MGMT 364
Team Miami Dolphins
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Project Proposal Final

Project Scope

Objective

Team Miami Dolphins would like to propose a community-wide Corvallis clean-up and planting event involving Corvallis community members of all ages. The project in its entirety is estimated to take 60 days, including time to obtain sponsors, carry out a marketing plan, biodiversity plan, education plan for the community, waste management, the event itself, and documentation to analyze data and assess our impact. Our costs for the entire event will amount to approximately \$7,500. This event will stay within the City of Corvallis boundaries, in four designated areas.

Scope Statement

The Corvallis Community Cleanup Event, scheduled for Halloween weekend, is a day-long, city-wide initiative aimed at reinforcing the importance of a clean environment, educating the youth, and fostering community spirit. Participants in this event will primarily include families, teens, and local residents. Sign-up for the event will be done via an online form. On the day of the clean-up, Corvallis will be sectioned off into 4 different groups: Oregon State University, downtown Corvallis, Residential, and Avery Park. Each zone will have designated leaders and teams who are responsible for coordinating the clean-up and environmental restoration around their area. The OSU Campus zone will have extra assistance and accessibility accommodations for participants who need it.

Participants will stay at their zone for the entire event. Each zone will also have a tent which serves as a hub for resources like trash bags, gloves, first aid kits, water, and refreshments. Participants would bring back the trash they pick up to their respective hubs, where the volunteers would sort and organize the waste for future collection. Along with picking up trash, each station will have leaders who will lead in environmental education and environmental restoration efforts. These activities include planting native species, maintaining the natural ecosystem, and educating participants on the importance of preserving the environment. Keeping with the Halloween spirits, participants will be encouraged to show up wearing costumes. Participants will also be able to trade in the trash they collect for candy and refreshments at their respective hubs.

One of the main areas of work for this event is resource allocation, which includes the gathering and distribution of assets needed to run the event. When it comes to tangible assets, there will be a need for clean-up supplies, tents, planting supplies, refreshments, merchandise, and candy. Human resources will also be a crucial asset for this event. Volunteers and leaders must be trained not just in the practical aspects of cleanup but also in effective communication, safety protocols, and waste management. Volunteers must go beyond trash collection to being an

ambassador for the event and ensuring that participants understand the importance of their efforts. Some volunteers may need knowledge of Botany in order to lead in environmental restoration efforts.

The means in which we will obtain our resources will be done through our community promotional campaign and sponsors. The purpose of our community campaign is to spread awareness about our event, gather donations (money/candy), gather volunteers, and build partnerships with local businesses. Our primary promotional channels will be local media and social media. We plan on promoting our event in local newspapers, local radio stations, and local TV channels. Our social media strategy involves partnering with local businesses and influencers and raising awareness with their respective followings. We will also fund our event through businesses around the Corvallis area in hopes of obtaining a sponsorship in return for advertising space. From these sponsorships, we hope to get cleanup supplies, planting supplies, and funds. We will also partner with the Republic Services to dispose of all the waste collected at our event.

Justification

Corvallis, Oregon, is fortunate to have a variety of beautiful green spaces that go beyond just looking nice. These green areas include parks, natural reserves, and winding greenbelts. They are essential homes for local wildlife, helping to preserve a diverse range of species, while also providing places for the community to enjoy⁴. These green spaces have a more significant impact than just their ecological importance. They significantly affect the physical and mental well-being of the local residents. The Centers for Disease Control and Prevention confirm that spending time in nature or green areas has positive effects on both physical and mental health. This includes lowering the risk of heart disease, stroke, obesity, stress, and depression⁵. Additionally, these green spaces have a fantastic ability to cool down the local environment by reducing land temperatures by an average of 1.32 degrees Celsius, as shown in studies¹. So, they not only offer a place for relaxation but also function as nature's natural air conditioner, contributing to a healthier and more sustainable environment.

Biodiversity preservation is not just about taking care of our ecosystems; it's crucial for the very functioning of the systems that support life. Beyond keeping ecosystems stable, preserving biodiversity ensures a steady supply of food³. Biodiversity also brings numerous extra benefits related to aesthetics and recreational opportunities. It also plays a vital role in fighting climate change, as Cohabinitiative stresses that protecting biodiversity is crucial in our battle against climate change⁶. Loss of biodiversity and ecosystem services makes communities more vulnerable to various climate impacts, like extreme weather, droughts, and crop failures. So, by safeguarding biodiversity, we not only keep our ecosystems healthy but also strengthen our ability to deal with the environmental challenges that come with a changing climate. In addition, increasing biodiversity through native plants has been shown to boost other native populations like insects and small animals⁷. All of these are crucial reasons why educating people about native plants and removing invasive species will help Corvallis's green spaces thrive.

Litter is more than just an eyesore in our environment; it's a problem with real costs. Cleaning it up consumes resources that could be used more effectively elsewhere. Moreover, litter has tangible negative effects on our health and quality of life. The presence of litter in our surroundings increases stress and has detrimental effects on our physical and mental well-being. Beyond personal consequences, litter poses a significant threat to the balance of ecosystems and the survival of wildlife. It infiltrates water systems and oceans, leading to contamination and endangering aquatic life. A recent study by Keep America Beautiful in 2020 found some staggering statistics, with nearly 25 billion pieces of litter in waterways and an additional 23.7 billion pieces found alongside roadways². These numbers highlight the extensive impact of litter, not just as a visual problem, but as a widespread threat to our environment and our well-being.

The partnership with Corvallis Environmental Center would be a beneficial partnership for our event as they are a nonprofit that focuses on educating youth on environmental issues. The partnership would benefit both parties because the event is largely centered around educating the youth about environmental issues, like loss of biodiversity in green spaces, which affect not only the city of Corvallis but the world as a whole. The organization would bring support and the education portion of our event. The partnership with Oregon State College of Forestry will also be a valuable resource for our event. Not only do they have extensive knowledge of environmental issues but also of ecological issues affecting the Corvallis area. The College of Forestry at Oregon State focuses on managing natural resources so our event directly aligns with the primary motive of education. The students would bring their support and volunteerism to the event.

Major Deliverables

- Marketing campaign that boosts attendance
- Camaraderie amongst attendees via event swag
- Obtaining volunteers with the capacity to develop and share their environmental knowledge
- Greater community awareness of environmentally-conscious behaviors
- Cleaner greenspaces across Corvallis (less trash per capita)
- Greenspaces that provide greater support to ecosystems through cleaner waterways

Milestones

- Get approval for our event Saturday, October 26th from the City of Corvallis
 - We will need to make the city aware of our event so we are able to market it throughout the city and have safety officials on standby during the event
- Complete registration database
 - We will need to have this completed before we can start marketing, so that once people see our advertisements, they can have the ability to sign up right away and have their information logged in our database
- Have personnel secured for the event

- We will need to have a contract signed with each of these educational leaders and helpers to ensure their preparation for and attendance at the event
- Have determined location and boundaries of zones
 - From here we will be able to divide plants, clean-up information, and personnel by zone
- Finish building our marketing campaign
 - After we obtain all necessary materials for marketing, we can start advertising our event and collecting sign-ups
- Have obtained all plants
 - As a major part of our event, having plants will allow us to disperse them and carry out our event
- Finish event
 - Once the event has been concluded at the end time, we will be able to begin cleaning up, sending out post-event information, and analyzing data
- Complete Post-Event Analysis
 - With our documentation throughout the event, we will compile data from the event to complete an assessment report for future endeavors. This will mark the end of our project

Technical Requirements

- Event logistics and planning:
 - o Event venue: Ensure we have permission to use the green spaces
 - o Permits
 - Scheduling
 - Ensure compliance with any local codes or regulations
 - Ensure that the event is accessible to individuals with disabilities
- Communication and Marketing:
 - Website and database
 - Printing banners and brochures
 - Contact TV & radio stations
- Education Components:
 - Educational material
 - Educational leaders
- Volunteer management:
 - Registration system
 - Volunteer training
- Safety Measures:
 - o Gloves
 - Garbage bags
 - o First Aid

- o Eyewear
- Masks
- Technical infrastructure:
 - Internet access
- Waste Disposal:
 - Coordinate with local waste management (Republic Services)
- Emergency response plan:
 - Have a plan in place for responding to emergencies such as communication and evacuation
- Documentation and reporting:
 - Implementing a system for documenting the event during and after
- Weather Contingency:
 - Plan for contingencies in case of bad weather conditions

Limits and Exclusions

Project team responsibilities are as follows:

- Creating a blueprint for the event
- Ensure all materials are gathered prior to moving onto next steps
- Oversee actual event to ensure smooth event progression
- Getting approval for the event
- Allocating resources
- Measure major deliverables
- Purchase merchandise for the event
- Purchase materials for event
- Gather instructors for the event
- Build database for the event
- Post event evaluation
- Disposing waste after the event
- Promoting event
- Reach out to potential sponsors or partners
- Provide first aid

Project team will not be responsible for the following:

- Transportation
- Participant attire appropriate for weather
- Loss of personal items
- Liable for injuries

Stakeholder responsibilities are as follows:

- Provide financial support
- Provide education on our environment
- Provide necessary tools

• Help promote our event

Acceptance Criteria

- City of Corvallis must approve our event and proposed locations before we can begin marketing for our event
- Corvallis Environmental Center informed on locations and required education plan
- Volunteers must register online or at on of the on-site booths before they may participate in the event

Customer Review

We believe that our customers all have different motives for participating in our event. Some of the motives are that some care for their hometown, participating for community service, potential extra credit, and that some people want to make an impact. These customers can range in ages from as young as 15 or younger to anywhere above their late 60s. These customers can range in all different occupations from full time students to being retired and residing in Corvallis

Priority Matrix

	TIME	PERFORMANCE	соѕт
CONSTRAIN	Х		
ENHANCE		X	
ACCEPT			X

Time: Time is a constraint because our event is scheduled to be the Saturday before Halloween (October 26th, 2024). There can be no fluctuations in this date since our event is Halloween-themed.

Performance: With time being our constraint, we want to be able to enhance performance as much as possible. By throwing this event, we're striving to make it a success that people will look forward to in future years.

Cost: Though wanting to keep costs as low as possible, we expect to have sufficient financial

support from our sponsors, so if we need to ask for additional funds for the project, we will obtain those with ease.

Final Project Plan

Entry Table

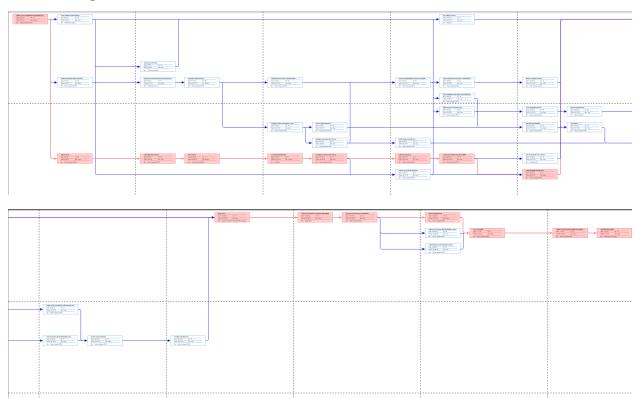
	Task Mode	→ Task Name	→ Duration	→ Start →	Finish +	Predecessors -	Resource Names	
	=3	41 Cleanup project	59 days	Fri 8/16/24	Thu 11/7/24			
	-3	≥ 1.1 Marketing campaign	34 days	Tue 9/10/24	Fri 10/25/24			
	3	₄ 1.1.1 Advertising	24 days	Tue 9/24/24	Fri 10/25/24			
	3	41.1.1.1 Print advertising	24 days	Tue 9/24/24	Fri 10/25/24			
		1.1.1.1 Design print advertisement	14 days	Tue 9/24/24	Fri 10/11/24	11	Designer [10%]	
5	-3	1.1.1.1.2 contact local business	1 day	Mon 10/21/24	Mon 10/21/24	12	Project managers[25%]	
w.	-3	1.1.1.1.3 Contact city of corvallis for banners	1 day	Mon 10/21/24	Mon 10/21/24	12	Project managers[25%]	
3	3	1.1.1.1.4 Put up/distrubting advertisement	3 days	Wed 10/23/24	Fri 10/25/24	13,7,36	Project managers[25%]	
)	-3	1.1.1.2 local radio/tv coverage	1 day	Tue 10/22/24	Tue 10/22/24	7,36	Media [1],Project managers[25%]	
0		41.1.2 merchandise	32 days	Tue 9/10/24	Wed 10/23/24			
1	-3	1.1.2.1 hire a designer	10 days	Tue 9/10/24	Mon 9/23/24	59	Project managers[10%]	
2	=3	1.1.2.2 get approval of designs from sponsors	5 days	Mon 10/14/24	Fri 10/18/24	5	Project managers[25%]	
3	=	1.1.2.3 send designs to printer and order quantities	1 day	Tue 10/22/24	Tue 10/22/24	6	Project managers[25%]	
4	-3	1.1.2.4 pick up merchandise for event days	1 day	Wed 10/23/24	Wed 10/23/24	13	Merchandise[1],Project managers[10%]	
5	-3	41.2 biodiversity plan	12 days	Wed 10/2/24	Thu 10/17/24			
6	-3	₄1.2.1 Zones	12 days	Wed 10/2/24	Thu 10/17/24			
7	-3	1.2.1.1 Determine location and boundary of zones	1 day	Wed 10/2/24	Wed 10/2/24	50	Project managers[25%]	
8	-3	1.2.1.2 Put flags/rope to mark the size	1 day	Fri 10/4/24	Fri 10/4/24	31	Project managers[25%]	
9	=3	1.2.1.3 Assign appropriate native plants to designated planting zones	1 day	Wed 10/9/24	Wed 10/9/24	51	Project managers[25%]	
0	-5	1.2.1.4 Create an itemized plant list	1 day	Thu 10/3/24	Thu 10/3/24	17	Project managers[25%]	
1	=3	1.2.1.5 Disperse plants to designated planting zones	1 day	Wed 10/16/24	Wed 10/16/24	18,26	Project managers[25%]	
2	-3	1.2.1.6 Obtain canopy and materials for first aid tents at each zone	1 day	Thu 10/17/24	Thu 10/17/24	56	Project managers[25%]	
3	-3	1.2.2 create an itemized list of resources needed for planting	1 day	Wed 10/9/24	Wed 10/9/24	51	Project managers[25%]	
4	3	1.2.3 purchase gardening resources	1 day	Thu 10/10/24	Thu 10/10/24	23	Project managers[25%]	
5	=3	1.2.4 order from plant distributor	3 days	Thu 10/10/24	Mon 10/14/24	19,20	Project managers[25%]	
6	=3	1.2.5 collect plants	1 day	Tue 10/15/24	Tue 10/15/24	25,24	Project managers[25%]	
7	=3	41.3 waste management plan	18 days	Thu 10/3/24	Mon 10/28/24			
8	===	1.3.1 Assemble collection teams	1 day	Wed 10/23/24	Wed 10/23/24	29	Project managers[25%]	
9	=3	1.3.2 organize clean-up materials	3 days	Fri 10/18/24	Tue 10/22/24	21,22	Project managers[25%]	
0	-3	41.3.3 post-event clean-up	18 days	Thu 10/3/24	Mon 10/28/24			
1	-3	1.3.3.1 determine clean-up plan for each zone	1 day	Thu 10/3/24	Thu 10/3/24	17	Project managers[25%]	
2	=3	1.3.3.2 carry out clean-up plan in conjunction with Republic services	1 day	Mon 10/28/24	Mon 10/28/24	60	Dumpster[1],Project managers[25%]	
3	=5	▲1.4 documentation	59 days	Fri 8/16/24	Thu 11/7/24			
4	=3	1.4.1 Obtain a license/permit for the event from the City of Corvallis	12 days	Fri 8/16/24	Tue 9/3/24		Project managers[25%]	
5	=3	△ 1.4.2 data collection plan	40 days	Wed 9/4/24	Tue 10/29/24			
6	-5	1.4.2.1 Create Participant signup Database	1 day	Wed 9/4/24	Wed 9/4/24	34	Techincal resources, Project managers [25%]	
7	-3	1.4.2.2 Create post-event survey	1 day	Thu 9/5/24	Thu 9/5/24	36	Techincal resources, Project managers [25%]	
8	=3	1.4.2.3 email out post-event survey to participants	1 day	Tue 10/29/24	Tue 10/29/24	32	Project managers[25%]	

39	3	≤ 1.4.3 environmental data	4 days	Wed 10/30/24	Mon 11/4/24		
40	-	1.4.3.1 gather waste collection data from Republic services	1 day	Wed 10/30/24	Wed 10/30/24	38	Project managers[25%]
41	=3	1.4.3.2 gather biodiversity data from botanist leaders	1 day	Wed 10/30/24	Wed 10/30/24	38	Project managers[25%]
42	3	1.4.3.3 assess our impact	2 days	Fri 11/1/24	Mon 11/4/24	40,41,43	Project managers[25%]
43	=	1.4.4 Analyze Participant Data	2 days	Wed 10/30/24	Thu 10/31/24	38	Project managers[25%]
44	=	1.4.5 Condense Data into project portfolio/presentation	2 days	Tue 11/5/24	Wed 11/6/24	42	Project managers[25%]
45	3	1.4.6 stakeholder presentation	1 day	Thu 11/7/24	Thu 11/7/24	44	Project managers[25%]
46	1003	▲ 1.5 education	31 days	Wed 9/4/24	Wed 10/16/24		
47	=3	⁴1.5.1 Personnel	26 days	Wed 9/4/24	Wed 10/9/24		
48	3	1.5.1.1 Contact faculty of the College of Forestry	3 days	Wed 9/4/24	Fri 9/6/24	34	Project managers[25%]
49	-	1.5.1.2 Create sign-up and management system for personnel	3 days	Mon 9/9/24	Wed 9/11/24	48	Techincal resources, Project managers [25%]
50	=3	1.5.1.3 Interview & gather personnel	14 days	Thu 9/12/24	Tue 10/1/24	49	Project managers[25%]
51	-3	1.5.1.4 Decide what information personnel are to provide	3 days	Fri 10/4/24	Tue 10/8/24	53,31	Project managers[25%]
52	-3	1.5.1.5 Split personnel by designated zones	1 day	Wed 10/9/24	Wed 10/9/24	51	Project managers[25%]
53	=	1.5.1.6 Debrief personnel on basic safety procedures	1 day	Wed 10/2/24	Wed 10/2/24	50	Project managers[25%]
54	-	▲ 1.5.2 print education	5 days	Thu 10/10/24	Wed 10/16/24		
55	3	1.5.2.1 design information brochures	4 days	Thu 10/10/24	Tue 10/15/24	52	Project managers[25%]
56	-	1.5.2.2 print and gather brochures	1 day	Wed 10/16/24	Wed 10/16/24	55	Advert material[1],Project managers[25%]
57	3	▲ 1.6 sponsorships	4 days	Wed 9/4/24	Mon 9/9/24		
58	=3	1.6.1 attain sponsors	3 days	Wed 9/4/24	Fri 9/6/24	34	Project managers[25%]
59	-5	1.6.2 collect funds from sponsors	1 day	Mon 9/9/24	Mon 9/9/24	58	Project managers[25%]
60	*	1.7 Have event	1 day	Sat 10/26/24	Sat 10/26/24	14,8,9,28,37	Cleanup Supplies[1],First Aid Kit[1],Leaders[20,000%], Plant seeds[1], Portable toilets[1],Refreshments[1],Tents[1], Tools for planting[1], Trained botanist[200%], Walkie Talkies[1],Project managers[250%]

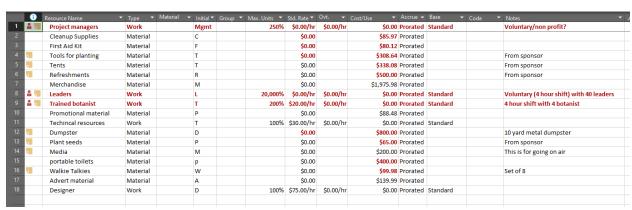
Schedule Table

	1							
	İ×	Task Name ▼	Start →	Finish 🔻	Late Start →	Late Finish	Free Slack →	Total Slack ▼
1	\rightarrow	△ 1 Cleanup project	Fri 8/16/24	Thu 11/7/24	Fri 8/16/24	Thu 11/7/24	0 days	0 days
2	□	■ 1.1 Marketing campaign	Tue 9/10/24	Fri 10/25/24	Tue 9/10/24	Fri 10/25/24	0 days	0 days
3	□	4 1.1.1 Advertising	Tue 9/24/24	Fri 10/25/24	Tue 9/24/24	Fri 10/25/24	0 days	0 days
4	-	▲ 1.1.1.1 Print advertising	Tue 9/24/24	Fri 10/25/24	Tue 9/24/24	Fri 10/25/24	0 days	0 days
5	\rightarrow	1.1.1.1.1 Design print advertisement	Tue 9/24/24	Fri 10/11/24	Tue 9/24/24	Fri 10/11/24	0 days	0 days
6	= →	1.1.1.1.2 contact local business	Mon 10/21/24	Mon 10/21/24			0 days	0 days
7	= →	1.1.1.1.3 Contact city of corvallis for banners	Mon 10/21/24	Mon 10/21/24	Tue 10/22/24	Tue 10/22/24	0 days	1 day
8	□	1.1.1.1.4 Put up/distrubting advertisement	Wed 10/23/24	Fri 10/25/24		Fri 10/25/24	0 days	0 days
9	=	1.1.1.2 local radio/tv coverage	Tue 10/22/24	Tue 10/22/24	Fri 10/25/24	Fri 10/25/24	3 days	3 days
10	<u>-</u>	4 1.1.2 merchandise	Tue 9/10/24	Wed 10/23/24	Tue 9/10/24	Fri 10/25/24	0 days	0 days
12	->	1.1.2.1 hire a designer	Tue 9/10/24	Mon 9/23/24	Tue 9/10/24	Mon 9/23/24	0 days	0 days
13	= 3	1.1.2.2 get approval of designs from sponsors	Mon 10/14/24	Fri 10/18/24		Fri 10/18/24	0 days	0 days
14		1.1.2.3 send designs to printer and order quantities	Tue 10/22/24	Tue 10/22/24	Tue 10/22/24	Tue 10/22/24	0 days	0 days
15	□	1.1.2.4 pick up merchandise for event days	Wed 10/23/24		Fri 10/25/24	Fri 10/25/24	2 days	2 days
16	⇒	▲ 1.2 biodiversity plan ▲ 1.2.1 Zones	Wed 10/2/24	Thu 10/17/24	Fri 10/4/24		2 days	2 days
17	→		Wed 10/2/24 Wed 10/2/24	Thu 10/17/24 Wed 10/2/24	Fri 10/4/24	Mon 10/21/24 Fri 10/4/24	2 days 0 days	2 days
18	→ =3	1.2.1.1 Determine location and boundary of zones	Fri 10/4/24	Fri 10/4/24	Fri 10/4/24 Fri 10/18/24	Fri 10/4/24 Fri 10/18/24	7 days	2 days
19	→ =3	1.2.1.2 Put flags/rope to mark the size	Wed 10/9/24	Wed 10/9/24			0 days	10 days 3 days
20	→ =3	1.2.1.3 Assign appropriate native plants to designated planting zones	Thu 10/3/24	Thu 10/3/24			4 days	7 days
21	→ =3	1.2.1.4 Create an itemized plant list 1.2.1.5 Disperse plants to designated planting zones	Wed 10/16/24		Mon 10/21/24		1 days	3 days
22	→ =3	1.2.1.6 Obtain canopy and materials for first aid tents at each zone	Thu 10/17/24	Thu 10/17/24			0 days	2 days
23	→ =3	1.2.2 create an itemized list of resources needed for planting	Wed 10/9/24	Wed 10/9/24			0 days	5 days
24	→ =3	1.2.3 purchase gardening resources	Thu 10/10/24	Thu 10/10/24	Thu 10/17/24		2 days	5 days
25	<u> </u>	1.2.4 order from plant distributor	Thu 10/10/24	Mon 10/14/24	Tue 10/15/24		0 days	3 days
26	=	1.2.5 collect plants	Tue 10/15/24	Tue 10/15/24	Fri 10/18/24	Fri 10/18/24	0 days	3 days
27	=	4 1.3 waste management plan	Thu 10/3/24				0 days	0 days
28	=	1.3.1 Assemble collection teams	Wed 10/23/24		Fri 10/25/24	Fri 10/25/24	2 days	2 days
29	=	1.3.2 organize clean-up materials	Fri 10/18/24	Tue 10/22/24	Tue 10/22/24	Thu 10/24/24	0 days	2 days
30	=	▲ 1.3.3 post-event clean-up	Thu 10/3/24		Mon 10/7/24		0 days	0 days
31	=	1.3.3.1 determine clean-up plan for each zone	Thu 10/3/24	Thu 10/3/24	Mon 10/7/24	Mon 10/7/24	0 days	2 days
32	=	1.3.3.2 carry out clean-up plan in conjunction with Republic services	Mon 10/28/24	Mon 10/28/24			0 days	0 days
33	=	▲ 1.4 documentation	Fri 8/16/24	Thu 11/7/24	Fri 8/16/24	Thu 11/7/24	0 days	0 days
34	=	1.4.1 Obtain a license/permit for the event from the City of Corvallis	Fri 8/16/24	Tue 9/3/24	Fri 8/16/24	Tue 9/3/24	0 days	0 days
35	=	■ 1.4.2 data collection plan	Wed 9/4/24	Tue 10/29/24	Tue 10/22/24	Tue 10/29/24	0 days	0 days
36	=	1.4.2.1 Create Participant signup Database	Wed 9/4/24	Wed 9/4/24	Tue 10/22/24	Tue 10/22/24	0 days	34 days
37	=	1.4.2.2 Create post-event survey	Thu 9/5/24	Thu 9/5/24	Fri 10/25/24	Fri 10/25/24	36 days	36 days
38	=	1.4.2.3 email out post-event survey to participants	Tue 10/29/24	Tue 10/29/24	Tue 10/29/24	Tue 10/29/24	0 days	0 days
39	=	■ 1.4.3 environmental data	Wed 10/30/24	Mon 11/4/24	Thu 10/31/24	Mon 11/4/24	0 days	0 days
40	=	1.4.3.1 gather waste collection data from Republic services	Wed 10/30/24	Wed 10/30/24	Thu 10/31/24	Thu 10/31/24	1 day	1 day
41	=	1.4.3.2 gather biodiversity data from botanist leaders	Wed 10/30/24	Wed 10/30/24	Thu 10/31/24	Thu 10/31/24	1 day	1 day
42	=	1.4.3.3 assess our impact	Fri 11/1/24	Mon 11/4/24	Fri 11/1/24	Mon 11/4/24	0 days	0 days
43	=	1.4.4 Analyze Participant Data	Wed 10/30/24	Thu 10/31/24		Thu 10/31/24	0 days	0 days
44	=	1.4.5 Condense Data into project portfolio/presentation	Tue 11/5/24	Wed 11/6/24	Tue 11/5/24	Wed 11/6/24	0 days	0 days
45	□	1.4.6 stakeholder presentation	Thu 11/7/24	Thu 11/7/24	Thu 11/7/24	Thu 11/7/24	0 days	0 days
46	=	▲ 1.5 education		Wed 10/16/24	Fri 9/6/24	Fri 10/18/24	2 days	2 days
47	- →	4 1.5.1 Personnel	Wed 9/4/24	Wed 10/9/24	Fri 9/6/24	Fri 10/11/24	2 days	2 days
48	<u>=</u>	1.5.1.1 Contact faculty of the College of Forestry	Wed 9/4/24	Fri 9/6/24	Fri 9/6/24	Tue 9/10/24	0 days	2 days
49	<u></u>	1.5.1.2 Create sign-up and management system for personnel	Mon 9/9/24	Wed 9/11/24	Wed 9/11/24	Fri 9/13/24	0 days	2 days
50	=	1.5.1.3 Interview & gather personnel	Thu 9/12/24	Tue 10/1/24	Mon 9/16/24	Thu 10/3/24	0 days	2 days
51 52	=	1.5.1.4 Decide what information personnel are to provide	Fri 10/4/24	Tue 10/8/24	Tue 10/8/24	Thu 10/10/24	0 days	2 days
53	= 3	1.5.1.5 Split personnel by designated zones	Wed 10/9/24	Wed 10/9/24	Fri 10/11/24	Fri 10/11/24	0 days	2 days
54	→	1.5.1.6 Debrief personnel on basic safety procedures 4 1.5.2 print education	Wed 10/2/24	Wed 10/2/24 Wed 10/16/24	Mon 10/7/24 Mon 10/14/24	Mon 10/7/24 Fri 10/18/24	1 day 2 days	3 days
55	→	1.5.2.1 design information brochures	Thu 10/10/24 Thu 10/10/24	Tue 10/15/24	Mon 10/14/24 Mon 10/14/24	Thu 10/17/24	0 days	2 days 2 days
56	→ =3	1.5.2.2 print and gather brochures	Wed 10/16/24		Fri 10/18/24	Fri 10/18/24	0 days	2 days
57	→ =3	4 1.6 sponsorships	Wed 10/10/24 Wed 9/4/24	Mon 9/9/24	Wed 9/4/24	Mon 9/9/24	0 days	0 days
58	→	1.6.1 attain sponsors	Wed 9/4/24	Fri 9/6/24	Wed 9/4/24	Fri 9/6/24	0 days	0 days
59	=	1.6.2 collect funds from sponsors	Mon 9/9/24	Mon 9/9/24	Mon 9/9/24	Mon 9/9/24	0 days	0 days
60	*	1.7 Have event	Sat 10/26/24	Sat 10/26/24		Mon 10/28/24	0 days	0 days

Network Diagram



Resource Sheet



Cash Flow



This project starts on August 16th, 2024 and ends on November 7th, 2024, with a total duration of 59 working days. The event itself will take place on October 26th, 2024. We have one critical path in our network with critical activities including: Obtain a license/permit, Attain sponsors, Collect funds from sponsors, Hire a designer, Design print advertisements, Get approval of designs from sponsors, Contact local businesses, Send designs to prints and order quantities, Put up/distribute advertisement, Have event, Carry out clean-up plan in conjunction with Republic Services, Email out post-event survey, Analyze Participant Data, Assess our impact, Condense Data into Project Portfolio/Presentation, and Stakeholder Presentation. Our project is fairly sensitive: we only have one critical path, which does reduce sensitivity, but while looking at our schedule table, we can see that not many of our activities have many (or any) days of slack.

Success Indicators

Our success indicator is to have at least 30 people per the 4 zones. If not achievable, then we will adjust accordingly, but more on that in the risk assessment. We chose to do this because the importance of our event happening is through participation rather than how much is cleaned up. Yes, it is our goal to clean up the city of Corvallis, but having a goal of a certain amount of trash collected or planting aquatic plants is on the basis of full effort given by participants which

isn't fully guaranteed with our event. That being said we have shifted our focus to the number of participants and, if we can hit our participant goal of at least 30 people per zone, then we can deem our project a success.

Sponsors

Project Sponsor

Our project sponsor for the event is Diane Converse, Executive Director from the Corvallis Environmental Center. As the Executive Director of the Corvallis Environmental Center, Diane Converse possesses extensive knowledge of environmental issues and community engagement. Her experience and insights will be invaluable in ensuring the project aligns with environmental goals and best practices. Diane likely has a wide network of connections in the Corvallis community, including potential volunteers, local organizations, and government agencies. This network can be leveraged to gather resources, volunteers, and support for the event. Diane's role as the Executive Director of an environmental center demonstrates her commitment to environmental causes. She can also help with the education portion of our event as the Corvallis Environmental Center focuses on educating youth about the environment. Her personal dedication to the project's objectives will help motivate and inspire participants and sponsors. As a respected figure in the community, Diane Converse's endorsement of the project lends credibility and trustworthiness to the event. This can be vital in gaining the support of other stakeholders

Corporate Sponsors

Cafe Yumm! is interested in supporting the project because of its commitment to sustainability and community involvement, aligning with the event's goals. Cafe Yumm! can help promote the event through its marketing channels, raising awareness and participation in the community. The company focuses its giving on public education, food and water protection, and reuse and recycling programs which align with the core goals of the Corvallis Community Cleanup Event. We will obtain \$1,500 in funding from Cafe Yumm! So that we can provide the necessary resources for our event. In return, Cafe Yumm can benefit from brand exposure, logo placement on promotional materials, mentions in media campaigns, and the opportunity to showcase their commitment to environmental responsibility.

The Hewlett Foundation has a long-standing commitment to supporting environmental and educational causes. This aligns perfectly with the core themes of the Corvallis Community Cleanup Event, which focuses on both environmental issues and community education. The foundation's support can facilitate the creation of educational materials, workshops, or interactive sessions that convey the significance of a clean environment and biodiversity. Eco-friendly initiatives align perfectly with the event's goals and will contribute significantly to its success.

Hewlett Foundation's involvement can amplify the educational and environmental impact of the event, benefiting both the community and the cause of environmental stewardship. The foundation can provide financial support of \$4,000 to help cover the costs of the event, such as logistics, promotion, and resources for participants.

Dutch Bros prioritizes community engagement and endeavors to minimize their environmental footprint within the local communities where they operate. Dutch Bros can benefit by recognizing the event as an opportunity to actively engage with the community. By supporting and participating in the event, they demonstrate their commitment to local causes and community betterment. This community engagement fosters goodwill and a sense of connection with the residents of Corvallis. Their financial support of \$1,5000 as a sponsor will help fund the event and the necessary resources needed to organize the Corvallis Community Cleanup Event.

Gaia Landscapes is a business with a strong connection to landscaping and the environment. They possess specialized knowledge and expertise related to sustainable and environmentally friendly landscaping practices. This expertise can be instrumental during the cleanup, as they can guide and train volunteers on the best practices for environmental restoration efforts. Gaia Landscapes can provide valuable resources such as tools, equipment, and materials necessary for landscaping and environmental restoration. They can also support the event with a donation of \$353.76. This support is critical for the success of the event, as it ensures that participants have the right tools to carry out their cleanup activities effectively and safely. In return for their support, Gaia Landscapes can expect recognition and promotional benefits. This recognition includes logo placement on event materials, mentions in press releases, and acknowledgment during the event.

Resource Allocation and Cost Estimates

See above diagrams in Final Project Plan for resource information

After inputting our resource information, we found over-allocation issues for Project Managers, Trained Botanists, and Leaders. Given that we are constrained on time for this project, our best option is to ask for additional funds from our sponsors to provide us with more personnel to complete tasks more effectively. Despite leveling, we ran into difficulty in Microsoft Project, especially since our botanists and leaders would only be needed for a short time-frame, and there shouldn't be a reason for over-allocations. We attached our most recent resource sheet.

The total cost for this project is \$7,353.76.

Stakeholder Analysis

- Our team
- Designer
- Volunteers/leaders
- Trained botanist
- Participants of the event
- Corvallis residents
- City of Corvallis:
 - o Parks and Recreation Department
 - Republic Waste Management
- Community Organizations:
 - o Corvallis Environmental Center
 - o Oregon State College of Forestry
- Local Businesses
- Oregon State University
- Volunteers and Participants
- Media Outlets:
 - Local Newspapers
 - Local Radio Stations
 - o Local TV Channels
- Diane Converse, Executive Director from the Corvallis Environmental Center
- Sponsors:
 - Dutch Bros
 - Cafe Yumm
 - The Hewlett Foundation
 - Gaia Landscape
- Corvallis Emergency Services:
 - o Police Department
 - o Emergency Medical Services

Stakeholder	Impact	Relationship	What We Need & Our Influence Tactic
Our Team	Positive/Negative Our team can positively influence the outcome of our project by providing thorough project management	Strong Relationship. We know each other from MGMT 364 class at Oregon State University. We have come together to	- NEED: Everyone to do the backend work equally - INCENTIVE: Resume building in a project management task, the

	practices in order to ensure the organizational success of the project. We can negatively impact our project by being disorganized and not properly aligning our goals with each other and the work.	complete the term's group project.	satisfaction of helping our community
Designer	Positive/Negative The designer can positively impact our team/project by contributing to the overall organization and completing all necessary work so that we can effectively market our event. In addition to being able to fulfill our responsibilities with our sponsors by including their business branding on merchandise and marketing. The designer can negatively impact our event if they do not provide adequate branding in time or don't create a creative and visually engaging design strategy. We can negatively impact our relationship with the designer through lack of communication and inadequate compensation.	Strong Relationship We have to work collaboratively and effectively with the designer to ensure the branding of our merchandise and marketing so that we can accurately represent and support our event.	NEED: them to create visually engaging and creative branding for merchandise and marketing materials. INCENTIVE: Financial compensation as well as additional work for their portfolio. There could also be exposure from the event and an opportunity to build a stronger connection the the community through this work.
Volunteers/Leaders	Positive/Negative essential for the	Our team does not have a direct relationship	- NEED: Leadership by community members or

	execution of the cleanup and planting activities. Their enthusiasm and commitment contribute directly to the success of the event. A lack of volunteers/leaders could lead to the event not happening.	with the volunteers/leaders	faculty from the OSU College of Forestry - INCENTIVE: Visibility that they are volunteering in their community, the fun of accomplishing a task with coworkers, experienced botanists will be paid an hourly wage
Trained Botanist	Positive/negative The trained botanist can positively impact the project by providing professional assistance and guidance as to how we should conduct the planting portion of our event. It can be negative if they do not communicate in a timely manner and provide relevant information about the local ecosystems.	Limited Relationship We will have a limited relationship as they are helping for a portion of the planning and execution of our event date.	NEED: them for the planning and advising of specific plant related resources and ecological impact INCENTIVE: They have the opportunity to help impact the local community and environment by getting involved. They will also be compensated financially for their contributions.
Participants	Positive/Negative Their active participation demonstrates community engagement and support, contributing to the overall success and impact of the event. If there is not an adequate number of participants, their involvement may be reduced, affecting the overall effectiveness of the cleanup and planting efforts.	Limited Relationships Some of the participants will be from the Oregon State Community which our team is a part of and has close connections to. In addition, the participants are other Corvallis residents which our team is also a part of.	- NEED: them to be present to do the actual clean-up and planting - INCENTIVE: They will get the gratification of beautifying their community and get educated about the environment via brochures. They will also receive a t-shirt from the event and metal straw for their participation
Corvallis Residents	Positive/Negative Their participation and	Since a majority of our team members are	- NEED: their cooperation with an

	support contribute to the success of the event, fostering community spirit and environmental awareness. Resistance or opposition from residents in designated cleanup areas may slow down the process, necessitating effective communication and community outreach.	Corvallis residents we are a part of the community. Although we have limited familiarity with local long-term residents our team members have been only Corvallis residents for the past two to three years.	event occurring in their community spaces - INCENTIVE: a cleaner community with more educated residents
Corvallis Parks and Recreation	Positive/Negative Provides necessary permits, resources, and support for the event, ensuring a smooth and organized execution. Delay or denial of permits, or lack of support, could hinder the event's planning and execution.	No relationship	- NEED: their approval to host the event in local natural spaces - INCENTIVE: a cleaner community with more educated residents
Republic Waste Management	Positive/Negative Crucial for waste disposal, ensuring proper management of collected trash and contributing to the event's environmental goals. Issues in waste management logistics or services could disrupt the cleanup process and potentially create environmental hazards.	Limited relationship. A majority of the team has an account set up with Republic Waste Management as they are the primary trash collection agency for the city of Corvallis. The relationship does not extend past being customers.	- NEED: them to dispose of all the trash we collect - INCENTIVE: we will be paying for their services
Corvallis Environmental Center	Positive/Negative Provide expertise, educational resources, and support for environmental initiatives, enhancing the educational and ecological aspects of the event. A lack of	No relationship	- NEED: Tools and seeds, expertise from their Executive Director about leading an environmental cleanup (psychological motivators, needs for the the Corvallis environment

	collaboration or support might reduce the educational and ecological impact of the event.		specifically) - INCENTIVE: Furthering of organization goals and exposure of them working on large-scale projects
Oregon State College of Forestry	Provides expertise, and educational resources, and is a central support for rallying Oregon State Students to be participants or volunteers for the event. Lack of support could affect the quality of the organizational efforts for the designated clean-up zones.	Moderate relationship. As students of Oregon State University, our team has personally limited interactions with the College of Forestry. Although we have a couple of team members who know students within the College of Forestry. Those students may be able to connect us with influential members of the college and garner more support for the event itself.	- NEED: Leaders/botanists from the college with knowledge about plants to educate our participants. Also need them to spread the word about our event and potentially offer extra credit to their students for participating - INCENTIVE: show their students an example of getting involved with the environment in a way relevant to their classes, experienced botanists will be paid an hourly wage
Oregon State University	Positive/Negative Offers volunteers, potential resources, and educational support, contributing to the success and credibility of the event. Limited Involvement or Support from the university may affect the overall impact and outreach of the event.	Strong Relationship We are all students attending Oregon State University. We are all a part of various clubs and activities that are related to OSU. We have strong connections with faculty and students within the College of Business. These connections may help our engagement with the event.	- NEED: their approval to host part of the event on campus, where non-students will be working - INCENTIVE: a cleaner campus. Also, an improved reputation for participating in an environmental cleanup
Local Newspaper	Positive/Negative Effective promotion and coverage can significantly boost awareness, participation, and	No Relationship	- NEED: them to advertise our event - INCENTIVE: we will be paying for our advertisement

	support for the event. Not receiving a spot in the local newspaper could limit the engagement we receive from the community.		
Local TV	Positive/Negative Being able to promote the event on TV could allow us to reach a broader audience and garner more support from the community. Limited media coverage or negative publicity may reduce community engagement and support.	No Relationship	- NEED: them to advertise our event - INCENTIVE: we will be paying for our advertisement
Local Radio Stations	Positive/Negative Airing on local stations can boost awareness for the event by reaching a large audience of Corvallis residents. Not receiving a time slot to air advertisements for the event could impact the number of participants who sign up for the event.	No Relationship	- NEED: them to advertise our event - INCENTIVE: we will be paying for our advertisement
Diane Converse	Positive/Negative Leadership and guidance from a local environmental expert enhance the event's credibility and impact. Lack of coordination or misalignment in goals with the executive director may affect the overall success of the event and the amount of volunteers/leaders.	No Relationship	- NEED: Educational aspects of our projects - INCENTIVE: Visibility of supporting environmental education efforts, furthering her organization's goals on a semi-large scale
Dutch Bros	Positive/Negative Financial support significantly enhances	Limited Relationship. Dutch Bros is a business on campus	- NEED: \$500 going towards snacks and refreshments for the

	the event's scale, impact, and success. Lack of financial support may create a financial strain, limiting the event's ability to provide necessary resources, and promotional efforts, negatively influencing the overall event experience.	that many OSU students frequent. It is a prominent business in the community.	event, \$1,000 more to cover advertising, merchandise, and other materials - INCENTIVE: company name on event t-shirts and advertisements, providing visibility that their company cares about the environment and the greater community
Cafe Yumm	Positive/Negative The financial backing provided by sponsors like Cafe Yumm! is crucial for covering event costs. If they do not sponsor the event it may place a strain on the budget, affecting the quality of materials, resources, and promotional efforts. This can potentially compromise the overall success of the event.	Limited Relationship A couple of group members have a roommate who is a shift lead at Cafe Yumm! Which may help our team secure their sponsorship.	- NEED: \$1,500 to cover advertising, merchandise, and other materials - INCENTIVE: company name on event t-shirts and advertisements, providing visibility that their company cares about the environment and the greater community
The Hewlett Foundation	Positive/Negative The Hewlett Foundation's long-standing commitment to environmental and educational causes significantly amplifies the event's impact. Their financial support enables the creation of educational materials, workshops, and interactive sessions. Without their financial support, the logistics of the event may not succeed as we wouldn't have the resources to host the event.	No Relationship	- NEED: \$4000 to cover advertising, merchandise, botanist wages, clean-up materials, planting supplies, and seeds. and other materials - INCENTIVE: company name on event t-shirts and advertisements, providing visibility that their company cares about the environment and the greater community

Gaia Landscape	Providing tools, equipment, and materials contribute to the success of the event by empowering participants with the necessary resources. Withdrawal may limit the availability of necessary resources, affecting the ability of participants to carry out cleanup activities.	No Relationship	- NEED: \$353.76 towards clean-up materials, planting supplies, and seeds - INCENTIVE: company name on event t-shirts and advertisements, providing visibility that their company cares about the environment and the greater community
Corvallis Police Department	Positive/Negative Ensures public safety during the event, addressing any emergencies promptly. Inadequate coordination or emergency response may pose risks to participants and the community.	No Relationship	- NEED: their awareness of our event taking place in case of an emergency amongst our participants - INCENTIVE: Builds trust in the community seeing that emergency service providers are prepared to help
Corvallis Emergency Medical Services	Positive/Negative garner trust from the public with the presence of Emergency medical services. Facilitates first aid and general safety measures at the event. Lack of presence could impact the event and may face challenges in adhering to safety standards and regulations, potentially leading to legal issues or community dissatisfaction.	No Relationship	- NEED: their awareness of our event taking place in case of an emergency amongst our participants - INCENTIVE: Builds trust in the community seeing that emergency service providers are prepared to help

Risk Assessment/Response Plan

Potential Risks

- Weather disruptions
- Low Participation
- Participant management network malfunction

- Waste management issues with Republic Services
- Health & Safety Concerns
- Community Opposition
- Licensing confirmation delay
- Insufficient volunteers/leaders
- Insufficient funds
- Shipping delays (tools, plants, merchandise)

Risk Assessment

Risk	Likelihood	Impact	Detection Difficulty	When	Total
Weather Disruptions	4	4	4	During event	<u>64</u>
Low participation	3	3	1	During event	9
Participant management network malfunction	1	2	1	During Event	2
Waste management issues with Republic Services	1	3	3	During event	9
Safety Concerns	2	5	1	During event	10
Community Opposition	1	1	5	During & post event	5
Licensing confirmation delay	2	5	1	Pre-event	10
Insufficient funds	2	3	3	Pre-event	<u>18</u>
Insufficient volunteers/ leaders	3	3	3	Pre-event	<u>27</u>

Shipping	2	3	2	Pre-event	12
Delays					

Risk Value Threshold

We have established that our risk value threshold is anything over 18. We chose this number because we believe that all of our risks above the value of 18 have a greater impact on preventing our clean-up event compared to other risks that are below the value of 18. We believe that anything below the value of 18 is easier to detect and less likely to happen making it an easier risk to mitigate compared to others. The three highlighted risks with a value of over 18 are weather disruptions, insufficient volunteers/leaders, and insufficient funding.

We can do our clean-up event based on whatever weather conditions there may be besides, a thunderstorm. Despite being able to predict what kind of weather we will receive, it is not 100% guaranteed that the predicted weather conditions will be a reality. As well as weather forecasts typically can only be seen only a week in advance, meaning it is hard to predict the weather from the start date of the project to the event date.

We can still hold our event if we have fewer volunteers/leaders. We need leaders and volunteers to help with the safety and education which is a vital part of our event. Again this project is participation-based so predicting how many participants we will get can fluctuate.

Lastly, we will not be able to host our event if we don't receive enough funds, our event doesn't cost too much money, only around 7,500 dollars, to host so worrying about receiving an inadequate amount of money is lower on our radar, but it still could happen.

Risk Response Plan

As for responding to the risks mentioned before we have a plan for each one.

We will be purchasing ponchos for the event because heavy rain would be the predicted weather for the event which we can still proceed with.

For insufficient volunteers/leaders, we will be reassigning roles and responsibilities and reducing the number of cleanup zones accordingly.

For funding, we want to identify which areas we can reduce cost, renegotiate with sponsors and partners, and finally decrease the number of clean-up zones if need be.

Risk Response Matrix

Risk	Mitigation	Contingency	Trigger	Who is Responsible?
Weather Disruptions	Monitor the weather forecast leading up to the event. Communicate to participants to be mindful of weather.	Purchase ponchos for participants.	If 5 days before the event the forecast says there is a 40%> chance of rain that day.	Event Director.
Insufficient funds	Communicate the budget with our event sponsors, track our spending.	Identify areas where costs can be reduced. Renegotiate the terms with our sponsors and partners. Decrease the number of cleanup zones.	If we are unable to raise \$5,000 a month before our event.	Event Treasurer
Insufficient volunteers/leaders.	Begin recruitment 3 months prior to event. develop detailed job descriptions for each volunteer and leader, and communicate these during the recruitment process. Create incentives such as a certificate of appreciation.	Reassign roles and responsibilities accordingly and Reduce # cleanup zones accordingly	If we are unable to staff at least 10 leaders per zone.	Event Director

Project Feasibility

To assess the feasibility of our project we must look at several key factors. First, is our timeline. Scheduling our event on Halloween Weekend aligns with the community's festive spirits, but its success depends on thorough planning, promotion, and our team's ability to execute. Promotion is feasible because we intend on advertising with local radio and TV stations, along with a social media campaign. Thorough planning is important because our event is in the fall season, which means the weather can be unpredictable. A contingency plan must be put in place in case of adverse weather conditions. Overall, our project has a feasible timeline, but it will be important to monitor the weather conditions leading up to it.

The project presents clear and measurable outcomes, such as the collection of trash, environmental education, and the cultivation of community spirit. Success can be evaluated by the volume of trash collected, the number of participants who attended the event, and the enthusiasm and engagement of the participants. These metrics can be measured via post-event surveys, data collection, and communication with our waste management partner. Community engagement is feasible because of the added Halloween elements such as costumes and candy, which will create an engaging and memorable experience for the participants.

In terms of funding, \$7,353 is a feasible ask since we will be utilizing a diversified fundraising strategy. We will reach out to the Hewlett Foundation to be our primary corporate sponsor and request \$4,000 in funding from them, in return for exposure during our event; this is feasible due to their local presence and the company's CSR initiatives, which directly align with our goals. We plan on getting \$353 worth of clean-up and planting materials from Gaia Landscapes, a local landscaping company. Gaia Landscapes is a feasible sponsor due to their specialized knowledge in landscaping, along with their community presence, and they will also benefit from local exposure. We plan on obtaining funds (\$1,500 each) from Dutch Bros and Cafe Yumm in exchange for advertising space. Both of the sponsors are feasible since they both can benefit from the local exposure. The feasibility of obtaining sponsors also depends on the success of our community promotional campaign.

In order to run our event, we must gather around 40-50 leaders. Each of the four clean-up zones must have at least 10 leaders to operate. The feasibility of obtaining our leaders depends on the success of our promotional campaign. We will promote to local high schools and Oregon State University to obtain these leaders. We aim to have a 4:1 participant-to-leader ratio at our event, which means we're anticipating around a maximum of 160 total participants. This number is feasible since the city of Fresno conducted a similar city-wide cleanup and amassed over 1,200 participants⁸. With Corvallis being around 10 times smaller than Fresno, a participant count of 120+ is feasible.

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