

PHAT CATS

MANAGEMENT, SECURITY & MERCHANT HANDBOOK

Event command, moderation, incident handling, marketplace standards, and business continuity

GRAND REOPENING WORKING EDITION

Ballroom • Marketplace • Shopping Mall

Dancing • Romancing • Elegance • Luxury

How to Use This Handbook

This handbook is the operational control document for the people who keep Phat Cats stable when the room is busy, a performer fails, a guest causes trouble, a merchant needs a decision, or the region itself becomes the problem. It also defines the marketplace and shopping-mall standard so the retail side strengthens the ballroom rather than distracting from it.

Primary audience: Owner, general manager, managers on duty, operations manager, entertainment director, host lead, security/moderation staff, mall manager, and authorized merchant-support staff.

Status: Internal operating guide; not an employment contract or legal opinion.

Where a bracketed field appears, management must replace it with the final Phat Cats decision before distributing the handbook. Platform rules, region maturity requirements, and Linden Lab policies override any internal instruction that conflicts with them.

OWNER / MANAGEMENT DECISIONS TO COMPLETE BEFORE ISSUE

- Named MOD roster and who may hold eject/ban/return-object/estate powers.
- Region maturity rating and final house conduct rules.
- Capacity target for ordinary operations and grand-opening peak.
- Incident-retention period and who may access logs/screenshots.
- Merchant rent, deposits, grace period, billing cadence, refunds, and termination rules.
- Performer/staff compensation approvals and who may authorize exceptions.
- Emergency stream source and backup staff roster.
- Official abuse-report / Linden Lab escalation procedure to be reviewed against current platform UI.

Contents

1. Management Operating Principle
2. Roles and Delegated Authority
3. Manager on Duty: Full Event Cycle
4. Opening the Region / Venue
5. Capacity and Region Performance
6. The Quiet Moderation Model
7. Warnings, Ejects, Bans and Ban Review
8. Harassment and High-Severity Incidents
9. Griefing and Technical Disruption
10. Privacy, Evidence and Incident Records
11. Guest Complaints and Service Recovery
12. Staff Conflict, Discipline and Suspension
13. Performer / DJ Failures
14. Stream and Audio Failure Command
15. Event Delay, Cancellation and Evacuation
16. Opening-Day Command Structure
17. Post-Event Review and Metrics
18. Merchant Program Philosophy
19. Merchant Application and Curation
20. Store Build / Signage Standards
21. Rental and Financial Controls
22. Vendor, Product and IP Responsibilities
23. Merchant Promotions and Ballroom Integration
24. Merchant Disputes and Customer Problems
25. Vacancies, Abandonment and Removal
26. Mall Events and Cross-Traffic
27. Manager Templates and Logs
28. 90-Day Operating Rhythm
29. Platform Policy References
30. Acknowledgment

1. Management Operating Principle

Management exists to make the venue feel effortless to guests. The best-managed event is often the one where problems were solved so quietly that most of the room never knew they happened.

MOD mantra: Fix it quietly. Keep the show moving. Protect the people already behaving well.

- Use the least disruptive action that reliably solves the problem.
- Do not make a public example of someone when a private action will work.
- Do not let fear of appearing strict allow one disruptive person to ruin the experience for fifty cooperative guests.
- Separate facts from assumptions, and operations from personal relationships.

2. Roles and Delegated Authority

Role	Primary authority	Must not improvise
Owner / GM	Brand, budget, senior hiring, exceptional policy, permanent business decisions.	Routine floor micromanagement that contradicts the active MOD without taking command.
MOD	Current event, staffing, timing, moderation, immediate technical fallback.	New long-term financial terms or policy beyond delegated limits.
Entertainment Director	Bookings, auditions, artist calendar, entertainment standards.	Land/security actions outside delegated permissions.
Host Lead	Host roster, training, coaching, approved host notices.	Merchant rent or performer pay promises.
Security / Moderator	Conduct enforcement under house rules and MOD direction.	Personal use of eject/ban powers or public shaming.
Mall Manager	Merchant applications, units, standards, billing workflow, mall promotions.	Unapproved promises about ballroom entertainment or brand endorsements.

3. Manager on Duty: Full Event Cycle

T-30 to T-20

- Arrive and verify the event brief.
- Confirm DJ/performer, hosts, security authority, and backup contacts are online or acknowledged.
- Check region performance and obvious grief/stray-object conditions.
- Confirm landing/teleports and event signage.
- Confirm stream path and fallback source.

T-20 to Start

- Verify performer sound readiness.
- Assign host positions if multiple hosts are present.
- Confirm next-act call time.
- Remove or return unauthorized visual/technical clutter under policy.
- Set a private staff communication channel for the block.

During the Block

- Watch people, not just staff chat.
- Keep one eye on region/stream symptoms.
- Make conduct decisions quickly enough that staff are not left improvising.
- Protect event timing; decide extensions/shortening.
- Record only incidents worth preserving.

Final 15 Minutes

- Confirm next act and host are ready.
- Decide whether current show ends exactly, slightly early, or with approved encore.
- Ensure clean stream handoff.
- Hand off unresolved guest/technical issues to next MOD.
- Capture short operational note while details are fresh.

4. Opening the Region / Venue

1. Walk the actual guest path from landing point to ballroom and mall. Fix broken teleports, blocked paths, missing signage, or accidental banline/access problems.
2. Confirm parcel/region name, description, maturity, music/media, landing point, and event boards display the intended information.
3. Check dance systems, seating, group join point, help point, directory, staff tools, and venue/performer tip objects.
4. Scan for abandoned temporary objects, oversized attachments, particles, or scripts left by staff from setup.
5. Confirm moderation staff have only the permissions they need.
6. Check that staff know today's NOW/NEXT/LATER schedule.

5. Capacity and Region Performance

A theoretical avatar limit is not the same as a quality target. Phat Cats should define an operational capacity based on actual performance of the ballroom build, scripts, visitors' attachments, performers, and event complexity.

- Load-test before the grand reopening with realistic avatars, dance systems, vendors, stream use, and scripted objects active.
- Set three thresholds: Green (normal), Amber (slowdown precautions), Red (stop promotion / consider access control or overflow plan).
- At Amber, reduce unnecessary staff attachments/scripts, pause nonessential rez activity, and avoid adding new scripted attractions.
- At Red, protect the people already present rather than continuing to push arrivals into a degraded room.
- Do not use bots or automated means to inflate traffic; Linden Lab Terms prohibit automated traffic inflation.

6. The Quiet Moderation Model

1. Observe: confirm the behavior and context.
2. Service: if confusion caused it, help first.
3. Private request: ask for the behavior to stop or change when appropriate.
4. Warning: state the boundary and consequence clearly.
5. Action: mute/eject/return object/ban as delegated and appropriate.
6. Document: only serious or repeat incidents; keep record factual.

Not every incident requires every step. Severe harassment, credible threats, targeted hate, deliberate grieving, technical sabotage, scams, ban evasion, or dangerous sexual misconduct can justify immediate action.

7. Warnings, Ejects, Bans and Ban Review

- Warnings should describe behavior, not diagnose the person: "Stop sending unwanted sexual IMs to guests" is actionable; "You are creepy" is not a policy statement.
- Eject is useful when immediate separation is needed but a permanent ban decision is not yet necessary.
- Ban when conduct is severe, repeated, clearly malicious, or when return would predictably restart the harm.

- Permanent/long-term bans should be reviewable by the owner/GM or a defined senior manager process, especially when facts are contested.
- Do not accept gifts, rent, donations, friendship, or status as reasons to reverse a conduct action.

8. Harassment and High-Severity Incidents

- Prioritize the target's ability to remain safely in the venue rather than making them leave while the aggressor stays.
- Move sensitive discussion to IM/staff channels and limit who receives details.
- Do not demand public proof or force the target to confront the accused.
- For immediate in-world behavior that management directly observes, act on the observed conduct.
- Where platform-level reporting is appropriate, use the current official Abuse Report / Governance pathway and preserve only the information necessary for the report.
- Never publish a "wall of shame" or public ban list containing private details.

9. Griefing and Technical Disruption

Situation	Expected response	Escalate when
Particle / sound spam object	Identify source if possible; return/remove using delegated land tools.	Ban source if deliberate/repeated; preserve minimal incident facts.
Object rez attack	Restrict rez if operationally appropriate; return malicious objects.	Estate/owner involvement for sustained attack.
Avatar attachment disruption	Request removal if accidental; eject if severe.	Ban for deliberate repeat behavior.
Stream sabotage / unauthorized change	Restore approved stream immediately; revoke compromised permissions.	Owner/technical review; rotate credentials if exposed.
Group notice abuse	Stop notice privileges, correct misinformation.	Suspend/remove role; review group powers.

10. Privacy, Evidence and Incident Records

Keep enough information to manage risk and repeat behavior, but do not build an unnecessary dossier on residents. Incident logs are operational records, not gossip archives.

- Record date/time SLT, avatars, location, observed behavior, actions, warnings, staff witnesses, and follow-up.
- Distinguish what staff directly saw from what a guest reported.
- Do not copy entire private conversations when a short factual summary will do, unless management specifically needs exact text for a legitimate review/report.
- Restrict access to managers with a need to know.
- Set a retention rule and delete stale records when they no longer serve a legitimate operational purpose, subject to any legal need.

11. Guest Complaints and Service Recovery

1. Listen without becoming defensive.
2. Restate the practical problem to confirm understanding.
3. Fix what can be fixed immediately.
4. If the request involves money, policy exceptions, or another person's privacy, do not promise beyond your authority.
5. Tell the guest what will happen next and by whom.
6. Follow up when you said you would. Silence after "I'll check" damages trust more than a clear no.

A complaint can be valid even when the guest is angry. Conversely, an angry tone does not obligate management to grant an unreasonable demand. Separate tone from substance.

12. Staff Conflict, Discipline and Suspension

- If conflict is actively affecting an event, separate the staff members operationally first and investigate later.
- Suspend sensitive powers while investigating alleged abuse of ban, land, stream, money, group, or privacy permissions when necessary.
- Interview people privately. Do not conduct a staff trial in group chat.
- Use consistent documentation for coaching/warnings so favorites are not managed differently from new staff.
- Retaliation for good-faith reporting of harassment, safety, or serious policy concerns is itself a management problem.

13. Performer / DJ Failures

Situation	Expected response	Escalate when
Act late but reachable	Set a cutoff; start backup music/act on time.	Replace slot if arrival would damage schedule.
No-show	Activate backup immediately; host announces program change without blaming absent act.	Entertainment Director follows up after event.
Performer intoxicated/disruptive	Do not put them on stage if quality/safety is compromised.	Replace and document.
Set violates event brief	Privately direct correction.	End/replace if performer refuses or content creates serious policy risk.
Performer attacks staff/guest on mic	Cut escalation short; MOD may end show.	Senior review before rebooking.

14. Stream and Audio Failure Command

1. Confirm whether silence is local to one listener or region-wide.
2. Tell the performer/DJ privately; do not create ten simultaneous troubleshooters in chat.
3. Start the approved fallback source if outage exceeds the short recovery window.
4. Host acknowledges the interruption briefly only if guests are clearly affected.
5. Restore the scheduled act only when the audio path is confirmed stable.
6. After event, record cause and prevention step if known.

15. Event Delay, Cancellation and Evacuation

- Delay only when a short, realistic recovery is likely. Repeated “five more minutes” destroys confidence.
- If an event is canceled, state the change clearly, apologize once, and immediately give guests the best available alternative or new time if confirmed.
- Do not invent a technical explanation if you do not know the cause.
- For severe region instability or malicious disruption, prioritize moving or protecting guests rather than preserving the advertised program at all costs.

16. Opening-Day Command Structure

Grand reopening requires more command discipline than an ordinary night. Assign names before doors open.

Event Commander / senior MOD: _____

Ballroom MOD: _____

Host Lead: _____

Entertainment Director / stream lead: _____

Security / moderation lead: _____

Mall Manager: _____

Backup DJ: _____

Backup host: _____

Technical support: _____

Owner / final escalation: _____

Opening-Day Rules

- One person owns each function; “everyone is watching it” usually means nobody owns it.
- Do not change the public schedule casually once the day begins. Every change propagates through host scripts, boards, notices, and guest expectations.
- Keep a private command channel for decisions and a separate staff channel for ordinary coordination if needed.
- Backups are on call before the headline window, not searched for after a failure.

17. Post-Event Review and Metrics

- Peak and average crowd by major block (approximate is acceptable if exact data is unavailable).
- New group joins and returning guests.
- Event retention: did people stay across the handoff?
- Technical failures and time to recovery.
- Staff no-shows / late arrivals.
- Merchant traffic or sales feedback where voluntarily shared.
- Guest complaints and compliments by theme, not gossip detail.
- Which music/program blocks caused the room to grow, hold, or empty.

18. Merchant Program Philosophy

The mall exists to extend the Phat Cats experience. It should feel curated, maintained, and connected to ballroom life. Ten excellent active stores are better than forty abandoned units.

- Favor creators and products that fit a polished social destination: fashion, formalwear, jewelry, shoes, hair, gifts, décor, dance-related products, and compatible categories approved by management.
- Do not fill vacancies with low-quality or visually chaotic rentals solely to raise occupancy percentage.
- Make the route from ballroom to shopping obvious but do not interrupt dancing with constant commercial spam.

19. Merchant Application and Curation

- Merchant name / brand / account contact.
- Primary product categories and maturity rating of merchandise.
- Marketplace or existing in-world store link if available.
- Requested unit size / special build needs.
- Vendor script footprint / special media requirements.
- Agreement to opening readiness, signage, IP, and conduct rules.

Curation Criteria

- Product quality and relevance.
- Store presentation and maintenance history.
- Fit with region maturity and Phat Cats atmosphere.
- Customer-service reputation where reasonably known.

- Script/visual impact.
- Willingness to participate in opening and cross-promotion without spam.

20. Store Build / Signage Standards

- Unit must be substantially complete by the agreed opening deadline.
- Stay within prim/land-impact/script limits assigned to the unit.
- Do not extend vendors, signs, particles, hovertext, or objects into common walkways without approval.
- Avoid full-bright, flashing, or visually aggressive signage inconsistent with the mall design.
- Merchant brand is welcome; “Official Phat Cats” claims require written approval.
- Keep landmark/notecard dispensers and subscriber systems inside the unit or approved frontage.

21. Rental and Financial Controls

Final rates and legal terms belong in a separate merchant agreement. Operationally, management should use one written source of truth rather than negotiated promises scattered across IMs.

- Publish/issue the exact rent, billing period, due date, grace period, deposit if any, renewal, refund rule, and termination method.
- Only authorized staff may quote discounts or free periods.
- Record exceptions in writing so later managers do not unknowingly reverse them.
- Never threaten or publicly shame a merchant over a payment dispute.

22. Vendor, Product and IP Responsibilities

- Merchant is responsible for accurate vendor contents, customer support, redelivery/refund policy, and permissions of products sold.
- Products, images, branding, and promotional content must comply with Linden Lab rules and applicable intellectual-property rights.
- Counterfeit, misleading, stolen, or policy-prohibited goods are grounds for removal under the merchant agreement.
- Management does not represent that screening a store guarantees every product’s legal status; credible reports should be reviewed promptly.

23. Merchant Promotions and Ballroom Integration

- Opening-week shopping guide with participating merchants.
- Tasteful “look of the night” or formalwear partnerships if approved and clearly disclosed.
- Merchant-sponsored event only when sponsorship does not control entertainment or guest rules.
- Cross-promotion through directories, scheduled shopping walks, or fashion events rather than constant ballroom chat ads.
- Hosts may answer “where can I find formalwear/jewelry/etc.?” using a fair directory rather than steering every guest to a favorite merchant.

24. Merchant Disputes and Customer Problems

- Ordinary product issues belong between customer and merchant.
- Phat Cats management may intervene in venue conduct, scams occurring on venue property, repeated abandoned/broken vendors, or violations of the merchant agreement.
- Do not promise a customer a merchant refund from venue funds unless owner policy explicitly allows it.
- Do not let merchants use staff or security to intimidate customers over ordinary complaints.

25. Vacancies, Abandonment and Removal

1. Identify missed obligations or abandoned condition under the written merchant terms.
2. Contact the merchant using the agreed communication method.
3. Apply the stated grace/cure period when applicable.
4. If unresolved, reclaim the unit using a documented process and return/remove items under platform capabilities and agreement terms.
5. Update directory/signage immediately so guests do not encounter dead stores.

26. Mall Events and Cross-Traffic

- Schedule shopping activity around ballroom traffic rather than against the strongest headline performance.
- Use pre-show or between-event windows for merchant tours, fashion previews, scavenger-style discovery only if compliant and not gambling-like, or product showcases.
- Do not scatter the audience into multiple competing headline events across the same region on opening day.
- Measure whether mall events actually move guests into stores and whether store visitors return to the ballroom.

27. Manager Templates and Logs

MOD Event Report

Date / event / SLT: _____

MOD: _____

Scheduled staff: _____

Actual staff: _____

Performer/DJ: _____

Approx. crowd range: _____

Peak issues: _____

Technical incidents: _____

Moderation actions: _____

Schedule changes: _____

Guest feedback themes: _____

Merchant issues: _____

Follow-up owner decisions: _____

Ban / Serious Incident Review

Avatar: _____

Date/time: _____

Observed behavior: _____

Prior warnings/history relevant to this decision:

Action taken: _____

Who authorized: _____

Evidence retained and location: _____

Recommended duration: _____

Owner/GM review: _____

Review date if temporary: _____

Merchant Unit Check

Merchant / unit: _____

Open and stocked?: _____

Signage compliant?: _____

Scripts/LI within limit?: _____

Vendor working?: _____

Common area clear?: _____

Billing status referred to authorized manager?: _____

Follow-up: _____

28. 90-Day Operating Rhythm

- **Daily / every event day.** MOD assignment, NOW/NEXT/LATER check, performer readiness, staff coverage, incident handoff.
- **Weekly.** Entertainment calendar two weeks ahead, host staffing, merchant vacancy check, repeat-song review, top technical issues.
- **Monthly.** Staff performance review, merchant health, audience patterns, ban review where appropriate, backup roster test, policy corrections.
- **At 30 days.** Stop doing launch-only things that do not produce return visits; strengthen recurring appointment programming.
- **At 90 days.** Evaluate whether the ballroom, entertainment calendar, staff model, and mall economics are sustainable without reopening hype.

29. Platform Policy References

Managers should periodically verify venue rules against current Linden Lab policies. The Second Life Terms of Service currently includes maturity-rating requirements, prohibits harassment and harmful conduct, and prohibits robots or other automated means used to increase traffic to virtual land. Management should also protect resident privacy and handle platform-level abuse through official mechanisms.

- Second Life Terms of Service: <https://secondlife.com/app/tos/tos.php>
- Linden Lab Community Standards: <https://lindenlab.com/legal/community-standards>
- Maturity / adult-content guidance: use the current official Second Life Knowledge Base before changing region or event classifications.

Acknowledgment

I have received the Phat Cats Management, Security & Merchant Handbook. I understand that this handbook describes operational standards for representing Phat Cats in Second Life. I agree to follow venue rules, assigned role procedures, applicable Linden Lab rules, and management direction while on duty. I understand that compensation, contractor/employee/volunteer status, scheduling commitments, and any other legal or financial terms are governed by separate written arrangements where applicable.

Avatar / Display Name: _____

Legacy Name (if different): _____

Role: _____

Signature / typed acknowledgment: _____

Date: _____

Manager: _____