

# RACE PROMOTION





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## FOREWORD

The race is the core. Without races—good, smoothly-running races—there obviously is no competitive sport.

A shortage of these races is the only thing that will keep racing from what it can become—unlimited opportunity for runners on any level, anywhere they live.

Unfortunately, the number of runners is growing far faster than the machinery that handles them. The promotional side of it hasn't kept pace with the running side.

The growth hits the promoters hardest. Big races are exciting to run. They set the competitive juices to flowing in a way no little one can. But each new runner adds to the director's miseries.

We noted in *Runner's World*, "Officiating races has gotten to be as much an endurance activity as running them. . . . That's the problem officials—and ultimately runners themselves—increasingly will face as the sport grows. The root of it is this: there are more runners anxious to race than there are people willing to promote races for them. The established races and their officials take the strain of the growth, while new races—the best hope for easing that strain—don't start because the task appears too monstrous and their own resources too few."

"Clearing the Racing Logjam" was the title of that article. There are two ways to do that: Handling the crowds more effectively and starting new races to redistribute the running population.

Both approaches require good people who are willing to take on an often thankless job. And they need new techniques of organization that make the job easier and more efficient than it now is. This booklet advises those people on those promotional methods.

There aren't many professional promoters in this sport. Runners themselves do most of their own promoting. And nearly everyone who runs will eventually get his turn on the other side of the stopwatch. It's an enlightening experience that every runner should have at least once. It shows a side of racing that runners may take for granted.

Unless you're a rare professional promoter (who won't need this booklet anyway), the dilemma is obvious: Too many runners, not enough help; too many expenses, not enough income; too much work, too little time.

The race promoting techniques listed here are the ones that help officials operate best within these limitations. They're based on the competition-tested methods now being used by successful directors—and on the experience of *RW*'s staff members in running races, writing about them, and doing the organizing in a region plagued by big-field headaches.

We're emphasizing the bare necessities of race promotion, which are the same whether the meet is a local Fun-Run or a national championship. You can refine them to fit your situation, but the basics don't change. Underlying it all is the promise of giving each runner the chance for an unobstructed run and an accurate result. That's the idea of racing.

# Chapter I

## THE PROMOTER'S ROLE



Dave Prokop (r) directs the unique Springbank races, which draw top runners like Frank Shorter (l). (Rick Levy photo)

# NOW YOU'RE A DIRECTOR

It's starts as an idle suggestion, "Let's put on a race out there. It's an ideal course. I think we could draw a lot of people."

You decide on a road run, to keep things simple. Then one of the other runners says, "Okay, since it's your idea, you can be the director." The others are quick to second the nomination. You shrug a "why not?" and you're a race director and had no desire to be one. You're it.

The job is to put some meat on this idea of yours. Create something—an event. Bring people together at one time and place.

There's a certain feeling of power in this, rounding up a couple of hundred runners, starting them when and where you want them to start, sending them where you want them to go, and stopping them on command. It sounds kind of exciting when you think about it.

"Hey, this is a lot like being a runner," you say as the early work proceeds. "I'm planning and preparing for weeks for an event that's going to last a few minutes. It's exciting looking forward to it."

Friends who've been through it before nod and say, "Exciting, huh? Wait a couple of weeks and see how you feel about it."

The problems start rolling in.

The Highway Patrol calls to say you can't use its highways. No way. "We can't use the road! But... but... the local police said okay." The ideal course has to be changed to a dull loop.

It looks like there are going to be at least 200 runners in the race. "Let's see, 200 times four is 800. Where the hell am I going to find 800 safety pins?" The stores charge a quarter a dozen for them.

The timer calls to say his kid is sick. He can't make it. "What do you mean you can't come? How do I find another timer before tomorrow morning?" You recruit your wife, who has trouble telling if the second hand is in the first or the second half of the minute.

You sleep fitfully the night before, counting stray runners and missed details. You wake up early but are afraid to open your eyes and look out at the weather.

"Oh, God. There's so much to do today. Why didn't I start sooner?"

You drive out to the course and set up the card table. No one else is there. The sunny morning is crisp and quiet. "Why didn't I settle for a nice run out here by myself today?"

You sit by yourself, look at your watch and wonder, "Gee, will anyone come?" The thought of it raises mixed feelings.

An hour before the start, they begin coming. Before long, you're wondering, "Will they ever *stop* coming?"

This part is nothing like a race. When you're running, all you have to do is take care of the almighty me. When you're in charge, there are 200 "me's" all expecting to be treated with the respect of visiting royalty.

The race gets off only a few minutes late. The delay came when new officials had to be rounded up to replace the missing ones that said, "I'll be there for sure. You can count on me."

There's a little lull, time to stand back and appreciate what you've put together. But it only lasts a few minutes. They're beginning to finish. Make sure the procedure at the finish line is in order. If it isn't, everything will be screwed up.

"What's my time? Hey, tell me my time! And what's my place? Can I have my place, too?" The first finishers pile up around the line, expecting instant results, while inadvertently robbing later finishers of any results at all.

You yell at them, "Get back, damnit! Can't you see we're trying to record this stuff?" You don't think how many times you've done the same thing... or made the same complaints.

"You guys messed up my time.... You made me run an extra lap.... You didn't record my number.... You did a lousy job of marking the course.... You mismeasured the course.... You.... You...."

You only hear from the complainers. The happy people have driven home. Eventually the others do too, and finally you're alone again—just you and the street littered with crumpled numbers, broken Gatorade bottles, a forgotten jacket and a puddle of someone's breakfast.

You realize for the first time how tired you are—as tired as you ever were after running, but without having had the release that running gives.

"Never again!"

Maybe not, but you smile a little as you stuff the debris into an already overflowing garbage can. "By golly, I really did create something. For awhile I transformed this isolated stretch of road into an arena. I made an event that brought pleasure to a lot of people."



# THREE TYPES OF RACING

Running is a multi-level activity. Bil Gilbert of *Sports Illustrated* has identified three of those levels, which apply to promoting races as well as running them.

“There is first True Sport,” Gilbert says, “the manifestation of man’s seemingly innate urge to play. True Sport is organized for and often by participants, and is essentially a private matter, like eating or making love.”

The next level up is High Sport—“True Sport raised to the level of art by the talent, even genius, of its participants. It is public in the sense that all art is public. (Great music, painting, literature or sport is incomplete until that time when it is displayed, judged and acclaimed.)

The top level is Big Sport “in which elements of True Sport and High Sport are present, but are modified by other considerations, notably commerce and politics.”

Naturally the categories don’t break down this cleanly. There is inter-mixing, particularly in long distance running. But the levels are distinct enough to be valuable when talking about race organizing. Types of races are patterned to the interests and abilities of the people in them. Each type has its own special features and problems.

In terms of races, True Sport is an unpublicized, informally operating Fun-Run in which no results are reported. High sport is a mass race like the Boston marathon. Big Sport is the Olympic Games or the US indoor circuit.

True Sport is loosely structured play. There is little preparation needed to play, so there is little work involved in putting on a “playful” race.

It becomes High Sport when the runners train considerably more than they race. They try to perfect their racing by working harder at their running. The High Sport artist is more exacting than the playful one, and he expects a more organized event.

Sport becomes Big at the point where spectators outnumber participants, and the watchers’ entertainment becomes an important consideration. This is where pay and politics enters in. If these events are to make it at the box office, they require professional promotion.

There is little need to talk here about Big Sport, simply because these events are in the hands of professionals who need no advice on how to do their jobs. Amateurs step into this area at their own risk. They’re better off working in the True and High Sport areas.

# FUN-RUNS FOR EVERYONE

Fun-Runs are the closest a race can come to Bil Gilbert's definition of True Sport, while still being called a race. Runner's World has been promoting Fun-Runs since January 1973. The idea is to strip the organizational job to the essentials and provide an outing for the maximum number of people. In the first three months, the weekly events averaged nearly 200 participants—the majority of them from the local area, and most without previous competitive running experience. The success there makes us think other areas could copy this set up.

We didn't start the Fun-Runs because anything was lacking in the Pacific AAU association's distance program. It's one of the best around. There are scenic courses, plenty of races in the perpetual spring, and more than enough runners to go around.

If the AAU races around the San Francisco area have any problem, it's that they're too much of a good thing.

- The distances are too long for beginners. They start, as long distances should for experienced runners, at 10,000 meters. But this leaves graduating joggers with a big jump. Many are frightened by it; many more make the jump unprepared.

- There is a competitive emphasis that doesn't suit some people. They get upset over plunking down \$2 every week to buy trophies for the same five or 10 leaders, while the rest get nothing.

- The crush of runners at these races buries the officials in paperwork. Get here an hour early, the entry blanks say, so you can register in time. After the race, it takes another hour to sort out results, weeks to publish and mail them.

- This area is a big one, and the AAU events are like circuses. They move from town to town, and require drives that eat up an entire Sunday.

We put on two such races every year. We know what's involved: weeks of work, dozens of complications, and no chance to run in the races we've organized. It's worth doing once or twice a year, but no more. Too many hassles. It's nice to run maybe one of these races a month, but more often than that they start to be a burden.

The proposal: A series of low-key local runs to *supplement* (not to compete with) the AAU program. Events every week of the year (this is workable in California), with no sign-ups, no entry fees, one official reading times from a running watch with none of this being recorded. Awards given on the basis of participation and time rather than place.

To supplement the AAU, we decided on a format that would correct problems resulting from too many-too much: (1) shorter distances designed for beginning racers and those wanting to go less than 10,000 meters; (2) awards to everyone which emphasize personal records; (3) little or no paperwork; (4) appeal to a local audience.

We started in January simply by putting a short announcement in the town newspaper and tacking notices in the places runners gather. The first

Fun-Run had 65 runners. There hasn't been fewer than 100 since. There obviously is a market for this kind of program.

It took a couple of months to iron out the wrinkles in the system. It took time to convince runners, for instance, that they didn't need to get there an hour or even a half-hour early. Five minutes will do. Runners had to be trained to listen for their times at the finish because if they didn't, they wouldn't get any.

We began with the idea that one to eight miles was the right range of distances. We learned right away that the shortest ones were the most popular, and there was little interest in the eight. The upper limit came down to six miles, and later to five. We added a weekly half-mile, which has grown so big it has split into two sections.

After the first 12 weeks, the Fun-Runs were going smoothly on this plan:

1. Runs every week, on Sunday mornings, starting early enough so the day is still cool and the traffic still light.

2. Starting every week at the same time and place, so frequent announcements aren't needed.

3. No registration before runs (although we are considering the one-time signing of a waiver as legal protection).

4. No entry fee. (We have sponsorship. A fee may be needed otherwise.)

5. No restrictions on entries (but beginners are cautioned not to run hard before they're capable of handling the distance).

6. Distances half-mile to five miles, all on accurately measured, easy-to-follow, not-too-difficult road courses (no track available).

7. Three runs each week: a half-mile and mile on the same course each time; and either two, three, four or five miles, each on different courses.

8. Two cars with headlights on and emergency lights blinking, driving in front of the first runner and behind the last one to slow down traffic.

9. Times for each runner read from running watch, with nothing recorded. (A timer can be recruited on the spot, as can drivers.)

10. Printed certificates to all finishers, color-coded for time standards (e.g., a five minute or below mile is gold, six minutes is blue, seven is red, 8:30 is green, and anything over 8:30 is white—with adjustments for age and sex). *RW* donates the certificates.

Nearly all the runners come from within a 10-mile radius, meaning no more than a 15-20-minute drive each way. The day's events take little more than an hour. So we can sleep in until nine on Sundays, get out to the course shortly before 10:30, and be home for lunch by noon and get a good run (or two, or three of them) in the meantime.

The truth is, we started the runs for just this reason. We like to run more than we like to drive all day to and from races, or to stand in line waiting for them to start, or to hold a clipboard at the finish line.



Running for fun and certificates. (G. Beinhorn)

## FUN-RUN STANDARDS

One goal in the Fun-Runs is encouraging runners to improve their own times. Every runner is timed, and everyone gets a certificate based on set standards. Certificates are color-coded: gold, blue, red, green and white. The times needed to get them are shown here. They're based on the general ability level of the field and the toughness of the courses. The half-mile standard is easier than the others because it appeals most to beginners in the program.

Runners under 10 years old and over 50 add 1½ minutes per mile to the standards. Those 11-13, 40-49 and women 14-39 add one minute.

Award	Half Mile	One Mile	Two Miles	Three Miles	Four Miles	Five Miles
Gold	under 2:30	under 5:00	under 11:00	under 17:00	under 23:00	under 30:00
Blue	under 3:00	under 6:00	under 13:00	under 20:00	under 28:00	under 36:00
Red	under 3:30	under 7:00	under 15:00	under 23:00	under 32:00	under 40:00
Green	under 4:15	under 8:30	under 18:00	under 28:00	under 37:00	under 48:00
White	over 4:15	over 8:30	over 18:00	over 28:00	over 37:00	over 48:00

# A CLUB OF PROMOTERS

BY DAVID THEALL

The basic law at work in race promotion is this: the fancier the event, the more work involved. One official can guide a Fun-Running program through a year of events. But one person can't do justice to anything more elaborate than that. The bigger the event, the more time, people and money needed to produce an acceptable race.

Considerable advance planning is required. Committees often have to be set up. There's a budget. Either entry fees or sponsorship are necessary to pay the bills. The entire burden—labor and financial—must be passed around.

The District of Columbia Road Runners Club puts on 52 races a year for its 600 members. It has since the early 1960's, and the techniques of race promoting have been refined almost to a science during this time. Dave Theall, an officer in the club and an official with the Department of Health, Education and Welfare, describes the program.

The District of Columbia Road Runners Club is a good example of what vigorous promotion can accomplish in an area.

The club has over 600 members, sponsors weekly meets (with one exception since 1961), averages 150 weekly participants, conducts clinics, publishes free pamphlets and operates on a yearly budget of \$7000. But all that still leaves plenty of room for improvement, especially if a group feels an obligation to recruit inactive members of the community. Metropolitan Washington has a population of two million. We may have come a long way, but we still have a long way to go.

As with most enterprises, our relative success can be attributed to personal leadership. That leadership has manifested itself in two ways, zeal and organization. The father of distance running in Washington was a young lawyer named Hugh Jascourt. He had the concept of a regular running program, and the determination to design, construct and assemble the pieces. The original precepts of social running are still there. Changes have been made in sorting responsibilities, race arrangements, awards criteria, dues collection and a few other minor areas.

The basic elements of the program are: (1) a firm schedule published quarterly; (2) a choice of events; (3) a variety of race sites; (4) a meet director's checklist; (5) seasonal "derbies" scored on the basis of a series of races; (6) awards for participation, as well as excellence.

**Schedule:** The published schedule is the backbone of the program. It involves selecting events compatible with a selected race site and the season. The range of events extends from an annual meet-of-miles (age-grouped) to our new Two Bridges 36-miler. Race sites include quarter-mile tracks, park trails and the open road.

Permission has to be secured to open buildings to make toilets available, and sometimes police cooperation is required with respect to traffic control.

The schedule should cite the course recordholders and the previous year's winner for each race, a meet director and his phone number, and directions to the race site. The schedule is mailed to the entire membership.

Sponsors can be lined up to donate awards.  
The club has a six-member committee for scheduling.

**Events:** The concept that prevails in deciding the length and nature of events is that of providing something for every kind of runner. The newcomer usually enters the program in the two-mile Run-For-Your-Life (RFYL). Many of the 5-70-year olds stay there and enjoy it for all it's worth. Times range usually from 10 to 25 minutes. As fitness improves, some runners move into the longer, open competition. Others switch back and forth between those and the special events for veterans, women and innovations such as tetrathons, hand-icaps, predicted time, two-man teams and even husband-wife teams.

A key element in our RFYL program is that it is essentially a social jog rather than a competitive race. (Beginners are scared away by the word "race.") However, individuals bring different motivations and goals to the starting line, and some have more ambitious ideas in mind.

Well-intentioned people who want to promote running for fitness, fun and fellowship have to provide a program framework that the novice can identify with, accept and participate in comfortably. Our message to the community is that participation is the name of the game. Particularly in the two-mile run, there are no losers, there are no tears—officially anyway.

In the open events for the skilled and trained runner, friendly competition and good sportsmanship prevail, as is true throughout the road running world.

**Sites:** Variety is essential when it comes to running courses. Most people don't like a steady diet of the same locale each week, be it tracks, hills, or flat terrain. Nor is it convenient to everyone to meet at the same site weekly. Therefore, the scene changes from week to week, shifting from DC to Maryland to Virginia. The Interstate Capital Beltway enables most sites to be reached in less than an hour, regardless of where one lives.

**Checklist:** Through trial and error, we have been reasonably successful in putting together an orderly, sequential checklist of duties for the meet director. It is organized into three sections covering pre-meet, meet and post-meet tasks, respectively. No attempt will be made here to outline the myriad details that must be accomplished to maximize the experience and minimize the frustrations. Meet directors should be appreciated for their efforts, and chronic complainers should be asked to assist at the next outing.

The point, though, is that a club with a reputation for sloppy performance isn't going to continue attracting crowds. Runners of every description would rather run alone, peacefully, than put up with a continuous hassle. Suffice it to say aides need to be lined up *before* meet day. They include: a registrar of runners, a timer, a recorder of finishers' times and places, and someone to hand out place cards or sticks. The body count gets much higher if sentries, lap counters and a Dixie-cup brigade are necessary.

**Derbies:** Besides awarding appropriate trophies or AAU medals in each of the open events, cumulative points are awarded in eight summer events (Bunion Derby) and eight winter events (Snowball Series). Twenty points are awarded to the winner, down to one for the 20th place finisher. Points for the eight

events are totaled, and at the end of the series, awards are presented. A 1973 innovation is a masters division, whereby points are scored separately for the three groups over 40 (40-49, 50-59, and 60-plus).

The summer series is generally run weekdays during early evening, 6:00-7:30 p.m., to avoid the oppressive heat and to minimize conflicts with weekend family affairs. The winter series is designed to build runners up over progressively longer distances, culminating in the annual Washington's Birthday marathon held in February.

An inducement to start running is our awarding of trophies to *all* finishers at special events on our schedule, as we have found that newcomers are strongly attracted to trophies. The entry fee is scaled up to \$1 on those occasions to meet the cost of the trophy. Paid advertising in the city papers on some of those occasions has attracted 200-300 participants, without a known casualty yet.

Organization and delegation of responsibilities have contributed to smooth operations and the ability of key figures to retain their sanity. We have a regular bureaucratic organization here in Washington (where else?) which enables us to work through committees and individuals for the whole operation.

One of our best discoveries has been asking a different member to take charge of the events each week. A new meet director each week not only spreads out the workload but also provides a testing ground for recognizing people with administrative ability. Also, more club members gain an appreciation of what is involved in putting on a meet.

The committees are "scheduling," "awards," and "publicity." In addition to the standard four elected officers, we also have a membership official, a handicapper and a statistician to keep track of results and earned points.

The cost of membership is \$2 annually for students and \$4 for others. Entry fees are 25 cents for student members, 50 cents for student non-members and adult members, and 75 cents for non-student, non-members. Recently an optional \$10 contributing membership category was added.

The club's money isn't spent entirely for the benefit of the members themselves. Our sense of community service and crusading has led us to conduct free clinics and bring in speakers of national repute, such as Dr. Kenneth Cooper and Dr. George Sheehan. Paid advertising is used on those occasions, with the cost only partially offset by audience donations.

Gar Williams, our president for the past three years, has authored an attractive 12-page booklet entitled *Jogging—The Key to Health and Fitness*. It has been printed twice and is given freely to "lost souls" (or soles) along with the usual gospel pitch. Several years ago Dr. Gabe Mirkin wrote a fact sheet on the medical advantages of running, which is still in great demand. It has helped many to find the will to take that first giant step.

The promotional efforts of the club have placed our president on local TV and radio. Platforms are also being arranged with service organizations such as Kiwanis. But we realize converts are not won with a single 60-second commercial message or lecture. Ours is a continuous, multi-faceted campaign.

# ROAD RACING IN STYLE

David Prokop has worked in a number of capacities the last several years: as editor for an insurance publication, as a high school English teacher and coach, as a free-lance writer, and starting in May 1973, as part of the *Runner's World* staff. But his real job—his passion—since 1968 has been the Springbank International Road Races.

The Springbank races take some explaining, because they're unique in North America. They're unlikely events in an unlikely place, and they are Dave Prokop's crazy dream brought to reality.

Springbank Park sits along the Thames River in London, Ontario, Canada. London is on the road connecting Detroit and Toronto, in the narrow neck of land between Lakes Erie and Ontario. The city of 200,000 had never been known as a running center.

Then Prokop got the idea of races through his favorite training ground, Springbank Park. Dave didn't want just any old race. He wanted to bring the best runners in the world, while still keeping his events open to anyone else who wanted in.

Dave wrote in *RW* in 1970: "In drawing up the blueprint for Springbank as an athletic event, my feeling was that we should try to do something exceptional. Ordinarily, such a high-flown aim might not have come to mind. But with the natural setting Springbank provided, and the ideas on road running and racing I had in mind, such an aim came as a matter of course."

He made what could have been a mistake right at the start. He didn't even choose a standard road racing distance—like a marathon, or half-marathon, or 10 miles. He picked out an 11.6-mile route (which was called 12 miles for the sake of convenience) as the main attraction, and added a 4½-mile for internationals, a six-mile for vets, and a three-mile for high schoolers to complete the program. (He planned a women's race for the first time in 1973.)

The distances worked out just fine. Dave explained:

"Spectators, from the beginning, were a matter of important consideration. My feeling always has been that road racing, top-quality road running, is an excellent spectator sport. What could be more dramatic, more intense, more suspenseful than the type of struggle waged at the front of the top road races?"

"But alas, the durable and enduring road runner is a player whose stage is usually the open road, and whose audience is sparse. Thus, they are players whose best performances go largely unwitnessed and unappreciated. Even at Boston a spectator would have to be either a race-car driver or a traffic violator—preferably both—to be able to see more than snippets of the drama.

"Springbank provided a golden opportunity to cut across this problem. By pure good fortune, Springbank happened to have an obvious three-mile (actually 2.9) circuit—a flattened oval in shape, where spectators could see the runners for at least half of each lap. But, too, the circuit was in every sense a good and interesting race course."

The strange thing is, Prokop never has charged spectators to watch the Springbank races. And, of course, top international runners like Ron Hill, Frank Shorter, Kenny Moore and Karel Lismont don't pay their own fares to London, Ontario.



How does Prokop's "Springbank Road Race Association" raise that kind of money? By doing a lot of hustling, year-round. There is no local business putting up a large sum of money, and nothing comes from the Canadian government or the country's track and field association. It's all raised locally in bits and pieces, and is stretched about as far as it can safely go.

"In very simple terms," Prokop has said, "we raise money by: (a) approaching local businesses for contributions; (b) offering people honorary associate memberships (\$15) or honorary full memberships (\$25) in the Springbank Road Race Association; (c) going to local service clubs and organizations for support; (d) selling advertisements in our race program, and (e) charging athletes a \$1 entry fee."

Dave does most of the legwork—figuratively and literally. One year he and another member of the association ran 75 miles apiece on the track to raise funds.

The biggest expense is air travel. Once they're in London, Prokop arranges free lodging with the families of local running patrons. Ron Hill and his family, over from England, once vacationed at a private cabin on Lake Erie. They called it one of the nicest "holidays" they'd ever enjoyed.

"Dave Prokop is such an enthusiastic runner himself and an enthusiastic guy that he comes across to runners," Frank Shorter said after winning the 1972 12-mile. "When I came up here the first time, I wanted to see what the place was like. I liked it so much I wanted to keep coming back.... It's like home."

Prokop says, "One of the big fallacies in road running is that it costs a veritable fortune to stage a major competition. It doesn't.... Having said it doesn't take vast sums of money to stage a competition like Springbank, let me hasten to add that it does take a vast amount of planning and work—hours and hours and hours of work."

To keep the budget in line with income, Prokop absorbs much of the expense and work himself. It was to be even more work in 1973, because he'd be directing the race from 2000 miles away in California. Despite his move, he wanted to go ahead with the race. He talked excitedly about bringing in an African, and about a match race between Canada's and the US's top women—Glenda Reiser and Francie Larrieu.

His attitude all along, he says, has been to take a forceful attitude toward his race, beyond the usual "churn-out-the-entry-forms-and-mail-'em-out approach."

**PAGES 16-17: Start of the Washington's Birthday marathon, one of the biggest long distance races in the East. (John Goegel)**





# IT WORKS BOTH WAYS

Directors' duties to runners in their races are clear. They're to see that participants are through the events quickly and safely, and the results are taken accurately. What isn't so obvious is that runners share the responsibility for smoothly-running races. If they don't hold up their end, they make the job of promoting harder, and get the promoter into trouble from several different sides.

These are their responsibilities to each other.

## PROMOTERS' RESPONSIBILITIES

1. Provide regular racing opportunities for runners of all abilities and age groups, and both sexes.
2. Make pre-race information available long enough in advance to allow adequate preparation time.
3. Charge entry fees no higher than needed to cover basic operating expenses.
4. Measure courses precisely, and run the distances advertised.
5. Design easily-followed, well-marked and adequately-policed routes.
6. Control the traffic flow if the race is on public roads.
7. Give maximum protection from heat in long races by scheduling events away from hottest seasons and hottest hours of the day.
8. Give en route aid in the way of split time and drink stations in long races.
9. Allow all starters the opportunity to finish, if they're willing and able.
10. Time everyone, and inform them of the results as soon as is practical.

## RUNNERS' RESPONSIBILITIES

1. Enter on time. There are good reasons for entry deadlines. They're necessary for planning purposes.
2. Assess yourself honestly. Are you really prepared to run this far, this fast? If not, you're putting both yourself and the director in jeopardy.
3. Obey rules and restrictions. For instance, have an AAU card if required, observe time qualifications, etc.
4. Get to the line on time. Don't expect the whole field to wait for you.
5. Inform yourself. If you're not prepared to listen to instructions at the start, don't cry later about not knowing.
6. Protect yourself. Run defensively, watching out for traffic—both auto and human—and for signs of distress.
7. Let the others finish. Don't stand or mill in the finish area after you're done.
8. Let the officials do their jobs. Wait until the other runners are finished before you demand to know your time and place.
9. Clean up after yourself.
10. Thank the officials if you think they deserve it.

## Chapter II

# STAGING THE EVENT



In an event like the 24-hour relay, the officiating goes on all night. Clerks check in each individual mile. (George Beinhorn)

# TRAITS OF TOP RACES

Two booklets back in this series, in the *1973 Marathon Handbook*, a chapter looked into the traits of successful races. It asked, "What is a successful race, and why are some more successful than others?"

In the end, an event is a success if a majority of the participants—runners and workers alike—think the rewards are worth the effort needed to get them. That decides if they'll come back to try again.

Without directors, there are no races, and without runners there are none. So once a promoter decides to put on a race, his main concern has to be keeping the runners happy by looking out for their interests.

Ralph Davis, whose Trails End marathon at Seaside, Ore., is one of the biggest in the country, says: "The key to marathon organizing appears to lie with the philosophy that the interest of the marathoners shall be kept uppermost in all the planning. The entire event must be staged for the participants. In keeping with this philosophy, the Trail's End marathon was so organized."

Trail's End began in 1970. Three years later, it attracted a field of 600. It took Boston almost 70 years to reach that figure.

Races like Seaside, which draw big and/or fast crowds from the start, have a number of features in common. The *Marathon Handbook* identified nine of these. Although they apply mainly to long road races, they fit other types of meets with only slight juggling.

**1. Tradition**—A year-to-year consistency of operation, and a reputation for excellence in organization. (The best races almost always are annual affairs which have had time to establish themselves.)

**2. Area**—Located in a region with a dense running population. (There are so many runners in the northeast US and on the west coast that those areas can support bigger events than elsewhere.)

**3. Organization**—Long-term planning of the event, with one strong person in charge and a large number of helpers carrying out the details. (The DC Road Runners Club, described earlier, has a reservoir of 600 workers.)

**4. Sponsorship**—Someone to help pay the bills. (A surprising number of distance runs are now sponsored by industry, with race budgets going into the thousands of dollars.)

**5. Advertising**—Letting all potential participants know about the race well in advance. (The best advertising is word-of-mouth: one satisfied runner praising an event to his friends.)

**6. Setting**—Partly the scenery surrounding the race, but more important—the challenge or time potential of the running route. (If a course isn't fast, there needs to be a special test as compensation.)

**7. Accuracy**—Precise timing and measurement. (Nothing destroys a race's reputation faster than shoddy results or faulty distances.)

**8. Season**—Scheduling races at a time of year when weather is likely to be kind to runners. (The long races that persist in starting at noon on the Fourth of July aren't insuring anyone's longevity, least of all their own.)

9. **Extras**—Awards, meals, lodging, etc. (These are the things that appeal more to the marginal runner than to the hard-core,” the *Handbook* said. “But it’s the ‘marginal’ ones who make the races big and eventually mature into the hard-core.”)

A race with any designs of bigness and long life must be planned with these points in mind.

## DIRECTOR'S CHECKLIST

So you've decided to put on a race. If you're doing it for the first time, it is best to follow a tested plan. Undoubtedly you'll make your own modifications to the plan as you go along. But you'll feel more comfortable at the start with general guidelines in hand.

What follows is a detailed point-by-point checklist for directors. This all-purpose list can apply to all types of races. It takes in the elements which are the foundation of any running event. They can be embellished, but these are the basics.

Ralph Davis uses such a checklist when planning his huge Trail's End marathon. He said after the first race in 1970:

“There was really very little anxiety during the three months of preparation. But one the morning of the big event (at 4 a.m.), I awoke with a large lump in my throat that practically gagged me, and the low dark clouds and strong westerly wind didn't help matters....

“Along with the elements came whirling the thought of ‘What has been forgotten? Is all in readiness?’ I decided to make a final rundown of the checklist (thank God for this device). Even though all appeared gloomy with the running conditions, the completed checklist indicated that all was in running order.”

Davis organized a spectacle. His goal was to produce the biggest marathon in the country, if not the world. He needed a taskforce of Boy Scouts to carry out his plans. Thanks to his helpers, he's on his way to the goal.

But races needn't be this complex. Acceptable events can come from a fraction of effort, expense and manpower—provided they're planned in detail.

An article in *Runner's World* entitled, “Racing on a Shoestring,” advised would-be directors, “Plan the race with your limitations in mind rather than your illusions. If you have no helpers, no money and no time, forget the fluff. Concentrate on a good basic race.”

The first consideration, as noted several times already, is the runner: his or her safety, comfort, peace of mind and performance. The essentials of an event are the people, the competition, the course and the results.

Plan for these. And, finally, plan for the worst: the most runners that could possibly come and the strain they'll put on the system, the lousiest possible weather, the biggest possible foul-ups. Anticipate problems in advance and eliminate them before they happen.

Okay, you're going to have a race. But what kind of race?

# PRELIMINARIES

Start early. Two to three months in advance of the race is the latest that detailed plans should be made. Six months to a year early is better. Among other things, this gives time to get the race on the area's consolidated schedule for the season, and to avoid conflicts with other events.

## 1. Determine the basic format.

a. **Distance**—Consider the potential field. Is the distance of the race within the capabilities and interests of the runners who'll be coming? It's foolish to plan a marathon when the longest anyone in the area has gone previously is five miles.

b. **Site**—Consider accessibility, availability, traffic (if it's a road race), simplicity, and aesthetic values. Can the runners get to the site easily? Are they allowed to use it? Are there auto hazards? Is the route easy to follow? How's the scenery?

c. **Date**—Consider the season and the possible conflicts. How will the weather be at this time of year? Too hot? Too cold? Will there be competition from other nearby races?

d. **Day**—Consider the runners. Is a week night best for most of them? Or a Saturday morning? Or a Sunday afternoon?

e. **Time**—Again consider weather and traffic. What time will be most comfortable and least crowded? Can the runners get there then?

f. **Limits**—Consider the people you want. Only club members? Only students? Only sub-four-hour marathoners? Only over-40's? Spell out the limitations, being careful not to violate the rules of the group giving out approval (see below).

g. **Funding**—Consider who'll be paying for the race. A sponsor or the runners themselves? Estimate how much you'll need, and solicit accordingly.

h. **Awards**—Consider what the runners want and how much you have to spend. Do you want to give big prizes to a few people or little ones to everyone? What should the prizes be? Where do you get them? (See the section on Awards later.)

## 2. Get the necessary approval.

a. **Site**—Once an adequate location is found, contact the agency in charge for written permission to use it. Look for a place that not only suits running needs but also has parking, dressing and toilet facilities. Get an okay on using those too.

b. **Police**—Notify the local authorities of the event. This is essential if the race is on public streets, but is also wise elsewhere in case there's trouble.

c. **Sanction**—Except for the most informal events, races must be approved by one of several ruling groups: AAU, Road Runners Club, a college or high school association, federation or conference. AAU sanctions are the most common in long distance running. Most local AAU associations charge small sanction fees. All of them require that sanctioned races follow established rules of competition.



# ADVERTISING

The first duty is to get the word to the runners. This isn't as easy as it sounds, because most runners (at least those in long distance races) operate independently. They're widely scattered, so the publicity on the race has to scatter just as widely.

**a. Pre- or post entries?**—Decide which you want. Both ways have advantages and disadvantages. By asking runners to enter early, you know how many to plan for, you get operating capital, and you avoid some confusion on raceday. But you also increase the pre-race paperwork. As a general rule, mass races are better off requiring pre-entries, and smaller ones go smoothly when people are signed up at the race.

**b. Information**—A good sheet answers all the runner's questions except how fast he'll go. Information may include: name of race, exact distance, site, date, day of week, starting time, check-in time and place, how to get there, facilities (dressing, showers, restrooms) available, course description and map, type of surface and terrain, entry restrictions, entry fee, entry deadline, awards, director's address and phone number, entry form and waiver.

The waiver relieves the director of legal responsibility in case of accident. Typical wording of the waiver is: "In consideration of your accepting my entry, I, intending to be legally bound, do hereby for myself, my heirs, executors and administrators, waive and release forever any and all rights and claims or damages I may accrue against (all persons and agencies involved with promoting the race, listed by name), their successors, representatives and assigns, for any and all injuries suffered by me while traveling to and from and while participating in (name of event, date and site)." It's complicated but necessary. Participants (or minors' parents or guardians) must sign this release.

**c. Distribution**—For best results, go directly to the runners. Get the race listed on the area's schedule. Hand out blanks at other races. Place them at training sites. Use mailing lists with runners', clubs', schools' or coaches' names. Next, go to the specialized press—the running publications. And, finally, try to get the event mentioned in the general media.

When dealing with the media, either before or after the race, realize that you have to work for publicity. Rarely will reporters come to a running event, and almost never without being begged. You have to cultivate your own coverage. Make it easy for the newspapers, radio and TV to report the race by feeding them information—timely, typed, concise information that can be used verbatim.

# COURSE

If it's a track race, you're all set. Single runs on the track are the easiest to handle. The "course" is there. It may take a line or two, but that's all. Road, and particularly cross-country, courses are a bigger problem. They require design, measurement and marking.

## 1. Designing a course.

**a. Types**—There are four main categories: "point-to-point" (start and fin-

ish in different spots, with no repeating along the way), “circuit” (one loop, starting and finishing in the same place), “out-and-back” (retracing the route after halfway), and “lap” (repeated loops). Runners seem to rate them in this order: point-to-point being the most interesting, and laps being the least. But unfortunately, point-to-point runs are also the hardest to organize and laps the easiest. Compromise according to available help, facilities and transportation.

**b. Testing**—Once the route is set, try it. Run or bicycle it at the same time of day the race will be run. Note hazards, tricky corners, other sources of trouble.

## 2. Importance of accurate measurement.

Runners base their feelings on their times. They judge races by them, feeling good when they go fast and bad when they go slow. They compare their times with their own previous ones, and with other runners’.

Inaccurate measurements throw off these feelings. They give false readings, making times appear slower or faster than they really are.

“Most errors are honest ones, resulting in many cases from overconfidence in the reliability of the automobile,” *RW* said in a story called “A Measure of Success.” “The common measuring method involves jumping in the car, buzzing around the course, then checking the distance on the odometer.”

According to Ted Corbitt, chairman of the AAU’s standards committee who has studied course measurement for decades, “Odometers overregister from 1-5%. On top of that, tire wear gradually ups the car’s odometer readings by another 1%.”

Even at 2%, the car will show a course 35 yards a mile longer than it really is. Six percent is more than 100 yards. Multiply that by the marathon distance and you come up with a course as much as 1¼ miles shorter than advertised. That could make a race seem 10 minutes faster than it really is!

There are many more accurate ways to take measurements. The recommended one—because of its speed and simplicity—is the “calibrated bicycle method.” The tools are any bike, a cheap (about \$12) revolution counter that’s attached to the bike’s front axle, and a tape-measured straightaway at least a half-mile long. Calibrate the counter over the measured course. Then ride the race course, on the path that runners will take, and do the necessary math.

“The cyclist method,” Corbitt says, “has an accuracy of plus/minus 10 yards in 25 miles.”

Revolution counters and instructions are available at cost from Ted Corbitt, Apt. 8H, Section 4, 150 West 225th St., New York, N.Y. 10463.

## 3. Marking the route.

Don’t take anything for granted. Fatigue and speed blind runners, and they need careful guidance. Every questionable point along the route needs a clear marker: a sign, a flag, chalk, or a human monitor. Some big races in cross-country go so far as to line the entire course with a corridor of rope. Marking should be saved to the last hours so you’re sure guides are in place.

Just to be sure the course is still there—that construction or a flood hasn’t wiped it away between planning and raceday—recheck it a time or two. Also, call the people in charge of the area again to confirm it will be available and open.

# AWARDS

This poses both philosophical and practical questions. Are prizes really necessary, or is the result of the race reward enough? And if awards are needed, how do you pay for them?

When thinking of awards, consider:

a. **Cost**—Who's going to put up the money, a sponsor or the runners? And in either case, how much are they willing to give before they scream?

b. **Type**—"Symbolic" mementoes such as trophies, ribbons and the like? Or useful items such as gift certificates or merchandise?

c. **Number**—Who should get them? The leaders, the leaders and other special groups, or everyone?

A sizeable group of road runners in Northern California gave their opinions on the subject to poll-takers Benjamin Sawyer and Jeff Kroot. In that area, the biggest road running region of the country in terms of participants, entry fees average about \$2 a race and awards are the standard trophy-medal-plaque-ribbon variety.

The apparent conclusion in this survey was that runners like awards, but they don't like paying high prices for them—which isn't surprising.

Of the several hundred distance racers questioned, 66% said they favored a \$1 limit on entry fees. They felt this was needed to maintain the present quality of races and awards. One runner in five said that the ceiling should be 50 cents, with few or no awards. And 24% said higher fees, more booty.

Over 80% of the sample asked that the prizes be less expensive. This would allow promoters to buy more awards for their money and to give them to more runners.

The feeling these people give is that they aren't so much looking for heavy hardware. They simply want something—any little trinket—to save from the race.

Consider, too, that running can have as many winners as there are people in the race. Prizes mean as much or more to the down-the-line finishers as to the leaders.

# EQUIPMENT

It doesn't take much to run a race, but those few items are essential. They revolve around indentifying runners, timing and recording results.

The minimum needs are:

a. **Registration sheets** for sign-in.

b. **Identification system**—numbers, name tags, place sticks, etc. (See more details in the Registration section.)

c. **Stopwatch** (at least one; it's best to have at least one more for backup).

d. **Timing sheets** on which times can be recorded quickly and efficiently. (See details and examples in Finish section.)

e. **Results sheets** (or boards) where order of finish is recorded and final summaries are collated.

These are the keys to the operation of the race. Other needs are obvious: plenty of pens and pencils, clipboards, table and chairs. Others are optional: a PA system, refreshments, envelopes for results, awards.

## HELP

Recruit helpers in advance, and recruit more than you need. There are always some who say they'll help but have to back out.

An earlier booklet on cross-country racing noted, "Theoretically, two officials could handle it all—one doing the timing and the other doing place recording. But if the race gets too big and the runners swarm across the finish line too thick and fast, these two officials may need four arms and two sets of eyes to manage it. You'd be better off having the extra arms and eyes supplied by a couple of extra officials."

That article said a "half-dozen mildly competent" workers could smoothly manage several hundred athletes. Experience has shown this to be true. It's good to have more, but this isn't often the case.

These are the jobs that need doing. One person can combine two or more of them if need be, or some may be eliminated.

- a. **Director**—In overall charge of the event.
- b. **Registrar**—Takes care of runner check-in (big races require several people at this point).
- c. **Announcer**—Gives instructions to runners, reads results, etc.
- d. **Starter**—Lines up the field and sees that it gets away on time.
- e. **Course monitors**—Assure that the runners stay on the prescribed route.
- f. **Traffic directors**—Slow down or stop cars at hazardous points in road runs.
- g. **Lap counter**—Informs runners of distance covered and distance to go.
- h. **Split timer**—Reads en route times at key points.
- i. **Aid dispensers**—Give refreshments to runners in long races, at least every five miles.
- j. **Timer**—Reads marks for all runners at the finish line.
- k. **Time recorder**—Writes down the marks.
- l. **Placers**—Record the order of finish; big races need at least two, working as a team. (For details on placing and timing, see Finish section.)
- m. **Tabulator**—Collates times and places to arrive at final results. (See Results section.)

Phone the officials the day before the race to confirm whether or not they'll be there. Ask them to meet the next day for instructions on duties. Then be prepared to do some more recruiting—of wives, parents, innocent bystanders—at the last minute.

# REGISTRATION

Anticipate when the first runner might arrive—then get there an hour earlier. If it's a race of any size, you'll need this unhassled time to see that all is in order—to recheck the course and facilities, to set up tables and chute....

The main bottleneck at big races is the sign-in. The procedure is necessary, but it can be simplified. Registration serves three purposes:

a. **Identification**—If you want to know who's running and how they'll place, a reliable system of tagging them must be used. The two most common are numbers and nametags. Numbers are easier to see and record in mass races. But nametags make for less paperwork at the end.

Another method uses numbered cards or sticks, which are handed to runners as they cross the line. This does away with buying, preparing and distributing numbers or tags before the start, but it makes results tabulation more cumbersome. Each finisher has to report in again—perhaps stand in line one more time—before his performance is official.

Whichever system is employed, the registrars have to collect basic information for the results: name, affiliation, age, division, etc.

b. **Legal precaution**—Each registered runner signs a waiver. (See sample wording of a waiver in the Advertising section.)

c. **Money**—This is the only place you can be sure runners have paid their fees, if fees are required.

*Runner's World* promotes a race each New Year's Eve with 300 or more entrants. We've simplified the check-in to the point of having each runner sign a consolidated waiver (a numbered tablet with the release typed at the top of each sheet). No fees are collected. Names and ages from this sheet are then printed on gummed labels, which runners stick on the fronts of their shirts. Numbers from the sheets are marked on their hands as a double-check in case tags are lost en route. Registration goes smoothly. So does results tabulation later. Six people handle everything.

Regardless of method, finish the registration on time. Runners count on the race starting as scheduled. They time their warmup by this. Delays at this point don't help anyone's nerves.

## MID-RACE

If the director has done his job well, this will be the easy part. Planning turns to action. With the runners on their way, he'll have a lull before they come back. Maybe he can pause for a moment and take pride in what he has done.

If, on the other hand, he hasn't done his job well, it's not too late to make corrections. The complaints will be coming in soon.

During the run, give directions and splits, count laps, hand out aid. Do what has to be done to speed the orderly progress of the race. And prepare for the rush at the end.

# FINISH

It all happens so fast. That's the problem. Depending on distance, every finisher crosses the final line within a few seconds to a few minutes. Each one wants to know exactly what he did—and as soon as possible.

This makes timing and placing the biggest source of trouble in any race. Officials have to keep finishers moving through at a brisk rate so there'll be no bunch-ups, and yet they have to be careful to catch everyone's results.

Assign the most experienced workers to these jobs, since both speed and accuracy are demanded.

## 1. Techniques of timing.

All but the shortest track races employ the "running watch" system. Every finisher gets a time, but not necessarily an exact time. Anything within a second or two is close enough, so one timer with one watch can handle this.

He positions himself directly on the finish line. Beside him is his assistant with a clipboard and timing sheets. They work together, the timer reading the marks and the assistant recording them.

Timing (as well as placing) is trickiest in the shortest distances. In races below 10,000 meters, pre-numbered sheets with seconds from zero to 60 (and enough minutes to cover the range of finishers) are useful. The recorder simply puts a check beside the times as runners stream across. He can add place numbers beside them later.

In longer or smaller races, a sheet with blank spaces beside place numbers is adequate. The recorder will have time to write in marks.

## 2. Techniques of placing.

Getting times is only half the battle, probably the easiest half. You have to determine who belongs to these times.

Runners will have been identified at registration—either with numbers or name tags—or they'll report themselves to officials after they've received sticks or cards with places indicated on them.

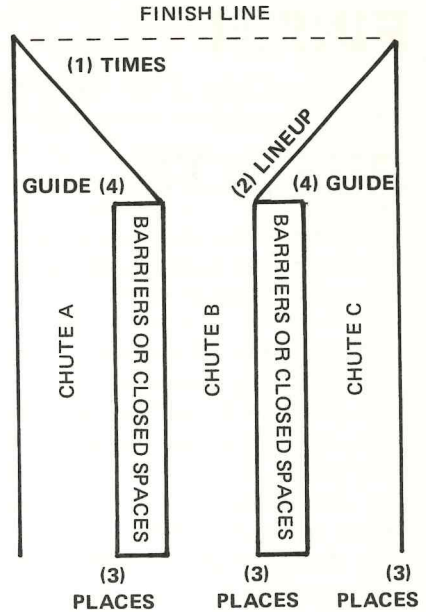
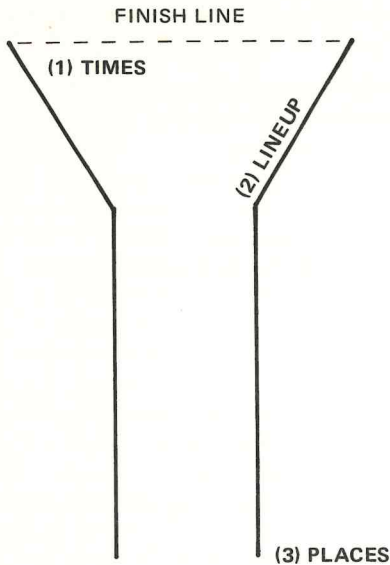
The problem here is getting the numbers recorded, tags removed, or place markers distributed fast enough and in the right order. Again, this is harder as distances get shorter and/or fields get bigger.

The easiest way to manage the human traffic is with a chute which funnels runners into single file and slows them to a walk. Chutes range from makeshift constructions of hurdles, posts or sawhorses and rope, to elaborate multi-sectioned affairs (see diagrams).

Funnelling systems are essential in mass races of 10,000 meters and less (which means most cross-country events), perhaps even 10 miles and less. The chute should be wide at the mouth, tapering quickly to a neck wide enough for only one runner. A traffic director may be needed at the narrowing of the chute to line runners up and keep them moving.

Alan Launder, cross-country coach at Western Kentucky University and a veteran of England's "mob matches," writes of the British solution to the placing problem:

"With large fields there is always the danger of competitors coming in so close together that they jam up the neck of the funnel and then spill back up



**Standard Chute:** Open at the mouth, and tapering to single runner width in the neck. Time taken at mouth (1). Runners lined up single file at neck (2). Places taken at end (3). It is important to keep the runners moving quickly through the chute.

**Multi-Neck Chute:** Operates like the standard chute, except that chutes are rotated as they fill: A to B to C, and back to A. Chute guides (4) funnel runners to the proper area with ropes. Separate place checkers (3) are required for each chute.

the course. This often forces runners to stop racing 20-30 yards before the actual finish line, and it makes it very difficult for officials to ensure that each runner is in his correct finishing position.... This inevitably causes bad feelings and ruins the event.”

Unfortunately, Launder notes, this situation “is most likely to occur in invitational or championship meets where there is a high-class field.” The answer, he says, is what he calls the “multi-neck funnel” (see diagram).

The neck in each section of Launder’s chute is made with stakes or hurdles and rope. Each section is separated by a closed space to prevent movement from one neck to another. Stewards with ropes slide from one opening to the next as the funnels fill with runners.

“In addition to eliminating overspill,” the coach says, “the multi-neck funnel has several advantages over the usual single long neck. The tired athlete has only a few yards to move once he is in a neck, and does not have to be hurried on to clear the way for later arrivals. Anyone who has seen exhausted or injured runners hustled along by harried officials will appreciate the importance of this.”

Whatever the placing system—numbers, tags or place cards—the officials in charge station themselves at the end of the chute and work in teams. If no chute is needed, place judges should stand a few yards past the finish line—

close enough to get results accurately, but far enough back to let runners slow down.

There's no time here to tabulate finished results. The timers and placer are only getting the raw materials to be passed along to less harried workers.

## RESULTS

This is what the race is about—the results. Every runner must know at least his own before going home. Lag-time between finishing and knowing results should be cut to a minimum since the waiting is the worst part.

Bringing times, places and names together is never easy, particularly when dozens of runners are looking over your shoulder. Some methods take more time than others.

With the number and place-card systems, there are two time-consuming steps: putting places with times, and determining which runners fit into which slots. Numbers have to be checked, or names reported.

The name tag method eliminates one of the steps. In the *RW* race mentioned earlier, we removed tags (with name, age and division indicated) as runners came through the chute. A large board beside the end of the chute had places marked.

One official took off tags and another put the gummed labels with the proper place. Only six tags of 322 fell off during the race, and we had corresponding to numbers on the signup sheet on those people's hands as a backup. (But be careful of rainy days. They can entirely destroy this system.)

When a board was filled, it went to another official who added the times to the board. The leaders had their results within five minutes after finishing. All results were up before the last runner crossed the line.

Though there are many possible variations on this idea, in general it appears to be the quickest scoring system outside of employing a computer.

Many national races are computerizing their results. Scientists Jack Daniels and Jimmy Gilbert worked out a program for the 1972 NCAA championships at Houston. Basically, this involved punching an IBM card with information on each of the 250 runners. Runners wore standard numbers, and the deck of IBM cards were arranged in numerical order. As runners crossed the line, their numbers were read into a tape recorder. Officials sorted the cards by place as soon as the race ended. This took 30 minutes. Then they fed the cards into the computer.

Less than six seconds of computer time later, only an hour after the race ended, printed results were available: times and places for all 241 finishers, team scores for 27 schools.

A one-cent gummed label speeding up the operation or a million-dollar computer; the method doesn't concern the impatient runner. He just wants his result in a hurry. It's his main prize.

## AFTERWARDS

The race is run. The awards are awarded. The results are in reasonable order. The runners are done and gone. But you're not finished as director. The checklist hasn't ended yet.



a. **Clean-up**—If you want to use this area again, you'll have to pick up after yourself. Take down the signs. Pick up the garbage.

b. **Publicity**—Get a summary of the race together for the papers, radio and TV. Delivering a copy is better than calling.

c. **Distribute results**—Review them first for mistakes, then duplicate them for the runners. Mail the full list to them in the self-addressed envelopes you should have provided and they should have filled out raceday.

d. **Review**—Think about the race while it's still fresh. What were the strong and weak points? How can the weak ones be strengthened next time? Will there be a next time?

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## RACE PROMOTION. . .

. . . Running is growing faster than the machinery that handles it. In other words, there are more people wanting to run races than willing to promote them. This has created traffic jams and headaches on race days. This booklet describes the simplest methods of breaking up the congestion at the starting and finish lines.

### COVER PHOTO:

Most long races are promoted by the runners themselves. Marathoner Vince Chiappetta instructs New York runners. (Steve Sutton photo)

### LEFT:

The main reward runners want from racing is their place and time. George Stewart gets his at the end of a road run. (John Marconi photo)