

Riverside

ADVENTURE COMPANY

from the desk of

**DAVID
DECOTEAU**

February 10, 2014

Event Management Proposal

EVENT:

Thank you for considering Riverside Adventure Company (RAC) for your event management needs.

Since all events are unique, and no two organizing groups require the same amount of organizational help: RAC's Event Management Contract is arranged similar to an "a la carte" menu.

address:

100 D & H Avenue
P.O. Box 432
Riverside, PA 17821

cell: 570-854-2437

email: David@RiversideAdventureCo.com

Website: <http://riversideadventure.co/RAC/>

Event details:

Date: unknown.

Website address - unknown.

(PROJECTED ATTENDANCE: T.B.A.)

THIS CONTRACT IS LONG, but it's well worth taking the time to read it ALL very carefully.

Over our 25 years as contractors, RAC has realized that EXPECTATIONS ARE EVERYTHING! This is true in both event management and Client/ Contractor relations. If everyone goes into this monumental undertaking with eyes open and a clear vision of what it takes to be successful: we are all more likely to be pleased with our results.

To use this contract:

Simply read through the following pages and check off the services you require (or think you require). By the end of this process, we hope to accomplish the following:

- Inform our clients in regard to what it involved and possible in regard to event management.
- Help you create a custom contract.
- Help you create a custom estimate of costs.

So get a nice cool (or warm) drink, a comfortable chair, and begin your journey into the exciting world of Event Production and Management!



Contractor Preferred Sample Timetable and RAC payment schedule

90 Days Before Event - 25% of contract amount due to RAC

Race course scouted, problems identified and working plan formulated
Active.com and race website content verified and updated as needed; all links verified as working correctly

30 Days Before Event

T-shirt and award designs finalized and approved by MARC Director
Awards ordered
T-shirt order placed (quantities approved by MARC Director)
Racer bibs and other required supplies ordered
Website content updated as needed
Race photographer/entertainment/etc. obtained (coordinated with MARC Director)
Vehicle/equipment inspections; repairs or replacements completed as needed

10 Days Before Event - 25% of Contract amount due to RAC

T-shirts picked up
Awards picked up/received
Awards ceremony planning complete
Volunteer/staffing commitments secured
Website content updated as needed

48 Hours Before Event

Volunteer/staff final assignments made
Pre-race detailed email sent to all preregistered racers
Active.com online registration link closed
Website content updated as needed
Pre-race meeting with MARC Director and other race organizers

----- Event Date (see page 12 for specifics in regard to "race day tasks") -----

24 Hours After Event

Excel formatted results (using MARC template) provided to MARC Director
Race results and initial post-race commentary posted to race website and RTRS Facebook page

72 Hours After Event - Balance of Contract amount due to RAC

Race photos from racers posted to race website and RTRS Facebook page
Detailed post-race commentary posted to race website; corrections made as needed to results
Post-race commentary/suggestions/problems reported to MARC Director
All RTRS race equipment cleaned and stored

10 Days After Event

Race website updated for 2014 event; all registration links updated
Active.com registration link updated for 2014 event



A Typical sample division of tasks between RAC and a Race Client.

For illustration only. Your needs will vary.

2013 RAC / CLIENT BREAKDOWN OF RESPONSIBILITIES		
CLIENT	TASK	RAC
X	grant writing / reporting	
	logos and graphic design (MARC to provide existing information)	X
	music	X
	parking setup and staffing	X
	photographer	X
X	planning meetings	X
	promotions - email (MARC to approve all advertising messages)	X
X	promotions - other	X
X	promotions - print and mail	X
X	promotions - television	
X	promotions - web	X
X	race insurance	
	race packets (organization, pre-race stuffing and day-of-race distribution)	X
X	racer relations	X
	registration - day of	X
X	registration - mail	
	registration - online	X
X	relations - event partners	
X	relations - existing sponsors	
X	relations - Medical staff/Ambulance	
	relations - landowners, facilities	X
X	relations - Visitors Bureaus	
	rental equipment (tents, porta-johns, etc)	X
X	sanctioning (if applicable)	
	scoring - day of	X
X	scoring - Over riding bodies or series	
	setup of arch	X
	setup of fencing	X
	setup of start / finish area	X
	setup of water stops	X
X	sponsor recruitment	
	timing	X
	transportation (materials and racer sag support)	X
	t-shirts (MARC to purchase shirts; Contractor to design, order and pick up)	X
X	volunteer communications	X
X	volunteer task assignment	X
X	walvers / legal	
X	website management	X



Equipment -

This is a large category of event management and is sometimes not completely considered before making final plans. This is your opportunity to see what is possible, why it's necessary and what it costs.

***NOTE* - Throughout this proposal, this margin area will be used to create and tally your custom event management program.**

Check the boxes that you think you need

Total costs for each item and get a total for each page. At the end of the process, total all the pages to see your estimate.

Determine if your needs area realistic with your potential revenue. If not, go back and "tweak" your proposal until you find a combination that works for your event and your Organization.

Timing

Your final bill will be calculated by totaling 1 + 2 + 3 + 4 from below:

(See page 5 for details of each of these items below)

1. RAC reservation charge **\$350.00**
* can be additional charges if venue is further than 25 miles from Danville, PA.
2. RAC \$1.00/registrant.
3. RAC \$1.50 each "day of race" registrant.
4. (Optional) - RAC tear-off tag generic bibs c.35 each.

Total This page = \$ _____

Timing

Presently, RAC uses a Winning Time passive chip timing system that can accommodate up to 1,000 participants. This is a state of the art system that excels in running races applications, but also can be used for cycling applications.

Riverside Adventure Company Staff has been organizing races for over 10 years and broke into the timing end of the business 3 years ago (out of necessity). Today, we offer both a primary and secondary "failsafe" analog timing for each race.

The system can be used on all types of terrain, provided Race Directors advise RAC in regard to layout of the course prior to the event.

Basic timing equipment that is used on all timing contracts:

- Winning Time Chip System - which includes:
 - 2 - all weather mats - to register chips
 - 1 - all weather timing box - to recognize chips and record times
 - 1 - all weather battery supply box - to supply constant power to the timing system in all conditions for up to 8 hrs.
 - 1 to 1000 chips - as advised by the Race Director
- High visibility timing clock - located at the finish line. Can provide time up to 8 hrs. without needing a power supply.
- Printing stopwatch - used to announce finish times and record back-up
- Analog system as a secondary "check" in the event of catastrophic failure of the primary system (boards and rip-off bib strips)

***NOTE** - RAC Presently CAN NOT time Triathlons or other multi stage events that require leg times, splits or other complicated timing solutions. Eventually, that may be a service that RAC will add.



Equipment - Continued

Additional Race Timing Information



1. RAC charges \$350.00 to contract and reserve a date to races within 50 miles of our address. Additional charges for transportation and lodging can apply to clients that are further than 50 miles from our location. This payment is due when RAC adds the race to our scheduled events (prior to the event date).

2. RAC also charges \$1.00/registrant. This number will be calculated from the spreadsheet submitted by the Race Director. The list of participants must be electronically submitted to RAC as a CSV Excel spreadsheet following the following timetable:

1 - 100 participants: 24 hrs prior to the gun time.

101 - 250 participants: 36 hrs. prior to gun time.

251 - 500 participants: 48 hrs. prior to gun time.

500 - 1,000 participants: 48 hrs + periodic updates in the week leading up to the event.

3. RAC can accommodate "day of race" registrants that sign-up just prior to the event. RAC charges \$1.50 for each "day of race" registrant. Both \$1.00/registrant and the \$1.50/"day of race" registrant charges will be calculated after the race, and an invoice will be sent. This invoice will due within 30 days of the race date.



4. (Optional) - RAC can provide tear-off tag generic bibs ¢.35 each. Must be ordered in packs of 50. No returns. Race organization is still responsible to fill out bibs with name, age and gender of each racer.





Equipment - Continued

Cost Calculation Area

Use this chart to determine your race needs and approximate costs. Check off the equipment you want included in your contract.

- 1991 Ford
- 1996 GMC
- 2004 Ford
- 12K trailer
- 2K trailer
- 5K trailer
- Kubota

**GRAND TOTAL
VEHICLE /
MOBILIZATION COSTS**

(from right) \$ _____

Vehicles / Mobilization

Some races require the mobilization of large amounts supplies and equipment. RAC has a variety of equipment to use for your event. The equipment available to your event is listed below:

DESC.	RATE X	HRS =	TOTAL
1991 Ford F250 Pick-up Truck (stick shift)	\$35/hr		\$
1996 GMC 2500 Pick-up Truck	\$35/hr		\$
2004 GMC 2500 Pick-up Truck	\$35/hr		\$
2006 Ford 15 passenger Van	\$40/hr		\$
12,000 lb. capacity, 14' trailer	\$10/hr.		\$
2,000 lb. capacity, aluminum frame trailer	\$5/hr.		\$
5,000 lb. capacity, steel frame trailer	7.50/hr.		\$
Kubota model 3250 loader/backhoe	\$35/hr		\$

Total \$ _____



Notes in regard to equipment:

- All Vehicles and equipment owned by RAC MUST be operated by someone from the RAC staff. For labor rates, see page 10.
- All motorized Equipment shows a rate that is "running time" Therefore, vehicles that are not running do not cost extra dollars to our clients.
- All non-motorized equipment charges are by the hour.
- All motorized equipment must be returned with a full fuel tank.
- Any damages to equipment caused by the event (and not simple transport) will be the responsibility of the client.



Equipment - continued



Race Accessories

- sometimes additional gear is needed to conduct a professional event. RAC can quote prices to supply the following:

Cost Calculation Area

Use this chart to determine your race needs and approximate costs. Check off the equipment you want included in your contract.

- Inflatable Arch \$300./day
- Bike Racks \$10./sec./day
- Crowd Fence \$7.50/sec./day
- Easy Up Tent \$25./day

HUGE Inflatable Archway - This archways is Blue and Green in color and includes velcro and grommet areas where Organizers can attach banners and other promotional pieces to give visibility to their event, their brand and their sponsors. Dimensions of the velcro and grommet areas can be provided by request. The Arch is \$300.00 for the day.

Bike racks (at right) can also be used to hang crowd control barriers - Up to 250 bicycles can be hung on these easy to assemble, all steel racks. Each section is approx. 10' long



Bike racks are \$10./section/day, plus delivery.

Crowd control fence (see left) - We have 300' of 3' high X 25' long durable vinyl mesh fence sections. Install using stakes or on existing fence using the grommets. Ton's of applications. Cost is \$7.50/section/day.

GRAND TOTAL ACCESSORIES COSTS

\$ _____



Portable 10' X 10' "easy-up" tent shelters (see top photo, left) - Easy to set-up, easy to take down. Quick, portable shelter. \$25.00/day

NOTE - All rental items require a refundable deposit that will be promptly returned after the rental equipment has been returned without damage. Any damages to the rental equipment will be the responsibility of the Client to have repaired to the satisfaction of RAC. Shoddy repairs will not be acceptable.



Event Management Labor

Cost Calculation Area

Check the items you want for your event.

Use this column to help you develop an Event Management Production Schedule and Estimate that works for your organization.

All costs are calculated using \$35/hr.

Item	hours	Total
<input type="checkbox"/> Grant writing	8	\$240.
<input type="checkbox"/> Graphic Arts	8	\$240.
<input type="checkbox"/> Music	2	\$70.
<input type="checkbox"/> Parking	3	\$210.
<input type="checkbox"/> Photographer	2	\$70.
<input type="checkbox"/> Meetings	5	\$175.

Promotions - see various options below:

<input type="checkbox"/> Email	5	\$175.
<input type="checkbox"/> Brochures	5	\$175.
<input type="checkbox"/> Posters	5	\$175.
<input type="checkbox"/> Radio	4	\$140.
<input type="checkbox"/> Website (separate contract)	20	\$700.
<input type="checkbox"/> Social media	4	\$150.
<input type="checkbox"/> Billboards	12	\$420.
<input type="checkbox"/> TV	8	\$280.

Total This page = \$ _____

Event Production Planning and Management

Your event will need a lot of planning. RAC encourages all of our clients to plan on a FULL YEAR to plan and produce a successful event. Unfortunately, the world is not a perfect place, and sometimes events need to be planned in less than ideal circumstances and under tighter timetables.

Below is the expanded list of tasks that someone will need to complete before a successful event is possible. These tasks are also listed in different formats in the "typical Sample Division of Tasks" sheet on page 3 and the "Preferred timetable" sheet on page 2.

This list will be organized to work specifically with the "Preferred Timetable" sheet, as it is most chronological.

THE COSTS AT LEFT DO NOT INCLUDE THE ACTUAL COSTS OF THE ITEM. THESE ARE PLANNING COSTS ONLY.

Grant writing - If you are a non-profit, you might be able to apply to various organizations to help off-set the costs of your event. This needs to be worked into your planning very early as most cycles are yearly in frequency.

Graphic Arts - Events need graphics. You want to be easily recognizable and stand out from the rapidly growing crowd of other events. RAC can do certain Graphic Arts tasks in house and some might need to be outsourced. Each event is different, but, for planning sake, you need to assign a number to this area if graphic arts are something you will require.

Music - Every event needs music or entertainment for it's participants and fans. You want to create an atmosphere of fun. This needs to be arranged early, as performers can become "booked" quickly. The cost estimate at left DOES NOT include the actual cost of the performer, as that cost can vary widely.

Parking - Set-up and staffing - This can be a big problem as an event grows. If you don't address this early, you can incur unforeseen costs of bussing or other fees or charges.

Photographer - Everyone likes to see good photo of themselves after an event. Photographers all make different arrangements and have different philosophies about their artistic property. Finding the right Photographer can be a bit of a process.

Meetings - Yes, there will be meetings. Lots of meetings. Fire police, municipalities, volunteers, timers, sponsors, etc. This all takes time and needs to be considered in your event management contract.

Promotions - Posters, brochures, flyers, email blasts, social media, Radio, television, billboards, and more. These are all methods RAC has used to get the word out about our races. We need to create a "right sized" promotions package for each race. The prices at left are only for creating the design, arranging productions, and distribution.



Event Management Labor - continued

THE COSTS AT LEFT **DO NOT** INCLUDE THE ACTUAL COSTS OF THE ITEM. THESE ARE **PLANNING** COSTS ONLY.

RAC does not take care of accounting or bill paying services of our events.

Cost Calculation Area

Check the items you want for your event.

Use this column to help you develop an Event Management Production Schedule and Estimate that works for your organization.

All costs are calculated using \$35/hr.

Item	hours	Total
<input type="checkbox"/> Race Insurance	4	\$140.
<input type="checkbox"/> Race Packets	5	\$175.
<input type="checkbox"/> Registration	2	\$70.
Relations		
<input type="checkbox"/> Racers	3	\$105.
<input type="checkbox"/> Partners	2	\$70.
<input type="checkbox"/> Medical	2	\$70.
<input type="checkbox"/> Owners	2	\$70.
<input type="checkbox"/> Rental Equip	2	\$70.
<input type="checkbox"/> Sanctioning	5	\$175.
<input type="checkbox"/> Waiver/legal	4	\$140.

Total This page = \$ _____

Race insurance - All races need insurance. This can be a daunting task and needs to be addressed prior to considering an event. Insurance costs can cripple an event to the point that it is no longer viable.

Race Packets - Sometimes the sponsors of an event require the Organizing body to include information about their business in the form of a "Race Packet". Creating packets is a time consuming job. Collecting the promotional pieces from Sponsors can also take time.

Registration - "Day of", mail, online - Someone has to maintain the database of registrants. This needs to be accurate at all times to effectively promote the race and to produce accurate results post race.

Relations

- *Racers* - have questions that need to be answered in a timely way. This takes time and resources.
- *Event Partners, Existing sponsors* - Races gather a collection of businesses, sponsors, fans, regulatory bodies and interested parties as they grow. These relations need to be maintained.
- *Medical staff* - Just knowing to dial 911 might get you by for a year or two, after that, your participants will come to expect a higher level of medical readiness. This needs to be arranged, teams briefed and coordinated.
- *Landowners, facilities, etc.* - Every event has a course or a location or both. Someone owns those pieces of property or facilities. Rents need to be negotiated and terms set for payments and a plan implemented to return the property in good condition.

Rental equipment - Porto potties, crowd barriers, tents, heaters, generators, extra trucks, water tanks, washing stations, etc. All need to be envisioned, and arranged well in advance of an event.

Sanctioning - Some events can be qualifiers for bigger events or series. Sanctioning can become a very time consuming proposition, but it also can give your race a higher status that can pay big rewards by making your race attractive to a new group of people.

Waivers/legal - Sadly, this is part of the job. We live in litigious times. Liability needs to be minimized and protections maximized. Waivers get different opinions from different lawyers. But can it hurt to have one?



Event Management Labor - continued

Cost Calculation Area

Select the labor you need for your event, estimate hours, and calculate an approximate cost:

Vehicle Drivers

_____ @ \$25/hr X _____ hrs. = \$ _____

Special Drivers

_____ @ \$25/hr X _____ hrs. = \$ _____

Flaggers

_____ @ \$25/hr X _____ hrs. = \$ _____

Volunteers

_____ @ FREE X _____ hrs. = \$ FREE

“Volun-paids”

_____ @ \$10/hr. X _____ hrs. = \$ _____

“Pro-Partiers”

_____ @ \$10/hr. X _____ hrs. = \$ _____

Summary Staffing - Race Day

Total number people needed from above

Total This page = \$ _____

Day of Event Labor

Labor is increasingly difficult to find for events. RAC has established a good network of sources of labor, and we enjoy working with volunteers recruited by our Clients.

Drivers - Two types:

- Vehicle Drivers - Will possess a valid drivers license and good driving record. RAC can (and must) furnish drivers for our equipment. Other, client selected drivers can be utilized using their own vehicles or rental vehicles.
- Special Drivers - Equipment operators, SAG qualified mechanics etc, can be furnished by RAC, but in most cases, the per/hour charge will be higher.

Flaggers - PennDot clearly states that it is illegal for volunteers to direct traffic during an organized event. As a result, Race Organizers are forced to either retain and recruit qualified volunteers, or retain the services of a paid and properly trained flagging staff.

Volunteers - RAC is more than happy to work with Volunteers. However, it is not the responsibility of RAC to produce volunteers for your event. RAC has found this task increasingly difficult over the years, and therefore can no longer confidently promise any number of volunteers on race day. Volunteers are great, but sometimes, they are worth every cent we pay them.

“Volun-paids” - RAC can and will provide any number of low-cost “Volun-paids”. We call them “Volun-paids” because they technically aren’t being paid. They are volunteering their time. However, it is the policy of RAC to send these organizations that participate in our program a contribution for their time. This is a similar arrangement to what most organizations have with their local Fire Police. We just have a few extra pools of interested parties.

“Pro-Partiers” - RAC has access to a pool of people with the special knack for getting a party started! Sometimes, having the right people in place to get things going makes all the difference. If you’re trying to create a “party atmosphere” at your event, RAC has a solution for you.

“Pro-partieirs” are basically compensated in the same way as “Volun-paids” (see above). This explains the pricing structure.



Fund Raising Sponsorship Solicitation



Your organization might want to have RAC do all of your sponsorship solicitations for your organization. Your organization might want to do all your sponsorship work “in house”. Or you might have some solution in between.

RAC provides the chart below to give our clients and idea of our fee structures for our typical client.

There are advantages and disadvantages of using an outside party to solicit funds. Please discuss the topic before making a final decision.

Donation	Finder's %	Amt.	Scale	Next break level
First \$250	50%	\$125.00	\$125.00	out of \$250
Second \$250	45%	\$112.50	\$237.50	out of \$500
Third \$250	40%	\$100.00	\$337.50	out of \$750
Fourth \$250	35%	\$87.50	\$425.00	out of \$1000
Fifth \$250	30%	\$75.00	\$500.00	out of \$1,250
Sixth \$250	25%	\$62.50	\$562.50	out of \$1,500
Seventh \$250	20%	\$50.00	\$612.50	out of \$1,750
Eighth \$250	18%	\$45.00	\$657.50	out of \$2,000
Above \$2000	18%			
Donation of \$5000 will have finder's fee of		\$1,215.50		
Donation of \$10,000 will have finder's fee of		\$2,097.50		



Race Day Task - For illustration purposes only (Your race may vary).

Typical Race Day tasks for Event manager

- Pre-race volunteer and staff orientation and assignments – Completed in partnership with Organization Director.
- Clear and mark trails and/or road – As dictated by municipalities, partners and property owners.
- Set-up race headquarters – A location is needed with tables, supplies, facilities and amenities that make registration possible in all circumstances.
- Set-up/take down inflatable arch – (optional).
- Set-up/take down vinyl snow slide – (optional)
- Pre-Race meeting.
- Set-up/tear down fencing, flags, tents, tables, chairs etc. as the event dictates. Clean-up.
- Distribute Race packet (goodie bags) .
- Cleaning/storage of race materials – including, but not limited to: water/Gatorade coolers, arch, banners, flags, tents, tables and chairs.
- Registration – Check-in of preregistered racers. Registration of day-of-race entrants. Distribution of t-shirts, timing chips and other items as needed. At least four staff/ volunteers needed here.
- Transportation – This includes sag support for racers and shuttling volunteers, workers and materials to their remote locations. Contractor must have the capability of moving no less than 10 people at any one time.
- Make sure drinks and food are sufficient and in place as per the race plan.
- Make sure entertainment is set up. This will likely involve a stereo or other sound system playing from an iPod or other source unless Client instructs otherwise.
- Make sure volunteers are dressed according to the theme of the race and the wishes of the Client.



Contract Documents

RAC includes this so our Client is aware of our contract.

General Conditions

Event Management

The contract term shall extend from _____ to _____
today event date

This contract may be withdrawn by

Herein referred to as "Client"

for any reason for a period of forty eight (48) hours after the time of signing. After forty eight (48) hours from signing, this contract may not be withdrawn.

Event management services shall be provided for

Event Name

Services required for this event are outlined in the following contract documents:

1. _____
2. _____

Should it be determined or decided that the Client need addition Event Management Services above and beyond the outlined services listed in this contract, then a Work Change Order will be created by RAC. Additional services shall be performed only after a written change order is created by the RAC, and signed by an authorized Representative of the event. Work Change Orders will be either a set bid or shall be compensated on a time and materials basis as determined by the language in the Work Change Order.

If for any reason a race is **cancelled** by the Organizing entity or Benefactor of the event, RAC is entitled to submit an invoice for time and materials used to the date of the event. Rates for labor and equipment are outlined in this document and will be billed accordingly.

The Contractor shall supply all necessary labor, equipment and materials as specified in this contract. Equipment shall be available for inspection at the request of the Client.

Fees for timing services will vary depending on actual attendance at the event. RAC must adjust invoices accordingly. All other fees to remain as documented on submitted bid forms, unless changes are pre-approved in writing by the Client.

If the RAC employs subcontractor(s) to complete the specifications of the event management proposal, the subcontractor(s) must be listed on the 'signature page' of this contract. Subcontractors are subject to the same rules and conditions as the primary contractor, including required proof of insurance. Unapproved subcontractors may be rejected by the Client provided the Client notifies RAC in writing of their request and gives 14 days for action.



In Client will name a Lead Person to work with RAC on the Management of this event. Should that person not be able to perform their job responsibilities, RAC would require a new person be named within 7 days, in order to keep event schedule timelines.

Signatures and Hold Harmless Agreement.

By signing this contract, I am stating the following:

1. I am the Race Director or other organizationally qualified individual authorized to enter into this agreement.
2. I understand that events (especially timed events) have liability. As an authorized decision maker and signer for the organizing entity, I hereby waive and release Riverside Adventure Company, Beliza LLC, Earthscapes and all other businesses, organizations and affiliates of David Decoteau, Morgan Decoteau or associated individuals from any suits, claims or liability inherent in this event. I hereby agree that the organizing entity is SOLEY responsible for any injury, death or damages that might arise as a result of this event. The organizing entity holds Riverside Adventure Company et al. harmless in the event of any legal action by any party.
3. I agree to all fees outlined above and timetables for payment.

_____	_____
Authorized signer for Organizing Organization	Date

Riverside Adventure Company will furnish insurance certificates evidencing General Liability Insurance coverage, Automobile Insurance coverage and Workers' Compensation Insurance coverage.

RAC Subcontractors list:

- | | | |
|----|------|------|
| 1. | Name | Task |
| 2. | Name | Task |
| 3. | Name | Task |



Blank Spreadsheet

- use this to develop a level of event management that works for you and your organization.

RAC / CLIENT BREAKDOWN OF RESPONSIBILITIES		
CLIENT	TASK	RAC
X	accounting	
	awards (trophies, medals, etc; MARC to purchase; Contractor to design, order and pick up)	
X	capital purchases	
	costumes / mascots (MARC to provide costumes as needed)	
	course marking (paint, signs, etc; MARC to purchase supplies)	
	emergency services (ambulances, police, fire police, etc)	
	event permitting	
	grant writing / reporting	
	logos and graphic design (MARC to provide existing information)	
	music	
	parking setup and staffing	
	photographer	
	planning meetings	
	promotions - email (MARC to approve all advertising messages)	
	promotions - other	
	promotions - print and mail	
	promotions - television	
	promotions - web	
	race insurance	
	race packets (organization, pre-race stuffing and day-of-race distribution)	
	racer relations	
	registration - day of	
	registration - mail	
	registration - online	
	relations - event partners	
	relations - existing sponsors	
	relations - Medical staff/Ambulance	
	relations - landowners, facilities	
	relations - Visitors Bureaus	
	rental equipment (tents, porta-johns, etc)	
	sanctioning (if applicable)	
	scoring - day of	
	scoring - Over riding bodies or series	
	setup of arch	
	setup of fencing	
	setup of start / finish area	
	setup of water stops	
	sponsor recruitment	
	timing	
	transportation (materials and racer sag support)	
	t-shirts (MARC to purchase shirts; Contractor to design, order and pick up)	
	volunteer communications	
	volunteer task assignment	
	waivers / legal	
	website management	