.4	Load In/Build
455	No		Auto Scf	6.1.1.4.1	Build Stage
456	No		Auto Scf	6.1.1.4.1.1	Set Scaffold
457	No		Auto Scf	6.1.1.4.1.2	Set Decking
458	No		Auto Scf	6.1.1.4.1.2.1	Place Decking
459	No		Auto Scf	6.1.1.4.1.2.2	Level Decking
460	No		Auto Scf	6.1.1.4.1.2.3	Lock Decking
461	No		Auto Scf	6.1.1.4.2	Build Rigging for Audio/Lighting
462	No		Auto Scf	6.1.1.4.2.1	Set Base
463	No		Auto Scf	6.1.1.4.2.2	Build Towers
464	No		Auto Scf	6.1.1.4.2.3	Raise Towers
466	No		Auto Scf	6.1.1.4.2.5	Construct Horizontal Truss

Critical Tasks as of Mon 5/1/17  
McMichael\_A\_Concert WBS

ID	Milestone	Indicat	Task Mode	WBS	Task Name
467	No		Auto Scf	6.1.1.4.2.6	Raise Truss
468	No		Auto Scf	6.1.1.4.3	Audio Build
470	No		Auto Scf	6.1.1.4.3.2	Assemble Line Array
471	No		Auto Scf	6.1.1.4.3.3	Patch Line Array
472	No		Auto Scf	6.1.1.4.3.4	Raise Line Array
473	No		Auto Scf	6.1.1.4.3.5	Secure Line Array
474	No		Auto Scf	6.1.1.4.3.6	Stack Subwoofers
475	No		Auto Scf	6.1.1.4.3.7	Patch Subwoofers
496	No		Auto Scf	6.1.1.4.7	Set Stage Audio
497	No		Auto Scf	6.1.1.4.7.1	Mics
507	No		Auto Scf	6.1.1.4.9	Generators/Power Tie In
511	No		Auto Scf	6.1.1.6	Testing
513	No		Auto Scf	6.1.1.6.2	Lighting Test
514	No		Auto Scf	6.1.1.6.3	Lighting Design
556	Yes		Auto Scf	6.2	Show
557	No		Auto Scf	6.2.1	Pre- Show Announcements
558	No		Auto Scf	6.2.2	Band 1 Perform
559	No		Auto Scf	6.2.3	Band Changeover
560	No		Auto Scf	6.2.4	Band 2 Perform
563	No		Auto Scf	6.3	Strike/Load Out
591	No		Auto Scf	6.3.5	Production
592	No		Auto Scf	6.3.5.1	Generators/AC Untie
593	No		Auto Scf	6.3.5.2	Strike Stage Audio/AC/Backline
594	No		Auto Scf	6.3.5.3	Strike Soft Goods
596	No		Auto Scf	6.3.5.5	Strike Rigging
597	No		Auto Scf	6.3.5.6	Strike Lighting
598	No		Auto Scf	6.3.5.7	Strike Audio
601	No		Auto Scf	6.3.5.10	Strike Stage
602	Yes		Auto Scf	6.3.5.11	Load Remaining Items in Semi
608	No		Auto Scf	7	Post Event
615	No		Auto Scf	7.3	Evaluation
616	No		Auto Scf	7.3.1	Committee Chair Evaluation
617	No		Auto Scf	7.3.2	Event Chair Evaluation
618	No		Auto Scf	7.3.3	Security Chair Evaluation
619	No		Auto Scf	7.3.4	Publicity Chair Evaluation
620	No		Auto Scf	7.3.5	Hospitality Chair Evaluation
621	No		Auto Scf	7.3.6	Advisor Evaluation

**CRITICAL PATH:  
123.85 DAYS**

# RESOURCES

	Resource Name	Work	Details	May 1			June 1		July 1		August 1		September 1		October
				4/9	4/23	5/7	5/21	6/4	6/18	7/2	7/16	7/30	8/13	8/27	9/10
1	⊕ Committee Chair	2,821.67 hrs	Work	80h				384h	160h	296h	1,328h	288h	40h	51.83h	193.83h
2	⊕ Event Chair	3,222.17 hrs	Work	80h	80h			384h	160h	296h	1,624h	272h	40h	70.8h	215.37h
3	⊕ Hospitality Chair	1,150.1 hrs	Work							472h	592h	24h		31.33h	30.77h
4	⊕ Security Chair	1,622.67 hrs	Work							648h	760h	168h		15.9h	30.77h
5	⊕ Publicity/Promotion Chair	1,869.17 hrs	Work	128h	88h	8h					464h	368h	424h	358.4h	30.77h
6	⊕ Production Company	486.52 hrs	Work					40h			360h	24h	24h	38.52h	
7	⊕ CSI Advisor	3,319.13 hrs	Work	8h				184h		584h	1,488h	480h	304h	77.3h	163.07h
8	⊕ Artist Agent/Representati	474.17 hrs	Work					40h		104h	80h	176h	64h	10.17h	
9	⊕ SAB	90.52 hrs	Work						8h	32h	16h			34.52h	
10	⊕ Printing Services	208 hrs	Work	8h	56h								104h	40h	
11	⊕ Publications	248 hrs	Work	64h						16h	56h	64h	48h		
12	⊕ Middle Agent	636.17 hrs	Work					40h		152h	192h	184h	64h	4.17h	
13	⊕ Physical Plant	379.42 hrs	Work					40h			288h	16h	32h	3.42h	
14	⊕ Pershing Staff	204.63 hrs	Work					40h		8h	152h			4.63h	
15	⊕ DPS	243.17 hrs	Work							40h	192h	8h		3.17h	
16	⊕ Business Office	584 hrs	Work							96h	216h	80h	112h	80h	
17	⊕ Sodexo	200 hrs	Work							48h	88h		24h	40h	
18	⊕ Student Organizations	186.67 hrs	Work							80h	104h			2.67h	
19	⊕ Ambulance - Adair County	154.67 hrs	Work							64h	88h			2.67h	
20	⊕ Macon Coke	128 hrs	Work								128h				

# **RISK ANALYSIS**

## **CSI Risk Analysis, Matrix, Mitigation**

### **Types of Risk**

- Physical
- Reputation
- Emotional
- Financial
- Facilities

# RISK MATRIX

Activity	Physical	Reputation	Emotional	Financial	Facilities	Activity Average
Talent Acquisition		2	2	4	4	3
Promotion	2	2	2	2	2	2
Talent Hospitality	4	2	2	2	2	2.4
Event Logistics Plan		3	2	2	4	2.75
Staffing/ Security Planning	5	4	3	3	4	3.8
Load In/Set Up	5	3	3	4	4	3.8
Show	5	4	4	4	4	4.2
Meet and Greet	4	2	2	2	4	2.8
Strike/Load Out	4	3	2	3	4	3.2
<b>Category Average</b>	<b>4.14</b>	<b>2.78</b>	<b>2.44</b>	<b>2.89</b>	<b>3.56</b>	<b>Total Activity Average: 3.1</b>

Primary Risk Category is Physical Risk

Highest Risk Activity is the Show itself

# SHOW: RISK LIST

## Physical

- Auditory injury
- Exposure to strobes, hazers, latex
- Fighting
- Moshing, Crowd Surfing
- Attendees getting too close to equipment
- Tripping on cords or floor covering or bleachers
- Navigating dark venue
- Equipment failure
- Improper use of equipment - changeover
- Inadequate security checks
- Attendees under the influence
- Crowd mass chaos
- Entry/Exit points
- Natural Disaster/Fire

## Reputation

- Artist delay or no-show/refusal to perform
- Offensive material
- Injury to attendee in crowd
- Misrepresentation of artist/show/ content
- Poor customer service
- Poor guest experience
- Changing stakeholder expectation

## Emotional

- Overwhelming environment
- Unclear audience rules
- DPS handling issues
- Changing expectations
- Triggering/inappropriate content
- Stressful environment
- Strained communication - quick/ difficulty in harsh environment

## Financial

- Performance fees
- Malfunction of equipment
- Disgruntled guests - refund tickets
- Lawsuits
- Emergency

## Facilities

- Venue wear and tear - large crowd
- Spills
- Damage to basketball floor
- Following venue policies
- Hazers
- Premises access
- Bathrooms
- Entrances and Exits

Activity	Physical	Reputational	Emotional	Financial	Facilities	Activity Average
Show	5	4	4	4	4	4.2

# SHOW: RISK MITIGATION

## Physical

- Earplugs will be provided for all event staff as well as at the entrance for all audience members. Noise level postings will be made at event entrance.
- Proper signage will be posted at entrance regarding use of strobes, latex, and hazers.
- SAB workers will identify moshing and crowd surfing. DPS officers will confront individuals. They will have an 'X' marked other hand and repeat offenders will be escorted out of the venue. This policy will extend to those that cross the mojo barricades. This will be communicated prior to event, posted at entrance and communicated in pre-show announcements.
- Mojo and bike rack will be used to contain crowd.
- Cords will be marked and rugs/cord jackets will be used to contain cords in audience area. Mole lighting will be on to light venue and increase visibility when audience is navigating bleacher seating.
- Production company and electrician will troubleshoot in the event of equipment failure.
- Load in and setup will occur the night before the event in order to allow time to acquire backup equipment in the event of equipment failure.
- Equipment use will be supervised by contracted production company.
- DPS will consult on security check procedure and will supervise these efforts.
- SAB workers will identify. DPS officers will confront individuals.
- Lights will be turned on and announcement will be made with instructions on how to evacuate/disperse.
- Entry and exit will be clearly marked.
- DPS will advise on emergency plan to be advanced prior to show. Announcement will be made.

## Reputation

- SAB will utilize proper university channels and social media to communicate with audience regarding cancellation. Middle agent will consult and advise.
- SAB will use best judgement in artist selection. Free speech and creative content will not be limited by university. SAB will coordinate with University PR Office if a response is necessary.
- DPS will make an injury report. EMT will provide first aid or transport to hospital. Waivers for entrance should be explored.
- SAB will work with Artist/agency on show announcement and will share as much info as possible such as videos of live performances in promotion material.
- Customer service concerns will be handled by concerts committee or SAB Advisor. Ticket price refunds may be made.
- SAB will offer a method for feedback following the event onsite and via e-mail/web access.
- DOS meetings will take place between SAB and Advisor and Stakeholder representatives.

## Emotional

- Event staff should be clearly identified in the event that an audience member needs assistance.
- Audience rules will be communicated prior to event, at entrance, and during pre-show announcements.
- Advisor or stakeholder representatives will be consulted to help clarify changes.

## Financial

- Artists and Agencies and 3rd party stakeholders will be contracted through the university business office.
- Contracted services will be required to cover equipment malfunction under contract.
- Tickets may be refunded at concerts committee or advisor discretion.
- Ensure all external contracted parties have their own COI and name Truman as additionally insured. Require legal counsel review of contract.

## Facilities

- Venue building staff will be on hand to advise on preventative measures and building policy and resources and assist with building care and clean spills/mess.
- No equipment will be rolled or set over wood floor. Wood floor will be covered with tarps and tape.
- Use of hazers will be advanced with DPS, Kirksville Fire Marshall, and Building manager under the supervision of the Production Company. Hazers will only be used after appropriate approvals. Additional student organizations may be brought on to serve as 'fire walkers' during the show.
- Building manager should be present for load in to communicate facilities concerns to be addressed by CSI advisor and Production company.

# RISK MITIGATION

## Physical

- Auditory Injury

## Reputation

- Offensive material

## Emotional

- Overwhelming environment

## Financial

- Lawsuits

## Facilities

- Damage to Basketball Floor

# OPPORTUNITY PLAN

## Talent Acquisition

- Securing talent price prior to increase in popularity

## Promotion and Publicity

- New forms of Publicity

## Talent Hospitality

- Green Room Renovation

## Load In

- Setup Ends Early

## Show

- Sold Out Show - Revenue Generation

## Strike

- Ends Early



# BUDGET ESTIMATION

	P	i	T	WBS	Task Name	Duration	Work	Cost
	▼		M	▼	▼	▼	▼	▼
0	No		→	0	[-] McMichael_A_Concert WBS	123.85 days	18,228.82 hrs	\$139,772.85
1	No		→	1	[+] Talent Acquisition	108 days	3,920 hrs	\$28,367.20
94	No		→	2	[+] Promotion	32 days	2,832 hrs	\$18,782.40
203	No		→	3	[+] Talent - Hospitality Planning/Preparation	26 days	2,096 hrs	\$16,428.00
257	No		→	4	[+] Event Logistics Preparation	11 days	5,288 hrs	\$42,925.60
347	No		→	5	[+] Staffing/Security Plans	31 days	3,056 hrs	\$23,920.00
448	No		→	6	[+] Day Of Show Operations	1.85 days	156.82 hrs	\$821.65
608	No		→	7	[+] Post Event	15 days	880 hrs	\$8,528.00

# ALLOCATED BUDGET

Performance Fee	\$84,000.00
Production Fee	\$20,000.00
Agent Fee (10% of Performance Fee)	\$8,400.00
Hospitality	\$2,000.00
Security	\$600.00
Publicity	\$550.00
Opener Fee	\$2,000.00
Entertainment Tax	\$1,680.00
Miscellaneous	\$350.00
<b>Total</b>	<b>\$119,580.00</b>

# WRAP UP

**Deliverable:** Large Scale Concert on Truman's Campus for 1,000-2,500 Truman Students

**Duration:** 123.85 days

**Tasks:** 626

**Resources:** 20

**Labor Hours:** 18,228.82

**Material Cost:** \$119,580.00

**Risk Matrix:** Project Average 3.1

