North Texas Food Bank Marathon

All for Run and Run for All

September 5, 2021

ISSUED BY GROUP 6

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Introduction & Background

The UNT Event Planning Team is an organization of graduate students who work with volunteers on projects around the city to help their clients plan and manage events. For 2020, we accepted a joint collaboration with the North Texas Food Bank to help raise $1,000,000 for their ongoing mission to fight malnutrition and close the hunger gap. We strongly feel that the prevention of sickness and disease starts with eating nutritious food. In the spirit of promoting good health, and to help members in the community gain access to nutritious food, we invite you to join us in the All for Run, Run for All North Texas Food Bank Marathon.

Participants are invited to run a full marathon distance of 26.2 miles along the Trinity Trail in Fort Worth, Texas on September 5, 2021. The race will start at the northeast side of the trail on Hadley Ederville Road and end at the southwest corner near Pecan Valley Park.

Scope

The purpose of this project is to conduct a marathon benefitting the North Texas Food Bank.

The scope of the project includes:

1. Identifying all stakeholders and work packages associated with the event.
2. Recruiting additional resources like Event Planner, Event Manager, On-site Volunteers, etc.
3. Outsourcing all event-related electrical and lighting work to vendors, website portal creation for registration, preparing and distributing race packages that

       include items like T-shirts, chip timers, water bottles, sweatbands, etc., for the participants.

4. Setting up goals/objectives with the stakeholders.
5. Providing a checklist with tasks and due dates to each concerned department.
6. Assigning tasks to relevant stakeholders and tracking them towards completion.
7. Creating a detailed budget for the whole event, including the cost of people, material, marketing (non-people resources), etc.
8. Procuring all the required permits from City Council and the police department for road closures, signage, and street clean-up.
9. Finding sponsors from various organizations (must start as early as possible).
10. Promoting the event using advertising, social media coordinators, and other sources.
11. Creating an appropriate racecourse/track with all details like milestones, emergency services, and water stations described.
12. Conducting fun events for the audience.
13. Planning on awards and ceremonies, including the materials to be used for appreciation.
14. Managing risks and ensuring safety for the participants by including professional medical/fire staff for the event.
15. Involving media partners to promote the race and its related activities.

Keeping a buffer for the timelines scheduled and getting requirements as precise as possible can minimize scope creep. Any changes from the client will be taken into consideration and billed appropriately if necessary.

As the main goal is to raise money for the North Texas Food Bank, the primary clients are the NTFB staff and the community they serve. The secondary clients are the marathon participants. We are catering to them in providing a safe running course and a memorable marathon experience with medical staff on standby, aid stations throughout the course, an awards ceremony, etc. Vendors also fall under secondary clients; they set up tents or booths to give out samples of their products, as well as provide services related to food, running gear, free massages, children/pet sitting services, and more.

Estimated project timeline

June 7, 2020	Project initiation
August 31, 2020	Phase 1 begins
	Develop course map and site plan Recruit sponsors
January 1, 2021	Phase 2 begins
	Recruit additional staff Begin developing marketing materials Start registration for runners and vendors Develop roles, responsibilities, tasks, and timelines Acquire insurance
April 4, 2021	Phase 3 begins
	Organize Expo and sign contracts with vendors Distribute merchandise Acquire necessary permits and applications, and schedule road closures Coordinate event personnel, medical staff, paramedics and security Do a test run Plan activities for before, during and after marathon
August 1, 2021	Final phase begins
	Rent and install equipment Make information packets Finalize plans for activities Create traffic control plan Set up race route
September 5, 2021: 8:00 a.m.	Marathon day!

Methodology

We chose the Hybrid Waterfall/Agile methodology in the planning and execution of the NTFB Marathon. Because project management is a dynamic, organic entity in itself, a hybrid methodology will provide a framework enabling the project to obtain end results

that meet the expectations of our clients and stakeholders with the expertise provided by our team members.

The Waterfall Method is a straightforward, user-friendly approach in completing steps and stages in sequential order. Team members are always in the know about what to do next. After individual research and discussion, we also felt focusing on client specifications on requirements is an important area at each planning stage. By adapting a few of the Agile Manifesto values and principles, we also want to implement the following for the planning process: 1) collaboration with stakeholders, primary/secondary clients; 2) support, trust, and motivation for everyone involved; 3) client satisfaction from the early stages through continuous communication; and 4) regular reflections on improving efficacy. By applying concepts from both methodologies, we can ensure an outcome that does not limit going above and beyond normal expectations.

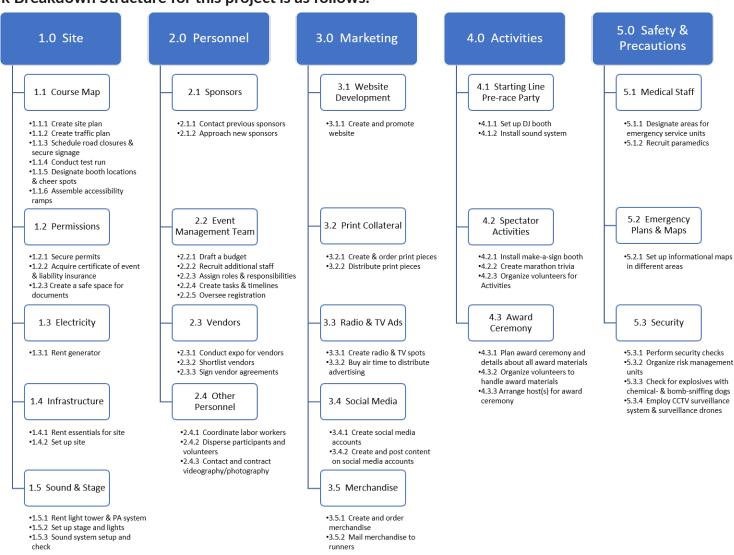**This project scope acknowledges the following contingencies:**

1. Running a race of 26.2 miles requires optimal weather: Not too hot, not too cold, and no or very little rain. The UNT Event Planning Team will consult with the city of Fort Worth to determine whether the conditions are acceptable for the race in the week leading up to the event. If conditions will put the runners and vendors at risk on the day of the race, and the event will need to be postponed, it will make an announcement no later than 10:00 a.m. the day before the event, on September 4, 2021.

    Should the weather be unacceptable on September 5, 2021, all vendors and participants agree that the back-up date is September 12, 2021. If the event cannot be held on that date either, the event will be cancelled without refunds to runners or vendors.

2. Should there be any physical threat to the people involved in this event, i.e., a medical threat of people gathering (like from COVID-19 in the spring of 2020) or a threat to people's safety (like the bombing that took place at the Boston Marathon in April 2013), the UNT Event Planning Team reserves the right to cancel the event as described above.

Breakdown

The Work Breakdown Structure for this project is as follows:

1.0 Site

1.1 Course Map
- 1.1.1 Create site plan
- 1.1.2 Create traffic plan
- 1.1.3 Schedule road closures & secure signage
- 1.1.4 Conduct test run
- 1.1.5 Designate booth locations & cheer spots
- 1.1.6 Assemble accessibility ramps

1.2 Permissions
- 1.2.1 Secure permits
- 1.2.2 Acquire certificate of event & liability insurance
- 1.2.3 Create a safe space for documents

1.3 Electricity
- 1.3.1 Rent generator

1.4 Infrastructure
- 1.4.1 Rent essentials for site
- 1.4.2 Set up site

1.5 Sound & Stage
- 1.5.1 Rent light tower & PA system
- 1.5.2 Set up stage and lights
- 1.5.3 Sound system setup and check

2.0 Personnel

2.1 Sponsors
- 2.1.1 Contact previous sponsors
- 2.1.2 Approach new sponsors

2.2 Event Management Team
- 2.2.1 Draft a budget
- 2.2.2 Recruit additional staff
- 2.2.3 Assign roles & responsibilities
- 2.2.4 Create tasks & timelines
- 2.2.5 Oversee registration

2.3 Vendors
- 2.3.1 Conduct expo for vendors
- 2.3.2 Shortlist vendors
- 2.3.3 Sign vendor agreements

2.4 Other Personnel
- 2.4.1 Coordinate labor workers
- 2.4.2 Disperse participants and volunteers
- 2.4.3 Contact and contract videography/photography

3.0 Marketing

3.1 Website Development
- 3.1.1 Create and promote website

3.2 Print Collateral
- 3.2.1 Create & order print pieces
- 3.2.2 Distribute print pieces

3.3 Radio & TV Ads
- 3.3.1 Create radio & TV spots
- 3.3.2 Buy air time to distribute advertising

3.4 Social Media
- 3.4.1 Create social media accounts
- 3.4.2 Create and post content on social media accounts

3.5 Merchandise
- 3.5.1 Create and order merchandise
- 3.5.2 Mail merchandise to runners

4.0 Activities

4.1 Starting Line Pre-race Party
- 4.1.1 Set up DJ booth
- 4.1.2 Install sound system

4.2 Spectator Activities
- 4.2.1 Install make-a-sign booth
- 4.2.2 Create marathon trivia
- 4.2.3 Organize volunteers for Activities

4.3 Award Ceremony
- 4.3.1 Plan award ceremony and details about all award materials
- 4.3.2 Organize volunteers to handle award materials
- 4.3.3 Arrange host(s) for award ceremony

5.0 Safety & Precautions

5.1 Medical Staff
- 5.1.1 Designate areas for emergency service units
- 5.1.2 Recruit paramedics

5.2 Emergency Plans & Maps
- 5.2.1 Set up informational maps in different areas

5.3 Security
- 5.3.1 Perform security checks
- 5.3.2 Organize risk management units
- 5.3.3 Check for explosives with chemical- & bomb-sniffing dogs
- 5.3.4 Employ CCTV surveillance system & surveillance drones

Task dictionary

Level	WBS Code	Task	Definition
1	**1**	**Site**	**Logistics Team**
2	1.1	**Course map**	Detailed guide of marathon path notating water stations along the course; include beginning and end marker
3	1.1.1	Create site plan	Create a site plan for event coordinator's reference, emergency routes, and permit applications
3	1.1.2	Create a traffic plan	Devise a plan that enables smooth traffic flow with as little impact as possible on residents and businesses. This map should be made available to attendees, businesses, and the general public. This should be done close to the marathon, so that any construction areas can be avoided
3	1.1.3	Schedule road closures and secure signage	Signage for the course, road closures, and runner/attendee parking areas
3	1.1.4	Conduct a test run	Walk the entire path to observe the terrain and ensure there are no rocky or otherwise dangerous parts
3	1.1.5	Designate booth locations & cheer spots	Measure and determine spaces for vendor booths, water stations, and first aid; locate safe areas for spectators to cheer on runners
3	1.1.6	Assemble accessibility ramps	Ensure ADA compliant ramps are available where necessary
2	1.2	**Permissions**	
3	1.2.1	Secure permits	Secure Outdoors Events, Stage, Special Event Recycling and Waste Bin, Temporary Food Establishment, and Tent or Canopy Permits
3	1.2.2	Acquire certificate of event and liability insurance	
3	1.2.3	Create a safe place for documents	Put together a binder of important information for day of race
2	1.3	**Electricity**	
3	1.3.1	Rent generator	Including extension cords
2	1.4	**Infrastructure**	
3	1.4.1	Rent essentials for site	Stage setup equipment, trash bins, tents, tables, chairs, portable restrooms
3	1.4.2	Set up site	Set up all equipment rentals

2	1.5	**Sound and Stage**	
3	1.5.1	Rent light tower and PA system	
3	1.5.2	Set up stage and lights	Stage installation for the ceremony
3	1.5.3	Sound system setup and check	
1	**2**	**Personnel**	**Operations team**
2	2.1	**Sponsors**	Contribution either by money or giving small Items
3	2.1.1	Contact previous sponsors	Contact previous year sponsors and coordinating
3	2.1.2	Approach new sponsors	Approach new sponsors by scheduling a meeting
2	2.2	**Event Management Team**	
3	2.2.1	Draft a budget	Detail each cost of purchases
3	2.2.2	Recruit additional staff	Event planners, Event managers, Event Coordinators for high-level responsibilities
3	2.2.3	Assign roles and responsibilities	Define roles and specifying work area
3	2.2.4	Create tasks and timelines	Event planners are responsible for creating plans and executing tasks
3	2.2.5	Oversee registration	Coordinating with participants regarding registration
2	2.3	**Vendors**	
3	2.3.1	Conduct expo for vendors	Conduct an expo a day before the marathon; vendors from electrical, clothing, sports, specialized running accessories, etc.
3	2.3.2	Shortlist vendors	NFTB Panel shortlisting vendors from applications received.
3	2.3.3	Sign vendor agreements	Legal documentation with vendors
2	2.4	**Other Personnel**	
3	2.4.1	Coordinate labor workers	For installing stages, barricades, archways, and cleaning up after marathon
3	2.4.2	After marathon schedule	Prepare after marathon schedule for marathon clean up, dispersing volunteers

3	2.4.3	Hire and oversee photographer and videographer	Make arrangements for videography for the day of marathon
1	3	**Marketing**	**Marketing team**
2	3.1	**Website development**	Work with vendor to create and maintain website
3	3.1.1	Create and promote website	Site needs to include dates, times, locations; contacts, pages for runner registration, and applications for vendors
2	3.2	**Print Collateral**	Flyers, signs & posters
3	3.2.1	Create and order print pieces	Work with the graphic designer to create print pieces. Order them from printer.
3	3.2.2	Distribute print pieces	Mail and handout flyers to vendors and local businesses. Hand off banners to Logistics Team.
2	3.3	**Radio & TV ads**	Advertisements to air on local stations to promote the event
3	3.3.1	Create radio and TV sports	Find talent and record audio/visual spots
3	3.3.2	Buy airtime to distribute advertising	
2	3.4	**Social Media**	
3	3.4.1	Create social media accounts	Register for social media accounts across various platforms with branded handles that reflect title of race.
3	3.4.2	Create and post content on social media accounts	Work with partners to repurpose and reshape information from website and spots for radio/TV to post on social media. Schedule posts across SM platforms over time to promote registration and event
2	3.5	**Merchandise**	
3	3.5.1	Create and order merchandise	Work with vendors to create t-shirts, key chains, water bottles to promote event
3	3.5.2	Mail merchandise to runners	Mail t-shirts, key chains and water bottles with registration materials immediately after registration.
1	4	**Activities**	**Activity Planning Team**
2	4.1	**Starting Line Pre-race Party**	Gathering of participants and spectators for warm-up, stretching, and getting pumped for the race
3	4.1.1	DJ booth setup	DJ equipment installation for music

3	4.1.2	Sound system installation	Additional speakers for optimal sound quality for announcements and music
2	4.2	**Spectator Activities**	
3	4.2.1	Make-a-sign booth installation	Booth set up to provide space and materials for DIY signs
3	4.2.2	Marathon trivia	Trivia and prizes for spectators during the marathon
3	4.2.3	Organize volunteers for Activities	Plans purchases for materials and helps out in these activities
2	4.3	**Awards and Award Ceremony**	
3	4.3.1	Plan award ceremony and details about all award materials	Research costs and companies for awards/certificates purchases
3	4.3.2	Organize volunteers to handle award materials	Assigned volunteers will manage and organize award materials
3	4.3.3	Arrange one or two hosts for awards ceremony	Host(s) announce fastest finishers and hand out awards/certificates, thank you speech
1	**5**	**Safety & Precautions**	**Risk Management Team**
2	5.1	**Medical Staff**	
3	5.1.1	Assign medical teams	Medical support on standby for runners throughout entire course
3	5.1.2	Contract Event Paramedic Services	Emergency Medical support with ambulance vehicles on site
2	5.2	**Emergency Maps & Plans**	
3	5.2.1	Create Emergency Information Maps	Maps made to show the location and phone numbers to hospitals/clinics, shelters, evacuation routes for emergency situations including printing and installation.
2	5.3	**Security**	
3	5.3.1	Employ Event Security Services	Organization and communication strategy with policemen and firefighters to monitor, report any suspicious activities, perform bag checks when needed.
3	5.3.2	Organize installation and rental of drones and CC TV system	Approaching appropriate drones surveillance manufacturing team in order to invigilate and report suspicious activities

Schedule

The Activity List (including Resources and Activity Duration) is as follows:

WBS Code	Activity	Activity Definition	Start Date	End Date	Duration	Milestone	Assigned to	Resources
1.1	Develop a course map	Create a detailed map of the Trinity Trail marathon course. This map is for the runners and the general public and should include a map of the path, beginning and end markers, areas for parking, mile markers along the way, designated cheer areas, and water and first aid station locations	8/31/2020	9/18/2020	3 weeks	Initial route mapping	Logistics Team	Event Coordinator, Event Organizer, Event Assistants Materials: App to accurately map route; smart phone; computer
1.1.1	Create a site plan	Create a site map that includes starting point, location of generators, tents, stages, booths, first aid and water stations, disbanding areas, signs, banners, vendors, portable toilets; orientation of amplifiers and loud speakers, lighting, disability access, and emergency exits.	9/21/2020	10/2/2020	2 weeks	Finalized site plan	Logistics Team	Event Coordinator to create and share print and digital site map with security team Materials: Paper; computer
1.1.2	Create a traffic control plan	Devise a plan that enables smooth traffic flow with as little impact as possible on residents and businesses. This map should be made available to attendees, businesses, and the general public. This should be done close to the marathon, so that any construction areas can be avoided	8/23/2021	9/3/2021	2 weeks		Logistics Team	Event Coordinator

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WBS Code	Activity	Activity Definition	Start Date	End Date	Duration	Milestone	Assigned to	Resources
1.1.3	Schedule road closures and secure signage	Based on the course map and the traffic plan, create a schedule and secure signage and permissions for road closures. Share this information with businesses and affected residents at least 30 days prior to the event	7/23/2021	8/5/2021	2 weeks		Logistics Team	Event Coordinator Materials: Flyers for notifying for businesses, residents, and churches within 1/4 mile area surrounding the event
1.1.4	Do a test run	Take the course map and walk the entire path to ensure that the terrain is safe. Make note of any changes to terrain (flooding, construction) or detours needed for the course map	7/5/2021	7/19/2021	2 weeks	Finalized course map	Logistics Team	Event Assistants
1.1.5	Mark booth locations, stations, and cheer spots; hang banners and put up mile markers	Measure and mark spaces for vendor booths, first aid stations, water stations, cheer spots, hang banners according to site plan	8/30/2021	8/31/2021	1 day		Logistics Team	Event Assistants Materials: Tape, tape measure
1.1.6	Coordinate installation of temporary accessibility ramps	Install ADA compliant accessibility ramps in necessary locations based on site plan	9/2/2021	9/3/2021	2 days		Logistics Team	Ramp installation professionals
1.2.1	Acquire all necessary insurance documents	Ensure that all necessary certificates of event and liability insurance are covered from the City of Fort Worth	3/15/2021	3/29/2021	2 weeks	Insurance secured	Logistics Team	Event Organizer
1.2.2	Acquire necessary licenses and permits	Get the following permits/permissions from the City of Fort Worth: Restroom Order, Security Order, Stage, Special Event Recycling and Waste Bin, Temporary Food Establishment, Fire Code and Safety, and Tent or Canopy Permits	5/24/2021	6/14/2021	3 weeks	Licenses and permits secured	Logistics Team	Event Organizer Materials: Computer and internet for submitting applications and receiving permits

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WBS Code	Activity	Activity Definition	Start Date	End Date	Duration	Milestone	Assigned to	Resources
1.2.3	Submit Outdoor Events Application	Event Organizer must submit an Outdoor Events Application to the Outdoor Events Manager at least 60 days prior to the event.	7/5/2021	7/12/2021	1 week		Logistics Team	Event Organizer Materials: Computer and internet for submitting applications
1.2.4	Make information packets	Create and distribute information packets that contain all of the necessary race day information to all onsite staff. This includes: map, site plan, permits, insurance certificates, emergency contact information, staff contact information, vendor contact information, vendor liability forms, extra marketing materials, vendor contracts, etc.	8/16/2021	8/30/2021	2 weeks	All necessary documents are organized and gathered in one place	Logistics Team	Event Assistants Materials: Paper, folders, printer
1.3.1	Rent generators	Rent a generator and power accessories for stage lighting, and sound equipment	8/2/2021	8/16/2021	2 weeks		Logistics Team	Event Coordinator
1.3.2	Electrical system and stage inspection	Schedule inspection for electrical system and stage to ensure they meet safety requirements	9/3/2021	9/3/2021	1 day		Logistics Team	Event Organizer
1.4.1	Rent essentials for site	Schedule rentals for stage equipment (temporary stage, light towers, PA system, microphones), trash and recycling bins, tents, tables, chairs, portable restrooms, accessibility ramps	8/2/2021	8/16/2021	2 weeks	Site essentials are available and ready for site installation	Logistics Team	Event Coordinator
1.4.2	Set up equipment rentals	Set up trash and recycling bins, tents, tables, chairs, and portable restrooms	9/3/2021	9/4/2021	2 days		Logistics Team	Event Assistants
1.5.1	Set up stage and lights	Install the stage and light towers based on designated location within site plan	9/1/2021	9/2/2021	2 days		Sound Team	Stage installation professionals

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WBS Code	Activity	Activity Definition	Start Date	End Date	Duration	Milestone	Assigned to	Resources
1.5.2	Set up PA system	Set up PA system based on designated location within site plan	9/4/2021	9/4/2021	1 day		Sound Team	Sound system professionals
1.5.3	Check PA system	Perform sound checks to ensure that sound system is working properly	9/5/2021	9/5/2021	Morning of race		Sound Team	MC
2.1.1	Approach previous Sponsors and making agreements.	Get checklist of sponsors to meet. Planning strategies to keep previous sponsors. Setting up meetings with the sponsors and race directors. Signing contract agreements.	09/01/2020	11/30/2020	3 months	Confirm signatures and file contract agreements	Sponsor team	Material: paperwork Meeting rooms Event Directors
2.1.2	Approach new sponsors, negotiations and making agreements	Gather new sponsors by conducting meetings and conferences	09/01/2020	11/30/2020	3 months	Finalized sponsors	Sponsor team	Material: paperwork Meeting rooms Event Directors
2.2.1	Draft budget	Draft initial and final budget considering the funds from sponsors and donations	12/1/2020	12/31/2020	1 month	Budget Prepared	Finance team	Finance Management team for managing the expenses
2.2.2	Recruit additional staff for setting up race committee	This phase involves hiring process for additional resources like Event Reporters, Creative Directors, Stage managers, Marketing/Publicity managers.	01/01/2021	02/26/2021	2 months	All additional staff recruited	Human resources	Meeting rooms for conducting interviews Internal selection committee for shortlisting applicants
2.2.3	Assign roles and responsibilities	Assign tasks to the respective personnel for a specific area	3/1/2021	3/15/2021	2 weeks	Roles assigned	Scheduling team	Internal Personnel: Event Planners, Event Organizers, Production Managers.
2.2.4	Create tasks and timelines	Draft tasks, timelines, Event milestones	3/15/2021	4/7/2021	3 weeks	Tasks and scheduling prepared	Scheduling team	Internal Personnel: Event Planners, Event Organizers, Production Managers.
2.2.5	Oversee registration	Answer questions from potential participants, provide administrative support, help with registration fee payments, prepare participant package to mail out or for pick up	2/1/2021	9/3/2021	8 months	Total number of participants tallied; all running packages received by participants	Registration team	Event coordinators

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WBS Code	Activity	Activity Definition	Start Date	End Date	Duration	Milestone	Assigned to	Resources
2.3.1	Make arrangements for conducting Expo	Select a convention centre for conducting Expo a day before marathon. Making contract agreements. Booking other amenities for the vendors like Table & chairs, tents, signages, portable toilets	4/1/2021	5/31/2021	2 months	Convention center booked and vendor booth arrangements finalized	Event organizers	Convention owners
2.3.2	Shortlist vendors	A panel of experts receiving the applications, reviewing, and selecting appropriate vendors.	5/1/2021	5/17/2021	2 weeks	Finalized vendors	Vendor selection committee	Vendor coordinators, Event managers, Event planners
2.3.3	Create vendor agreements and contracts	A legal agreement between organizers and vendors consisting of rules and regulations must be developed	6/1/2021	6/15/2020	2 weeks	Agreements and Contracts finalized	Event administrators	External People like Lawyers. Internal People like Event administrators, Production Managers. Material: Paperwork
2.4.1	Collaborate and coordinate with third party labor workers	Make plans with third party workers for installing stages, barricades, archways	07/01/2021	07/15/2021	2 weeks	Negotiations and agreements finalized	Event assistants	External personnel: Labor workers for installation third party workers.
2.4.2	After marathon schedule	Prepare after marathon schedule for marathon clean up, dispersing volunteers	7/15/2021	7/30/2021	2 weeks	After marathon tasks prepared	Event assistants	Labor workers, Volunteers
2.4.3	Contact and contract videography/ photography	Filming for livestreaming on Internet/TV; Photography service for website, participants and their supporters, and organizers and staff	8/5/21	9/3/21	1 month	Videography and photography services confirmation	Technical Support Team	Contracted workers and volunteer staff

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WBS Code	Activity	Activity Definition	Start Date	End Date	Duration	Milestone	Assigned to	Resources
3.1.1	Create and promote website	Find vendor to create website. Purchase URL and work with vendor to develop site, particularly site structure and key information, including event specifics (dates, times, locations), contacts, pages for runner registration, and applications for vendors. Test all pages to make sure links work and information is easy to find.	1/1/21	1/31/21	1 month	Completed website	Marketing team	Web design team
3.2.1	Create and order print pieces	Find vendor to create print pieces (graphics, flyers, posters, and banners, as well as mile markers for race path); can be same as Web vendor if they offer this service. Work with vendor to make sure all key information is included and correct, and branded in the same way as the website. Order production of print pieces and get digital copies for social media distribution (below).	1/8/21	1/31/21	3 weeks	Completed graphics, flyers, posters and banners	Marketing team	Graphic design team
3.2.2	Distribute print pieces	Mail flyers to all sponsors and vendors to have them promote race. Give banners to Logistics Team to post the month before the race.	2/1/21	3/1/21	1 month	Mail flyers to sponsors/ vendors by 3/1/21.	Marketing team	Stamps and paid postage, give banners to Logistics Team to hang along route
3.3.1	Create radio and TV ads	Write scripts for radio and TV spots; make sure some encourage registration and others encourage community to come and cheer on runners and make them aware of road closures/diversions the day of/before the race. Find and hire talent to produce/record spots. Get digital copies of these to use on social media.	1/8/21	2/28/21	7 weeks	Completed radio/TV spots ready to distribute	Marketing team	Talent and producers

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3.3.2	Buy airtime to distribute advertising	Work with media buyer to purchase on-air time for radio and TV advertisements. Purchase spots in spurts, focusing first on registration and then on the day of the race. Check registrations through spring and increase advertising if registrations are stagnant.	2/1/21	9/5/21	5 months	Radio/TV spots on air through the summer. Can be scheduled by end of May but must air through day of race.	Marketing team	Media buyer
3.4.1	Create social media accounts	Register for social media accounts across various platforms with branded handles that reflect title of race.	2/1/21	2/8/21	1 week	Accounts set up on Facebook, Twitter, and Instagram	Marketing team	
3.4.2	Distribution of posts across social media	Repurpose flyers, graphics and radio/TV spots for posts on social media. Create original blog content to share on website and via social media. Schedule posts across social media throughout spring/ summer to promote registration for race and then day of race. Coordinate with radio/TV spots being aired and blog posts on website to keep message consistent across platforms. Share digital resources with vendors and sponsors for cross promotion.	3/1/21	9/7/21	6 months	Variety of AV content and written content to promote via SM posts on our accounts and others' to promote event. Can be scheduled by end of May but must go live through day of race.	Marketing team	Marketing people that work for vendors and sponsors
3.5.1	Create and order merchandise	Work with merchandise vendor to order t-shirts, key chains and water bottles. Use graphics created for website/print collateral.	3/1/21	3/31/21	1 month	All merchandise ready to distribute	Marketing team	Merchandise vendor

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3.5.2	Mail merchandise to runners	Distribute t-shirts, key chains, and water bottles with materials sent out with registration confirmations.	4/1/21	4/30/21	1 month	Mail merchandise by 4/30/21.	Marketing team	Coordinate distribution of merchandise with Runner Coordinator.
4.1.1	Contact and contract DJ	Finding and confirming DJ services for music during race and activities	8/6/21	9/5/21	8 hours	Completed setup of DJ booth	Activity Planning Team	Contracted workers
4.2.1	Set up Spectator activity booth	Area for spectators/supporters to create signs and posters; get face painted	8/23/21	9/5/21	2 weeks	Completed setup of sign booths and area with tables and materials	Activity Planning Team	Volunteers, markers, paint, face paint, poster board, rolls of drawing paper
4.2.2	Prepare Marathon Trivia	Game led by MC during the race where spectators/ supporters answer questions for prizes	8/2/21	9/5/21	2 weeks	Questions and prizes ready	Activity Planning Team	North Texas Food Bank staff
4.2.3	Organize volunteers for Spectator Activities	Volunteers needed to plan and purchase materials for spectator activities	6/1/21	9/5/21	3 months	Materials purchased and received	Management Staff	Volunteers, award items including trophies, certificates, medal, gift certificates, etc.
4.3.1	Plan award ceremony and details about award materials	Research costs and companies for awards/certificates purchase	6/1/21	9/1/21	3 months	Collected data	Management Staff	Volunteers. North Texas Food Bank Staff, Management staff
4.3.2	Organize volunteers to obtain trophy and certificates	Assigned volunteers will manage and organize award materials	7/1/21	9/5/21	2 months	Volunteers are recruited, award materials purchased and received in timely manner	Activity Planning Team	Volunteers, award items, research/ordering tools
4.3.3	Designate or find one or two hosts for award ceremony	Hosts announce fastest finishers and hand out awards/certificates	8/2/21	9/5/21	1 months	Host(s) are assigned, materials ready.	Activity Planning Team	Volunteers. North Texas Food Bank Staff, Management staff

The North Texas Food Bank Marathon: ALL FOR RUN AND RUN FOR ALL

WBS Code	Activity	Activity Definition	Start Date	End Date	Duration	Milestone	Assigned to	Resources
5.1.1	Assign medical team to follow runners to handle medical emergencies and set up mobile hospitals at appropriate intervals.	Medical support on standby for runners throughout entire course	7/5/21	9/5/21	2 months	Setting up of medical teams and mobile hospitals at successive intervals of marathon	Medical Team (Safety)	Medical team and mobile hospital
5.1.2	Contract Event Paramedic Services	Emergency Medical support with ambulance vehicles on site	7/5/21	9/5/21	2 months	Confirmation of Paramedic staff availability before and end of race	Medical Team (Safety)	Paramedic staff and volunteers
5.2.1	Create Emergency Information Maps	Maps made to show the location and phone numbers to hospitals/clinics, shelters, evacuation routes for emergency situations including printing and installation.	8/5/21	9/5/21	1 month	Completed maps posted in designate spots throughout course area	Risk Management Team	Team members /volunteers, Graphics/Printing services
5.3.1	Employ Event Security Services	Organization and communication strategy with policemen and firefighters to monitor, report any suspicious activities, perform bag checks when needed.	7/5/21	9/5/21	2 months	Successful establishment of required number of policemen and firefighters to handle suspicious activities in groups at the time of emergency.	Security Department	Contracted security staff with K9 patrol, collaborating local Policemen and Firefighters, and Volunteers
5.3.2	Organize installation and rental of drones and CC TV system	Approaching appropriate drones surveillance manufacturing team in order to invigilate and report suspicious activities	8/5/21	9/5/21	1 month	Successful installation and testing of Drones and Surveillance systems	Security Department	Contracted security staff , volunteers, surveillance and drone equipment

The Project Schedule is as follows:

PHASE 1

WBS Code	Activity	Start Date	End Date	Assigned to	Resources
1.1	Develop a course map	8/31/2020	9/18/2020	Logistics Team	Event Coordinator, Event Organizer, Event Assistants Materials: App to accurately map route; smart phone; computer
2.1.1	Approach previous sponsors and make agreements.	9/1/2020	11/30/2020	Sponsor team	Material: paperwork Meeting rooms Event Directors
2.1.2	Approach new sponsors, negotiate and make agreements	9/1/2020	11/30/2020	Sponsor team	Material: paperwork Meeting rooms Event Directors
1.1.1	Create a site plan	9/21/2020	10/02/2020	Logistics Team	Event Coordinator to create and share print and digital site map with security team Materials: Paper; computer
2.2.1	Draft budget	12/1/2020	12/31/2020	Finance Team	Finance Management team for managing the expenses

PHASE 2

WBS Code	Activity	Start Date	End Date	Assigned to	Resources
2.2.2	Recruiting additional staff for setting up race committee	1/1/2021	2/26/2021	Human resources	Meeting rooms for conducting interviews Internal selection committee for shortlisting applicants
3.1.1	Create and promote website	1/1/2021	1/31/2021	Marketing team	Web design team
3.2.1	Create and order print pieces	1/8/2021	1/31/2021	Marketing team	Graphic design team
3.3.1	Create radio and TV ads	1/8/2021	2/28/2021	Marketing team	Talent and producers
3.4.1	Create social media accounts	2/1/2021	2/8/2021	Marketing team	
3.2.2	Distribute print pieces	2/1/2021	3/1/2021	Marketing team	Stamps and paid postage, give banners to Logistics Team to hang along route
3.3.2	Buy airtime to distribute advertising	2/1/2021	9/5/2021	Marketing team	Media buyer
2.2.5	Oversee registration	2/1/2021	9/3/2021	Registration team	Event coordinators
3.4.2	Create and post content on social media accounts	3/1/2021	9/5/2021	Marketing team	Marketing people that work for vendors and sponsors
2.2.3	Assign roles and responsibilities	3/1/2021	3/15/2021	Scheduling team	Internal Personnel: Event Planners, Event Organizers, Production Managers.
3.5.1	Create and order merchandise	3/1/2021	3/31/2021	Marketing team	Merchandise vendor
1.2.1	Acquire all necessary insurance documents	3/15/2021	3/29/2021	Logistics Team	Event Organizer
2.2.4	Create tasks and timelines	3/15/2021	4/7/2021	Scheduling team	Internal Personnel: Event Planners, Event Organizers, Production Managers.

PHASE 3

WBS Code	Activity	Start Date	End Date	Assigned to	Resources
2.3.1	Make arrangements for conducting Expo	4/1/2021	5/31/2021	Event organizers	Convention owners
3.5.2	Mail race packages to runners	4/1/2021	4/30/2021	Marketing team	Coordinate distribution of merchandise with Runner Coordinator.
2.3.2	Shortlist vendors	5/1/2021	5/17/2021	Vendor selection committee	Vendor coordinators, Event managers, Event planners
1.2.2	Acquire necessary licenses and permits	5/24/2021	6/14/2021	Logistics Team	Event Organizer Materials: Computer and internet for submitting applications and receiving permits
2.3.3	Creating vendor agreements and contracts	6/1/2021	6/15/2021	Event administrators	External People like Lawyers. Internal People like Event administrators, Production Managers. Material: Paperwork
4.2.3	Organize volunteers for spectator activities	6/1/2021	6/15/2021	Management staff	Volunteers, required materials and equipment (awards materials, face paint, booth, poster, makers, etc.)
2.4.1	Collaborate and coordinate with third party labor workers	7/1/2021	7/15/2021	Event assistants	External personnel: Labor workers for installation third party workers.
4.3.2	Organize volunteers to obtain trophies and other award materials	7/1/2021	9/5/2021	Activity Planning Team	Volunteers, award items, research/ordering tools
5.1.2	Assign medical team to follow runners to handle medical emergencies and set up mobile hospitals at appropriate intervals.	7/5/2021	9/5/2021	Medical Team (Safety)	Medical team and mobile hospital
5.1.3	Contract Event Paramedic Services	7/5/2021	9/5/2021	Medical Team (Safety)	Paramedic staff and volunteers
5.3.2	Employ Event Security Services	7/5/2021	9/5/2021	Security Department	Contracted security staff with K9 patrol, collaborating local Policemen and Firefighters, and Volunteers

WBS Code	Activity	Start Date	End Date	Assigned to	Resources
1.2.3	Submit Outdoor Events Application	7/5/2021	7/12/2021	Logistics Team	Event Organizer Materials: Computer and internet for submitting applications
1.1.4	Do a test run	7/5/2021	7/19/2021	Logistics Team	Event Assistants
2.4.2	Plan after marathon schedule	7/15/2021	7/30/2021	Event assistants	Labor workers, Volunteers
1.1.3	Schedule road closures and secure signage	7/23/2021	8/5/2021	Logistics Team	Event Coordinator Materials: Flyers for notifying for businesses, residents, and churches within 1/4 mile area surrounding the event

PHASE 4

WBS Code	Activity	Start Date	End Date	Assigned to	Resources
1.3.1	Rent generators	8/2/2021	8/16/2021	Logistics Team	Event Coordinator
1.4.1	Rent essentials for site	8/2/2021	8/16/2021	Logistics Team	Event Coordinator
4.2.2	Prepare Marathon Trivia	8/2/2021	9/5/2021	Activity Planning Team	North Texas Food Bank staff
4.3.3	Designate or find one or two hosts for award ceremony	8/2/2021	9/5/2021	Activity Planning Team	Volunteers. North Texas Food Bank Staff, Management staff
2.4.3	Contact and contract videography/photography	8/5/2021	9/3/2021	Technical Support Team	Contracted workers and volunteer staff
5.3.4	Organize installation and rental of drones and CC TV system	8/5/2021	9/5/2021	Security Department	Contracted security staff, volunteers, surveillance and drone equipment

5.2	Create Emergency Information Maps	8/5/2021	9/5/2021	Risk Management Team	Team members /volunteers, Graphics/Printing services
4.1.1	Find a DJ	8/6/2021	9/5/2021	Activity Planning Team	Contracted staff for installation
1.2.4	Make information packets	8/16/2021	8/30/2021	Logistics Team	Event Assistants Materials: Paper, folders, printer
4.2.1	Set up Spectator activity booth	8/23/2021	9/5/2021	Activity Planning Team	Volunteers, markers, paint, face paint, poster board, rolls of drawing paper
1.1.2	Create a traffic control plan	8/23/2021	9/3/2021	Logistics Team	Event Coordinator
1.1.5	Mark booth locations, stations, and cheer spots; hang banners and put up mile markers	8/30/2021	8/31/2021	Logistics Team	Event Assistants Materials: Tape, tape measure
1.5.1	Set up stage and lights	9/1/2021	9/2/2021	Sound Team	Stage installation professionals
1.1.6	Coordinate installation of temporary accessibility ramps	9/2/2021	9/3/2021	Logistics Team	Ramp installation professionals
1.3.2	Inspect electrical system and stage	9/3/2021	9/3/2021	Logistics Team	Event Organizer
1.4.2	Set up equipment rentals	9/3/2021	9/4/2021	Logistics Team	Event Assistants
1.5.2	Set up PA system	9/4/2021	9/4/2021	Sound Team	Sound system professionals
1.5.3	Check PA system	9/5/2021	9/5/2021	Sound Team	MC

Please see Gantt chart Excel sheet for full schedule visualization. In the Gantt chart, to see a specific week within its Phase, please type a whole number ranging from 3-47 in "Display Week" (cell E4).

Budget summary

Activity	Details	Expense Type	Total
Site	Labor required to secure permits, permissions, and insurance; develop site plan; and coordinate rentals and installation.	Operating Expense	$17,436.84
Personnel	Staff including Event Planners, Event Organizers, Event Coordinators, Volunteers, NTFB officials and other third-party workers required for implementing the tasks.	Operating Expense	$65,042.80
Marketing	Capital expenses: Cost of URL and server space for website Operating expenses: Cost of creating website; creating and distributing print collateral and merchandise; creating of and airtime for advertising	Capital and Operating Expenses	$457,937.00
Spectator Activities	Estimated costs related to equipment rental, and personnel costs to accommodate spectators and participants in various activities	Operating Expense	$86,006.40
Security	Estimated costs for safety and risk management facilities, which includes medical teams, drones, emergency maps and surveillance systems.	Operating Expense	$30,900.00
		Total Estimated Costs	**$ 657,323.04**

See Excel sheet for full breakdown of line-item costs and explanation of how costs were derived and assigned.

Closure and Lessons Learned

Project checklist

No.	Due Date	Activity	Status	Completed
1.	10/2/2020	Course map and site plan created	In progress	☐
2.	11/30/2020	Sponsor agreements completed	Not started	☐
3.	12/31/2020	Budget drafted	Not started	☐
4.	1/31/2021	Website created	Not started	☐
5.	2/26/2021	Staff recruitment	Not started	☐
6.	2/28/2021	All TV/radio advertising spots ready to air or be shared on social media	Not started	☐
7.	3/31/2021	All digital and print collateral in hand or mailed to sponsors/vendors	Not started	☐
8.	4/7/2021	Tasks and timelines	Not started	☐
9.	4/30/2021	All merchandise mailed to runners	Not started	☐
10.	5/31/2021	Expo arrangements	Not started	☐
11.	6/15/2021	Vendor shortlisting and agreements	Not started	☐
12.	7/5/2021	Provision of Security Services	Not started	☐
13.	7/5/2021	Assign Medical Teams for the volunteers	Not started	☐
14.	7/12/2021	All necessary insurance, licenses, permits and applications submitted and acquired	Not started	☐
15.	7/15/2021	Third-party labor workers	Not started	☐
16.	8/5/2021	Road closures scheduled and signage secured	Not started	☐
17.	8/5/2021	Emergency Maps Assortment	Not started	☐
18.	8/5/2021	Installation of CC and TV services	Not started	☐
19.	9/1/2021	Research costs and companies for awards/certificates purchase	Not started	☐

20..	9/4/2021	All equipment (generators, electricity, stage, and PA system) secured for race route	Not started	☐
21.	9/4/2021	Race route prepared	Not started	☐
22.	9/5/2021	Volunteers organized for spectator activities (face painting/posters)	Not started	☐
23.	9/5/2021	DJ contracted for 8-hour assignment on race day	Not started	☐
24.	9/5/2021	Prepare Marathon Trivia with volunteers	Not started	☐
25.	9/5/2021	Assigned volunteers will manage and organize award materials	Not started	☐
26.	9/5/2021	Designated host(s) announce fastest finishers and hand out awards/certificates, thank you speech to stakeholders, sponsors, and volunteers	Not started	☐

Lessons learned

Success stories

- Planning more than a year out makes sense for this large of an event, particularly for its first year. It allows organizers to develop relationships with the city, sponsors and vendors long before needing to market the event to outsiders.
- Following a hybrid methodology has worked well for the completion of the project. Initially, there was a confusion between selecting agile or waterfall methodology. In the software industry, it is obvious to follow agile so that there is no lag in the productivity, but since this a project which involves internal administration works such as scheduling, auditing, and paper works, and also external works like arrangements on site for the marathon, the team came up with the hybrid methodology, and the results were good.
- The other difficulty was whether to divide the work/tasks of the project into Deliverable-Based or Phase-Based methods. There was a confusion between which one to choose as both seemed to work fine. After coordination and taking suggestions from each team member, we have finalized using a Deliverable-based method as it breaks down the whole project structure into a systematic manner.

Breaking down the work structure by following the Deliverable-Based method helped to divide tasks among team members easily, which helped us get a clear picture of our deliverables in each major section of the project.

- Gantt charts and other visualizations make it easier to explain the project organization to others, particularly clients, sponsors and vendors.
- Response times were amazingly rapid allowing for different stages of planning to be completed in an efficient manner. Communication is difficult at times, but a necessary tool. Thanks to technology, team members were able to bring up concerns and resolved any and all issues conveniently during the planning stages. To gather information related to the budget, vendors located out of city and state were contacted with ease. Because there were two meetings a week via Zoom and GroupMe, discussion and sharing of ideas were done on a regular basis.
- The team implements the concept of valued diversity where the contribution of the team members was not specific to a single task. The reason for this positive design is the special and productive contribution made in all tasks by the valuable team members.

Ways to improve

- It is difficult to plan an accurate timeline early in the planning process. We only really understood the full timeline after we created the breakdown and schedule.
- We did not implement specific software like MindView or any other ones available on the internet. Initially, we thought this would not matter much. Later, we realised that if a software like MindView is used to create the work breakdown structure, it would automatically help us create the schedule and budget, as well as many other features, like creating Gantt charts or milestones, in a professional format.
- More time was needed to obtain cost estimations which was not anticipated. There were difficulties in estimating costs for specific resources related to specific tasks. In our project, the same personnel were being used for multiple tasks. For example, event planners, event managers, and event coordinators work together for completion of a task. So estimating the total number of hours spent for the respective tasks would only work if the person is hired on an hourly basis; it does not work fine if the person is hired on a full-time salary basis. This created a little confusion and made us hire people only on an hourly basis.

- The marketing budget is out of control. The largest cost by far is mailing the merchandise to runners after they register; purchasing and mailing t-shirts, key chains and (the big one) water bottles gets expensive quickly, along with postage costs. Costs can be reduced by trimming advertising (no television spots) and merchandise (eliminating water bottles, which also reduces shipping/packaging costs). Organizers can also approach various vendors for reduced rates on products and services if listed as a sponsor on t-shirts and marketing collateral (website, flyers, etc.).
- Certain technical aspects of site setup proved to be challenging when it came to estimations of dimensions requested by the vendor. Having information that was as specific as possible was helpful in obtaining estimates for equipment rental.
- Testing of the design was not performed on different users. The engagement of different types of users will help the team better understand requirements of the end user.

Final thoughts about the project

- Given the relatively small cost difference between using staffers and vendors for various marketing projects, it would be better to use vendors as the event becomes established, then consider hiring staffers to do some work in house as it becomes more clear how a full-time worker could be used both in marketing and other departments.
- Any large project, especially one that is planned over more than a year, needs to be fluid. Regular communication with the client, as well as monthly or bimonthly team meetings, with weekly meetings in the final month leading up to the race, ensures that all tasks are being completed and that the team is on target to meet the final deadline: Race day!
- Working in teams has helped a lot as it reduced a lot of time. If done by an individual it would have been a hectic task. With coordination, the various inputs and ideas from team members overall helped to improve the team's skills and abilities.
- By using accessible programs and apps such as Google Docs, Google Sheets, and Excel, everyone was able to be part of this huge endeavour. Ideas and information were typed up and shared. Work could be done simultaneously with multiple members accessing a document. Not only was this helpful in

transforming ideas into a tangible form, team members were able to see possibilities in approaching different tasks whether it was the Work Breakdown, Schedule or the Budget. The output showed a weekly progression that still could be revisited for additional revisions and/or updates. Each member's input and participation was greatly valued.

- Using project management software like Mindware, it is highly recommended for easy modifications and various graphic presentations. A variety of open source PM software is available free of cost and could reduce time spent on revisions drastically, especially if this type of project is managed by one or two people.
- To create this design, the team has chosen an iterative approach. At the end of each iteration every design variable is tested for efficiency and compatibility. Therefore, at the end of each process we could achieve full productivity and raise trust in us.

References

Turner, J. (2014). Finish [online image licensed under CC by 2.0]. Flickr.

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