

Chapter 5 FUNDRAISING

Successful fun fundraising requires preparation and good staffing. Fundraising is not easy, taking countless hours. Every season, each club must think about the subject of finances, and someone else says, "My Dad's company might sponsor us..." While this may cover some programs sometimes, most programs must put much more planning into raising money.

GETTING OFF TO A GOOD START

Successful fundraising will be much like running a successful business - certain positions need to be filled so that the work flows more easily and profitability is ensured. You should have:

- 1) *Program chairman* - Coordinates all group efforts and activities.
- 2) *Distribution director* - Responsibilities include collecting money, maintaining financial and inventory records, plus ordering and distributing the product to ensure availability during the drive.
- 3) *Publicity director* - Mentioned in the chapter on promotion, this person is in charge of all communications between your group and the local media and public. As public awareness increases, opportunities for success continue to increase.
- 4) *Team captains* - In charge of certain courts, buildings and neighborhoods, or such areas that your project requires. Maintains product supply, collects and record receipts, and promotes team enthusiasm.

Goal setting

Overall, the project can be summarized by three words - *Research, Record, and Review*. Select an attractive "product." Consider the dates, group size and set your sights on an attainable dollar figure. A tangible goal is visible, giving the participants both program members and contributors something to shoot for. If you are doing community drives, segment the neighborhoods into achievable sizes and time periods. At the end, reconcile all money and product, and evaluate the positive and the negative.

Parental involvement

Parents are your biggest resource. When you start out having meetings which include parents, they may grumble because they don't like having to use their Sunday afternoons to come in. But once you get them in, they get hooked. You sit down and tell them about the program. First, you alleviate their fears. Tell them that you do not want money from them, in fact you will not allow them to pay any money to get into the program unless they are a business and they want to donate. All the money has to be raised by the son or daughter who is in the program. The program will provide him/her with fundraising activities, but he/she will have to do it.

You also will have to work with deadlines during the year. Parents should understand that they do not have to have anything to do with raising money, their child has to do this. Then educate the parents about what

the program is going to do, the kind of fundraisers you are going to have, the practices, the fact that they will have to put very little into it other than carrying their athlete back and forth because the program does most the work.

After the meeting, the parents and athletes should fill out a data sheet. Then sit down and go through all the information and see where the parents work and what kind of work they do. Then get a volunteer lawyer and a volunteer accountant. Keep the amount of time they are going to spend as low as possible and also let them know that you are not going to ask for their services often. Use the best resources around -- the people in the business community. Find out what all of them do.

Parental board

Set up a parent board. By coaching in the community, you will know who the most avid players are. The first thing to do is get two sets of parents from each team and ask them to represent that team on the parent board. Make sure these parents are go-getters. Actually many parents will volunteer their time. Invite them to a board meeting. Get the parent who you think is going to be the best go-getter and put them in charge of the parents. This person will coordinate the parents. You will find it is easier in the beginning if you elect a parent to help you.

If you need something in the area of fundraising, call the person who is in charge of the parents and have that person set up a parent board meeting. They will set up the meeting, select the particular fundraiser activity and the rest of the parents will carry the ball from there.

Set up player accounts

You can have accounts for each of your athletes. When an athlete turns in money he/she made from some fundraiser activity, it goes directly into his/her account. You can have a computer keep track of these accounts. When you have your tryouts, tell the athletes that they have until a certain deadline to raise half of the funds that they have been assigned. When the deadline comes, if the athlete has not raised the money, then you will have to mandate all the athletes who did not reach that level. You will have to make use of fund sheets so if you run into a problem, it can be worked out then. Give players a copy of the fund sheet and send mail-outs to the parents. Don't depend on the athletes to take the sheets home for it may never reach the parent. Parents are good resources about keeping on their athletes as far as fundraising deadlines.

If you keep accounts for some reason an athlete drops out during the course of the year, what happens to the money? Tell the athletes at the beginning that since there is only a nominal fee to join, you have to raise a lot of money during the course of the year. Anything that is raised at dances, car washes, or serve-a-thons, is not given back. The only way money is ever turned back over is if they can show the money gets passed back to where it came from. If it came from the general fundraising activities, the money is not given back. In fact, if an athlete drops out of the team, then you can take another athlete and give the money to him/her in his/her account.

The care and feeding of volunteers

There is no such thing as volunteer. Whether they know it or not, people who volunteer - or who are "talked into" volunteering, really want something in return. How do you go about getting, (or more important keeping) volunteers for your Junior Olympic volleyball program? Here are some tips:

- **Make them feel needed.** Most volunteers quit because they are not told what to do, and think nobody really needs them anyway.
- **Know their other obligations.** Make sure they know you know, but that they are still necessary for your program.

- **Most want something in return - recognition.** Make a point of drawing attention to a good job, a good suggestion, and let them realize you are grateful for their help.
- **Respond to all volunteer suggestions.** Tell them when you agree, disagree, or need more time to think about it further. But respond to all suggestions.
- **Consult with volunteers on anything that may affect their roles.** Encourage them to ask questions if they are not sure of anything, such as scheduling and assignments.
- **Recognize that volunteers are not experts.** Everyone has certain skills and ambitions as well as weaknesses. Find their niche and be patient.
- **Encourage everyone to work as a team, not in competition.** A volunteer project is a place for team effort and collaboration.
- **Give your volunteers alternatives.** If something needs to be done, it doesn't have to be done only one way. Provide options.
- **Realize volunteers have feelings.** Follow the golden rule again and treat them as you would wish to be treated.
- **Don't involve volunteers in staff politics.**
- **Keep the communication lines OPEN.** Most problems occur because of too little, not too much communication.

TAX EXEMPT INFORMATION

If you plan on establishing a program that will be around for awhile, it is a good idea to become a non-profit organization. The main benefit of this is that you then become tax-exempt, and under certain circumstances, your donor's contributions become tax-deductible. Two forms are required by the IRS to achieve tax exempt status: Form 1023 and Form 1024. With each application for exemption that is sent in, it must be accompanied by a conformed copy of your organization's Articles of Incorporation, Articles of Association, Trust Indenture, Constitution, or other enabling documents. Bylaws alone are not organizing documents. If the organization does not have an organizing document, it will not qualify for exempt status. Do not submit original documents because they become part of the IRS file and cannot be returned.

Your application must include a full description of the purposes and the activities of your organization. Something else that needs to be included is financial statements showing your receipts and expenditures for the current year and the 3 preceding years (or the number of years your organization was in existence if less than 4). If you have not yet begun operations, or have operated for less than one year, a proposed budget for two full accounting periods and a current statement of assets and liabilities will be acceptable. For clarification of purpose, the IRS may require you to submit: representative copies of advertising placed, copies of publications, copies of leases, contracts, or agreements into which your organization has entered.

A ruling or determination letter may be issued in advance of operations if your organization can describe in enough detail to permit a conclusion that it will clearly meet the particular requirements of the section under which it is claiming exemption. A ruling or determination letter recognizing exemption is usually effective as of the date of formation of an organization if, during the period before the date of ruling or determination letter, its purposes and activities were those required by the law.

Exempt organizations must file their annual information returns on Form 990 or Form 990-EZ. Form 990-EZ may be filled out by an organization only if it meets both requirements of: its gross receipts during the year were less than \$100,000 and its total assets (line 25, column (b) of Form 990-EZ) at the end of the year were less than \$250,000. These forms are due May 15 of every year.

Just a reminder, every employer, including an organization exempt from federal income tax, who pays wages to employees, is responsible for withholding, depositing, paying, and reporting federal income tax, social security and FICA taxes, and Federal unemployment tax.

Note on fundraising events: in order for the contributions to be deductible, the donor must have paid more than the fair market value for the service or good provided, i.e. at a bake sale, if the cookies are worth \$.05, the donor must pay at least \$.06.

For more tax help call the Taxpayer Advocate at 1877-777-4778 or call the IRS at 1800-829-1040 or go to www.irs.gov.

Note: All information was taken from Publication 557, "Tax Exempt Status for Your Organization".

Requirements to obtain exempt status

- The organization must be organized and operated *exclusively* for a purpose specified in IRC 501(c) (3).
- No portion of the charitable organization's earnings may be given to any private person or shareholder.
- The organization cannot lobby or otherwise attempt to influence legislation.
- The organization must not participate in political tax-exempt organizations campaigns.

Since most volleyball programs would be applying as a school, the organization must also prove:

1. A statement of a racially non-discriminating policy as to students.
2. Proof that the statement was published in a newspaper of general circulation (there are certain size and type requirements).
3. Proof that the policy has been adopted by your organization.

Organization of the corporation

The charitable organization corporation must be organized pursuant to the laws of your individual state.

- The articles of incorporation must clearly set forth and limit the purpose of the organization to charitable as defined by the code. Modifications in the by-laws cannot correct "sloppy" language in the articles. (See attached exhibit).
- The stating of the purpose of the corporation should be done in the statutory language of 501(c) (3) of the Internal Revenue Code.
- The articles must state that the charitable corporation will not carry on other business for profit except as an insignificant portion.
- Upon dissolution, the organization's assets must go to another charitable organization or to a governmental entity and not to an individual or private group.

Note: The charitable corporation concept is a device provided by Congress to aid and encourage charitable organizations to meet the needs of the American people. It is exempt from federal income tax and allows for deductions from the donor's income tax. It is designed to promote good-will, decency and charity, and not to provide for a tax shelter or gimmick to aid individual persons. Any misuse of this exemption could be catastrophic and cause the loss of your exemption.

Even though on paper the organization appears to meet the requirements of 503(c), it is imperative that the operation of the business follow through with the goals and the spirit of the act. In addition, the organization has as its primary purpose carrying on of a charitable organization and not an unrelated trade or business. The existence of an operating profit does not necessarily make the organization non-exempt.

The courts have indicated that the critical area is whether the primary purpose for engaging in the activity is an exempt purpose, or whether or not the primary purpose is the non-exempt one of operating a business, which produced net profits for the organization. The IRS has and will frequently deny or revoke exempt status on the grounds that the organization is very similar to a commercial enterprise.

Filing requirements after exemption status

- The penalty for late filing is \$20 per day.
- Be sure to file form 941.

Notes about the following articles of incorporation

- See the requirement of your state's non-profit corporation laws, codes, regulation, revised statutes or whatever is covers such incorporation.
- The language under Section 1 is the broadest qualifying language under 501(c)(3) of the Internal Revenue Code. More specific definition should be added. Also, the reference to the Code may be deleted if qualification is not sought, or reference made to another subsection of 501(c), if appropriate.
- These are the basic provisions needed to qualify for exemption under 501(c)(3) of the Code. Also note that 508 of the Code requires all exempt organizations which are private foundations under 509 to prohibit certain activities in of their Articles. Rev. Rule 70-270, 1970-1 C.B. 135, states that the following language will comply with this requirement:

2.5 The corporation shall distribute its income for each taxable year, at such time, and in such manner as not to become subject to the tax on undistributed income imposed by 4942 of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent Federal Tax laws.

2.6 The corporation shall not engage in any act of self-dealing as defined in 4941(d) of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent Federal Tax laws.

2.7 The corporation shall not retain any excess business holdings as defined in 4943(c) of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent Federal Tax laws.

2.8 The corporation shall not make any investments in such manner as to subject it to tax under 4944 of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent Federal Tax laws.

2.9 The corporation shall not make any taxable expenditures as defined in 4945(d) of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent Federal Tax laws.

NOTES:

PROGRAM COSTS

Here are some additional ideas on fundraising follow. These ideas are designed to help you with your fundraising efforts. We believe that you should understand a few basic principles before you try to raise funds. First, businesses just do not give away money; they spend it. And, when businesses spend money, they expect something in return. Unless you know what they want, we suggest that you do not try to tell them "what a good deal sponsorship of a Junior Olympic volleyball team will be for you." This does not mean, however, that you should not ask. To give you an idea of what a program costs to run, NOT including salaries for coaches but certainly including their honorariums and travel expenses, take a look at the following sample Junior Olympic volleyball team expense budget:

Team registration	\$	25-40
2 Coaches individual registration @ \$25-30	\$	50-60
10 individual junior registration @ \$15-20	\$	150-200
USVBA Ref Clinic Fees @ \$5 (coaches and players)	\$	20
Coaching staff shirts	\$	40
Uniforms - shirts, shorts and printing at \$40 each	\$	400
Kneepads @ \$15	\$	150
40 nights gym rental @ \$10	\$	400
Athletic training kit and supplies	\$	100
Accident insurance (part of USAV fees)	\$	0
5 volleyballs @ \$30	\$	150
Ball bag (Sewn by Parent)	\$	10
Water bottles and holder	\$	25
Travel and lodging	\$??
Coaches' honorarium	\$??
TOTAL	\$	<u>1,600+</u>

Not including travel, lodging, honorariums or tournament entry fees. A good program will cost money, and getting that money can be done in many ways. Locating a sponsor for your program who will pay for all or part of the costs of the program is suggested! Income often includes payment of initiation fees and monthly dues. Some teams charge \$15-20 for a tryout to weed out the insufficiently motivated and interested, plus help defray their initial costs. In addition to complete sponsorship, fundraisers in the form of raffles, tournaments, garage sales, door-to-door sales and dinner/dances are suggested. More information and a checklist for sponsoring a basic fundraiser follows.

ASKING FOR MONEY

We primarily ask for money from major businesses just before the beginning of their next fiscal year. We find that if we present enough of a professional presentation, then we generally have success in getting added to their budget. Too many programs have a high failure rate because they wait until the company is well into their present fiscal year. Find out when most large corporations have their budgetary meetings and get yourself added to their agenda.

When you ask for money, timing is important, but so is the fact that a lot of other people are also asking. Each week, most businesses get at least two or three telephone calls from "worthy causes" and that amounts to more than 150 requests per year. Some examples of such requests are Easter Seals, Police Benefit Societies, VFW, American Legion, Labor Unions, United Way, Kidney Foundation, high school bands, yearbooks and the Jerry Lewis Telethon. Now that you understand that you are not the only one out there, and that it is not going to be easy, go ahead and ask! The remarkable, but true, fact about American donors is that if the cause is compelling and attractive enough, the givers will give. With this knowledge in mind, it behooves volleyball lovers to champion their cause with both facts and finesse.

This is especially true when you consider that businesses want a return on the money they "spend," a fact that should you realize that when asking for money. You should have something to sell. If you are now thinking that you don't want to hear all of this, but just want some money for a Junior Olympic volleyball team, then you should stay out of the fundraising business, or get someone else to do it for you. (Later on we will tell you that this may be the best means, anyway.) Regardless of your choice in the matter, as program sponsors and volleyball enthusiasts, you should have some facts on fundraising to share with both those who do the asking and those who do the giving.

As you look through all these fundraising ideas and suggestions, make sure to keep the following phrase in mind.

You must **GIVE** something **TO GET** something.

You may get money from some who just want to help volleyball in some altruistic fashion. However, your program will get more if you can think of ways to give something to those you are asking. Give them advertising or manpower, rather than just asking for money. It is a very important part of fundraising, public relations and promotions.

What you Have to Sell

Another way to put it is, what do businesses want to buy? Profits! Occasionally, they may have children on the team, but although this is a welcome fact, the greatest corporate motive is profits. It is possible to use such lures as goodwill, image, public service, getting the business's name before the public, and getting the public into the places of business. But, unless your organization is willing to follow through with its input in those areas, it will not necessarily compensate the business for its gift. Corporations know this, but benefits are still valid selling points. Some suggestions on how to ask follow:

- Put in writing some of the reasons that a team should be sponsored. If you are asking a bank, list the persons who have bank accounts with the bank.
- Put in writing the history of the people running the team. Keep it short. A responsible citizen in the community is what most businesses look for.
- Put in writing some facts about the youth you are working with, the benefits they receive from volleyball (the travel, the competition and the joy of a lifetime sport).

- Put in writing the amount of money you will need. If you ask for \$10, the would-be sponsor will not offer you \$20. If you need \$5,000, ask for whatever you believe the traffic would bear.
- If you are doubtful that one sponsor will supply all the needed funds, ask for the full amount then break down the expenses. For example say \$75 for uniforms, or \$300 for nets, or whatever you believe the sponsor might donate.
- If you remember that you may be competing with dozens of other fundraisers and can put yourself in the donor's position, you will realize that he/she has to decide who will get the funds that he/she expects to spend for this purpose. You should also know that he will probably decide that he will spend a certain total for charity and no more. If you are there early in his fiscal spending and have the facts, present a good case and you are more likely to get funds than if you show up half-hearted and unprepared and his "gift" money is already well disbursed. In that case, you are likely to get only a polite NO.

The Council of Better Business Bureaus (www.bbb.org) publishes a standard of conduct for those looking to give monies, and a quarterly report called *"Give But Give Wisely."* The American Association of Fund-raising Counsels and the National Institute of Fund-raisers both provide guidelines and standards of ethical behavior for individual fundraisers. In order to receive approval from such an organization, your group must comply with such requirements as having a board, purpose, program, budget and audit. They also are very concerned about ethical promotion and fund solicitation. For example, they allow no payment of commissions for fundraising, no general public telephone solicitations and no mailing of unordered items with a request for money in return.

When to ask for money, and how to find out "when"

The obvious answer is to ask on the first day that the business is giving out the money. The odds are improved greatly when you pick the right time. To find out, ask! Call the business and ask "who is responsible for contributions or donations to worthwhile civic groups and projects and when do you make these allocations?" You should get a name and a date. Be sure that you find out the name of the person who will make the final decision. But do not discuss actual funding on the first call or the first visit. You do not even have to identify yourself to get the information you need. Once you are informed, you are almost ready to ask.

Who should do the asking?

\$5 - 25 Donations - The athletes. They themselves will benefit most from the program, so they are probably the best people to ask. IF a parent owns the business, IF they're working for the business, or IF the parents spend a lot of money with a business, then the athletes can ask through the parents. For example, if a parent is a builder and buys a lot of lumber, the athlete can ask the parent to ask to lumber company. It will work. The object is to get the athletes to front on behalf of the program.

More than \$25 Donations - The fundraiser. If you are the fundraiser, and you are submitting your request reasonably well ahead of when money is available, you will probably be nominally successful.

Business people are hard working (16, 18 hours a day for small businesses) and they like to see that same trait in others, so if your team is working hard to raise funds, let businesses know that and let them know how much work has been accomplished and how much money has been raised. Remember, GIVE to GET.

Success breeds success. Earlier we suggested that you "put it in writing." Other facts that should be included in the written part of your presentation stem from the team history. How long has your team been playing? If it is a first-year team, mention how long you expect it to continue and what work has been done or planned for raising money. Above all, mention what benefits the athletes receive (i.e. college scholarships, improved citizenship).

How do you get picked to receive funds?

If it is a small business, you will probably get picked to receive funds at the time you ask. And if you don't, a few sayings come to mind, namely "If at first you don't succeed, try, try....or, to paraphrase, "the squeaking wheel gets the donations! Believe it or not, these are true.

When we work with small businesses, we make sure we take one of our brochures and a letter to them. But, do not ask for anything at that time. We give them time to read the letter about us and what we are doing and wait for them to look through our professional brochure. This is far better than walking into a business "cold turkey" and holding your hand out. When we go back to see the owners of the business, we make sure that one of our parents go along to help in the presentation. If the business is a larger corporation, it is likely that the decision is made by a committee, or certainly by more than one person. The decision will likely carry the influence of the man or woman who is in charge of such disbursement. He or she will gather the requests together and make a decision for the entire year. If your request is turned down the first year, do not despair. Corporations often have favorite charities that are carried from year to year. Thus if you have written and orally presented a good request, even though you are edged out the first year, the board that review the requests will remember you. The odds of your being picked to receive funds will improve each year!

Fundraising is a long-term project that pays long-term dividends. Once athletes quit soccer to play volleyball and soccer no longer-needs funds, once you have established that you are a continuing program, asking the second time is much easier. And once you have the money, be sure to let the sponsor know what you are doing with it! It bears repeating: *Be sure to let the sponsor know what you are doing with his/her money.*

How about selling them advertising? Sounds good, but it is a gimmick. Not a bad gimmick, but a gimmick, nonetheless. The only thing that "an ad in the program" does is soften the blow of the expense. The benefits of yearbook or program ads are small, but so can be the donation. In fact, the money spent is a donation. If you tell a businessman that he will get profits from it, save your breath. They have heard it before. What they get from a listing like this is a little good-will, and that might come from you and no one else. If you are selling this kind of advertising, soft pedal the expectations but don't stop selling it. It still brings in the necessary funds.

In fundraising, it is whom you know that will get you more money that what you know. Contacts through the church, school, business and other organizations are good beginning sources for funds. Talk to people and let them know what you are doing and that you need sponsors and money. If they do not know that, they cannot respond.

Parents and Fundraising

Whatever else we could say about fundraising, we must say that the common ingredient in most successful volleyball programs is parents. Parents must be involved. How and how much involvement is needed must be determined before funds are raised. As the program organizer, you can dictate it, or you can sit down with three or four responsible parents and reach to some conclusions.

First of all, we hand pick two sets of parents from each team that we know are go-getters and establish a parent advisory board. The board is chaired by myself and we set up ideas for fundraisers and get lists of businesses' that we are sure would be "hot spots" to direct our attention to. In turn, each set of parents is asked to pick two sets of parents, on their respective teams, and go to their home to get ideas of where to go to businesses. By the time that we finish, we usually have 50 names of businesses that have a high probability of success for our fundraising. Most of these parents will hand carry our letters and brochures to the business owners they know to get things started.

All the successful programs that we have seen have parents who are involved in its working. Parents should not be involved in coaching or coaching-related decisions. To be candid, parents are usually involved because they are parents, rather than because they love volleyball or have an abiding interest in young people. As a result, they will probably not be around when their off-spring move on. Keep these things in

mind when you do your planning. Don't forget that you can establish a lasting relationship with parents (even if they and their daughter or son move on). Take your initial contact to lay some groundwork for this lasting relationship.

A corporation structure also works. That is a board of director's approach where three, four or five parents who have professional or business backgrounds, and know the needs take on the task of operating the program and do a good job.

Parents can be a very good "line of communication" to the business community. You should know what each parent does for a living and how he or she is involved in the community. This way you will be able to approach the right parent for the right job. We suggest that you get as much information about the parent as you get on the player. Name, job description, telephone at home and work, other organizations where the parents are active, their church and their hobbies are all productive items of information. As a matter of fact, one comment by you before a meeting of the local Lion's Club or Chamber of Commerce might plant a seed that would take three or four years to acquire if you tried to do it one-on-one. Keep in mind, too, that the prestige and quality of the individual and his or her position carry considerable weight in fundraising.

If it's worth anything, it's worth paying for!

Sometimes we think that because we have given so much to volleyball, everything else is free, too. However, the best programs, establish up front that they have something that is worthwhile, and to get it, people will have to pay some money. Accordingly, they charge a registration fee and monthly dues. Most good programs do. If they don't have money, their program will be less than successful in many respects, and will be unable to develop it as they would like. They will be unable to give the players what they deserve in items of equipment, practice and competition opportunities, and quality instruction. Some programs charge \$250 registration fee and dues of \$50 monthly, but we have some misgivings about that. By charging such amounts, we fear we might leave out some of the finest athletes in the area, based simply on economic considerations.

We therefore suggest that as leaders you recommend that the program charge a high enough registration fee or collect enough dues so that you can allocate some of the money to "scholarships." In this way, you could invite underprivileged or needy athletes to join on a scholarship basis.

If the program is as good as you say it is, then it is worth something. By the same token, if it is so good, the coaches also deserve to be paid something. We encourage this. We also recommend it.

Fundraising and Program Organization Summary

As you can already see, separating the program organization from its financing is impossible. We do so only to define some of the activity and avoid rambling. If you are reading about fundraising, maybe you should put it down and read about program organization first, and then go back and decide on the fundraising strategy.

Actually, "a final word" about fundraising is not likely to be final. Every idea, concept, principle, and philosophy mentioned will be flexible and changing. Some of the suggestions may not even work for you. Your good judgment and flexibility in dealing with the problems that you face in your locality will be as important, if not more important, than what we provide you. We are here only to help you. If we do something constructive, then we have a measure of success. We enjoy volleyball and treat it with humor. We believe that volleyball can and should be fun, even though it takes a lot of hard work to make it fun.

Probably more important than anything we say here, is what you as a fundraiser might have to say. We want your ideas. We solicit them and we will pass them along to your fellow coaches. We would like to have them in writing.

FUNDRAISER CHECKLIST

Budget

- Availability of "front money"
- State and city regulations and University
- Commercial sponsors
- Purchasing procedures
- Facility costs
- Security deposits
- Entertainment deposits
- Special insurance
- Awards and prizes
- Advertising costs
- Tickets
- Hospitality and foods
- Worker crews

Contracts and Legal Aspects

- State and City regulations, and University Regulations
- Statement of all possible problems in contract: legally binding; payment by percentage or consignment; time, date and type of event; return policies; cancellations by either party; rain dates; amounts; and payment procedures
- Type of contracts: (facility, performer, entertainment commission)

Scheduling and Security

- Door admission arrangements
- Adequate facilities (size, lighting, safety)
- Special arrangements set-up and take-down
- Building security schedules
- Program security people
- Additional security (rent-a-cop)
- Insurance and liability
- Ticket sales
- Advance sales
- Cash box
- Security pick-up of money

Set-up and break-down

- Adequate help
- Seating (bleachers)
- Equipment (volleyball standards)
- Locker arrangements/towels
- Trainers/emergency care
- Ambulance
- Clean-up crew

Advertising

- News releases (paid advertising, campus paper, city papers, radio, posters)
- Radio public service announcement
- Television (sports) if feasible
- News articles
- Word of mouth
- Flyers, buttons, T-shirts, etc.

Incentives

- Work deposits
- Tickets to events and other tickets
- Commissions
- Prizes for most sales or work

Evaluation

- Problems changes for next time
- Exposure gained, written evaluation
- Benefits - was it worth it?

FUNDRAISER EXAMPLES

You should never sell your program's talents short. Getting free lodging from other programs and friends of the staff and players is a form of fundraising worth thousands of dollars. Likewise, getting parents involved to drive can "fundraise" helps. In addition, your staff knowledge is can be used to promote your program and volleyball in the area, while making money by hosting clinics and even summer camps for the local adults. In a related way, your players can help referee the local park and recreation program, or provide the necessary support staff for the local collegiate matches.

Rebates

Enter the world of high finance and get a rebate. Some programs have as part of their parent contract the clause that the parent will give the club one to five percent of any scholarship dollars their child might get. If it is a large grant-in-aid, it can be a very helpful thing to the program in countless ways, including a scholarship for those players who are having problems affording the overall cost.

Yearbook

The yearbook has become a successful promotion and fundraising vehicle for many Junior Olympic volleyball programs. Basically, the contents are photos of each player and team, with action shots as well. Each player has information on their grade, height, grade point average and such, plus playing statistics if the club has been keeping the information. Team achievements and overall program history and successes are featured. In addition to being distributed around the local area, it is sent to hundreds of college coaches as a recruiting aid. Throughout the book are the ads of those businesses who donated for one eighth of a page or larger.

Most clubs require athletes to sell a minimum of ads totaling \$50 (or more). Any additional ads over this amount gets credited towards that player's seasonal account to be used for travel, dues or other program expenses for that player. Each player gets packets containing a promotional letter, order form and rate sheet.

Banquet

Make the event unique, more than just a dinner, awards and speeches. Picnic or potluck dinners save a bundle for all. Casseroles and pasta dishes make the cost equitable for all. Guest speakers are the obvious option. Video and slide shows of the season are better. Let team members present team awards, both serious and humorous versions. Special awards based on the small and big highlights of the season never fail. Over sleepers get alarm clocks, fake letters from circuses asking for replacements to their trained bears, "mother hen" types get an egg, etc. The possibilities are limitless if you just start brainstorming with the athletes. Press, your board of directors and others can also be invited.

Coupons

Two major food corporations offer a coupon redemption program that can be of value to a volleyball group. For a specified number of coupons, in the thousands generally, you can obtain much needed equipment. Audio visual machines, educational aids, computers and sports equipment are some of the categories to pick from. Good volleyballs, Nerf volleyballs and weight training gear are some of the sport items that are available.

The Campbell Soup Company's "Labels for Education" catalog can be obtained by writing P.O. PO Box 4552, Monticello, MN 55565, or calling (800) 424-5331. Their catalog covers the rules for participation, how to plan and publicize your collection program and a long list of participating products. The Campbell's program needs to be conducted with a school.

T-Shirts

Contact a local distributor to get a price of about \$3 a shirt. Buy the shirts in quantity. Contact the coach that wins a conference or state high school championship in any sport. Ask the coach if you can have shirts printed to announce their championship and sell them to his or her team and school as a fundraiser for your program. Take the bulk shirts you have bought and print them with a nice school logo and the championship. The cost of the shirt will be about \$5 and you can sell them for \$10 - \$15. How many state and conference champions in your area? Twenty of each is common so there is a good chance to make several thousands of dollars.

Dances

Contact all the major schools in your area by having the athletes in your program distribute flyers directly to the athletes at their respective schools. Distribute public service announcements to radio and television station. Hire professional security guards at a ratio of one guard for 100 athletes. Set up your own concession stand and coat check to be run by your program. Use a professional disk jockey who supplies all the music and sound system. Make sure the local police know of the dance so that they can have foot patrols walk periodically through the area. Add a dozen volunteer parents for help in crowd control. Charge \$6 for a four-hour dance and limit the dance to a 1,000 students. A building that will hold this many students, guards, tickets, disk jockey and insurance will cost \$2,000 - \$3,000.

They do present a lot of potential liability problems. But with some creative thinking you can work your way around that such as getting into a professional place that already has security guards, ticket takers, professional concession stands and a huge area for the dance itself. If such a place costs \$3,000 and if you can get an average of 1,100 students to come to each dance and you charge them \$6.00 per dance, you still stand to make money. You can hold an average of 12 dances a year and maybe average a profit of \$3,000 per dance. That would be annually \$36,000 profit. If you have several teams, each team gets a different dance. All they have to do is show up at the dance. So the money that each team raises during the year with a dance goes into their account toward the amount of money they are obligated to raise each year.

Gift books

Several companies exist in larger metropolitan areas that put together large coupon assortments that are sold in one book. Generally, you are given the books on consignment, and make half of the face value of the book. The whole process takes about a month, and they firms are very helpful in working with youth programs. The books range in price, depending on location, from \$5-15. Some versions feature national manufacturers rather than the local retail firms. To contact "Gift Checks" write their corporate offices at 400 South Monroe ST, San Jose, CA 95128 or call (408) 984-0880.

Supermarket help

Supermarkets will often work with you, if your program can give them something, to get what you want. Ideas include:

- Gift certificates
- Match the coupons used that day
- Shopping spree
- Inventory help
- Raffle free groceries with in store coupons

Sponsored car washes

Find a site, place signs in front indicating a FREE car wash! Once a vehicle pulls in to be washed, make sure signs are set up in front of it that state that this is a free car wash, yet we are taking donations. You make the majority of your car wash money through sponsors. For instance, if a sponsor pledged 10 cents a car washed to a maximum of 100 cars, your athlete would collect in \$10. Each athlete should be able to easily collect between \$100 - \$300. A similar sponsorship can be done with a "Servathon."

You can also have each team person to take our sponsor sheet to sign up sponsors. If you sponsor an athlete for 10 cents a car and he/she washes 100 cars, then you will have to pay \$10. The biggest resource in this is the parents. You would be surprised how the parents will take this sponsorship sheet to work and have everyone who works with them sign up. When they return home their athlete has several sponsors. You can have one sponsored car wash at the beginning of the year and one in the second half of the year.

Who do you target as sponsors? Direct the athletes to go to the neighborhoods the first time and then the second time go to their friends at school. You can also have them to ask parents to help at their individual businesses. Later, at the second sponsored event, you can have the athletes have the parents ask their business associates.

Do it for a corporation at the company's main headquarters, if you can get them to donate the water. Stage your state's largest car wash by having the whole program or volleyball community get together to wash cars at many sites all at the same time. Publicize it as the "largest."

Corporate cup tournament

The only thing keeping normal volleyball tournaments from being a big fundraiser is the fact that you are doubtless keeping the entry fees low. A fundraiser that Junior Olympic volleyball programs have successfully put on, raising many thousands of dollars, is hosting a well-run tournament for corporation teams. This works best if your organization has obtained tax-deductible status. Many corporations have employee leagues. For promotional reasons, to develop volleyball in your area and even to make some money, your top coaches might offer to put on a day clinic for any league. This gives your program good exposure, and at the same time puts you in touch with many parents who already play volleyball. Four to eight hours (including breaks and video-showing time) is long enough. Your main job is to get the key skill pointers and drills across to the team representatives who attend. You must limit the number of players to 15 per court per coach.

The hosting of a "Corporate Cup" tournament -- either outdoors or indoors, will raise large amounts. Teams are charged between \$200 and \$500 for the day-long event. Each team is supplied T-shirts, (a different color for each team) that have your program/tournament name on the front, and its individual corporation name and a number on the back. Free beverage and food should be provided; get these donated, if possible. Good-looking trophies are also required, which can likewise be donated. Your program must set up and take down the courts. You should also supply good referees from the program, local referee pool, or USAV and high school, which may either donate their time for free food, or be paid. The rest of the event can be as elaborate or simple as you wish. See the tournament checklist later in this chapter for ideas. Make sure that you give the teams plenty of playing time. Both high and low skill divisions are possible. A preliminary round that seeds teams into an upper and lower final set of games is also possible. Try as much as possible to get teams of equal ability to play each other. It is your choice whether you limit the teams to actual corporation employees, or allow spouses, open teams with players who are just friends, or "ringers". The choice of coed competition is encouraged, but same-sex events are also possible.

Once you know how to run a good tournament, push your talents by holding an event which the companies in your area will enjoy, and which will help your program financially.

Round-the-clock business tournament

Another option is to hold a 24 hour long "Business Tournament." In the morning have government and community service organizations compete, such as the police and fire departments. The afternoon could have teachers from different schools battling one another. The evening finds merchants in competition, grouped by street or yellow pages headings. At night, fast food outlets and local bars would bring the event to its twenty-four hour close.

Other fundraiser ideas

- Advertising sales
- All-nighters
- Auctions - silent and live
- Bake sales
- Banquets
- Barter (services for use of copier)
- Bingos
- Birthday cake service
- Booster clubs
- Bumper stickers
- Candy sale
- Car washes
- Casino nights
- Cleaning contracts
- Coaching clinics
- Commercial sponsorships
- Concerts
- Concessions at events
- Craft sales
- Dance-a-thons
- Dances
- Donations (money or equipment)
- Flea markets
- Garage sales
- Instructional programs
- Jog-a-thons
- Las Vegas nights
- Marathons with pledges
- Movies
- Officiating clinics
- Paint curb house numbers
- Plant sales
- Player skill clinic
- Program sales
- Raffles
- Rent-a-player
- Roller-beer bashes
- Skate-a-thons
- Ski swaps or sales
- Souvenir sales
- Speakers
- Spectator ticket sale
- Sponsoring events
- Swim-a-thons
- Team exhibitions
- Trips (recreational)
- Volleyball skill-a-thons
- Work contracts

NOTES:

FUNDRAISING COMPANIES

America's Best
PO Box 91717
Mobile, AL 36609
(205) 666-9000/(800) 633-6750

B&B Fundraising
2717 Pioneer Drive
Bowling Green, KY 42101
(502) 781-1913/(800) 541-2112

M&M/Mars Fundraising
High Street
Hackettstown, NJ 07840
(800) 222-0209

Nestle-Beich
101 South Lumber Street
Bloomington, IL 61701
(800) 431-1248

Underwood Greetings
601 Woods Avenue
Lock Haven, PA 17745
(717) 748-7251/(800) 377-3970

World's Finest Chocolates
4801 South Lawndale
Chicago, IL 60632
(800) WFC-FUND

ADDITIONAL INFORMATION

The Boosters Clubs of America/ SGMA
200 Castlewood Drive
North Palm Beach, FL. 33408
(407) 842-3600

Boosters Inc.
P.O. Box 70156
Montgomery, AL 36107
(800) 633-1906.

The bible resource for fundraising, public relations and event management is David Wilkinson's The Sports Marketing Institute Manual, a 500-page, 15-component monster with thousands of ideas. You can order it through your local bookstore.

TOURNAMENT HOSTING

The hosting of a tournament that your program's teams can play in adds money to your fundraising coffers and saves you entry fees at the same time. If you have access to a good facility, preferably one with two or more courts, you are encouraged to host any sort of tournament for the level that your players can compete in. Guidelines for hosting such a junior tournament follow below.

All volleyball programs should do their part to host, or help host a tournament, so that everyone can get to play. The following report on a fictional tourney will give an idea of what it entails to hold one. Tournaments are a lot of work but can be profitable fundraisers, as well as serve to promote the sport and your team. The tournament was sanctioned by USA Volleyball. Each region of USA Volleyball follows the specific guidelines found in that region's tournament handbook which is available from USA Volleyball regional commissioner. The checklist and forms in this section should help you in both planning and running the event.

General tournament plan and checklist:

- ___ Decide to run the event; clear the legalities with the team sponsors.
- ___ Develop a budget; a sample is shown below.
- ___ Secure a date with the school and USA Volleyball regional calendar.
- ___ Secure the facility and necessary equipment; find tournament director.
- ___ Obtain team representative list; write/mail invitations.
- ___ Locate and secure prizes and trophies; begin a financial record.
- ___ Publicize and promote the event.
- ___ Compile/deposit incoming entries and fees.
- ___ Organize car pools, time tables, referee assignments, etc.
- ___ Compile materials needed; set up the night before.
- ___ Run the tournament; clean up.
- ___ Record and report outcomes to the mass media and USAV.

The first step is easy. The team usually needs new equipment that the sponsor's budget does not have money to provide. The sponsor invariably likes the idea of getting some recognition for the event, however, and is willing to put some money up front. An insurance policy is not needed, but the teams' coaches have to sign a waiver. The budget will look like this:

Income

20 Teams at \$50 each	\$1,000
Gate Admission Fee	\$
Concessions	\$
TOTAL	_____

Expenses

Gym rental (Fri & Sat)	\$ 200
Facility costs (policeman)	\$ 100
Awards (trophies)	\$ 100
Sanction fee	\$ 50
Officials (USAV-playoffs)	\$ 40
Tournament director	\$ 30
Mailing/publicity	\$ 30
TOTAL	\$ 600

Probable profits will be a little more than \$400. The good thing about most USAV tournaments is that the referees are supplied by the teams. The facility costs actually include the supervisor for the building, too.

Finding a director to run the tournament is very important, in that this person cannot participate as a player, coach or referee. Volunteers help in putting out flyers to promote the event. Several local businesses can kick in prizes which will help. USA Volleyball newsletter can let all the sanctioned teams know what a great tournament the "Sharp as a Marble," or whatever, will be. The letters go out with the standard who/ what/ when/ where/ why/ how questions answered, including a great map to the gym.

Last year's response was immediate, and luckily, a record was kept of the order in which applications were received, because some applicants had to be turned away. The region had acceptance criteria which were used to turn away the correct teams. Those teams were not too happy with that phone call, but they found out well in advance. The "entries closed" date was a week before the event, but letters had been sent out a month early.

The trophies were made by a craftsman, and were not the usual pieces of glitter. The local paper interviewed the team and ran a big spread on the tournament, too; the local TV station decided to cover the 1-24 basketball team. Some thought was given to selling food at the site, but a check of the rules found that this was not allowed. Instead a catering service was notified and said they would gladly cover the event for free.

The last week was busy. The teams were seeded according to their rankings at the time, with the distant teams getting the late starts, about which they were notified. Team and player eligibility was checked with the proper authorities prior to the event; ground rules and other posters for gym rules and playoff brackets were finished; emergency procedures were checked out; and a student trainer was found.

Pools and referee assignments were drawn up using the following guidelines:

	Min/Match Final Pool Match Start Playoff Round(s) Begin Per Round	
	Four/Five/Six	Four/Five/Six
30	11:30/1:30/4:00	12:00/2:00/4:30
35	12:00/2:15/5:10	12:30/2:50/5:45
40	12:30/3:00/6:20	1:00/3:40/7:00
45	1:00/3:45/7:30	1:30/4:30/8:15
50	1:30/4:30/8:40	2:00/5:20/9:30
55	2:00/5:15/9:50	2:30/6:10/10:45
60	2:30/6:00/11:00	3:00/7:00/(12:00am)

In planning your own tournament, remember to allow time for tie breaking and as many third games in the best two-of-three as could possibly happen. Get out early, rather than late! A six-team pool on one court, with long match times puts you out of the gym the following morning. The latest finals of one Rocky Mountain Regional tournament ended at nearly 3 am the next morning because no one had kept a six-team pool on time during the day. A seven-team pool on one court would have playoffs starting at 6:30 pm if you could keep games to just 30 minutes each. The formula for determining the number of rounds on a court is to multiply the number of teams, minus one, by the number of teams, and divide the total in half.

The final day was spent collecting all the necessary items and making sure that everything was done. The volunteer help, one for each court to keep things moving, was reminded of the meeting that would take place one hour before the first match. The tournament director and the team helped set up the gym with its posters, net systems, special floor markings and scoreboards. A cable snapped, but the tool kit solved that possible nightmare. Some of the courts had very faded lines, so that floor tape was used to re-mark sections. Having cleared permission with the gym manager, one entire warm-up court was laid down in an area that did not have any permanent court, and an "outdoor net" was rigged to be used for this indoor court.

Because of the tournament director, everything went smoothly on tournament day. The first duty of the day was to hold a captain's meeting where attendance was checked, facility rules about food and drink were reviewed and the tournament format was explained. Format explanations included all ground rules covering the format, protest committee, time between matches, referee assign, have two games of 15 points could have caused problems, as some matches lasted

longer than an hour. The director was able to get the court managers in line, and the managers in turn saved the day by keeping the warm-ups to the prescribed five minutes. Having an area and/or a court to warm-up in before the court was open also helped.

The director's main duties included collecting scoresheets, posting results, keeping the tournament on schedule and resolving any problems that were not under the jurisdiction of the protest committee. Consideration was given to revising the schedule, in order to get out at a reasonable time, for several teams were from out of state. The only physical problems were an antenna that fell off (it was taped back on) and floors that should have been cleaned, but were not because no cleaning request had been submitted. The floors were cleaned as well as possible the following morning, using wet training room rags.

USA Volleyball Tournament Handbook, available from each USAV Regional Commissioner, provided the proper rules for breaking ties in which teams would go to the playoffs. No team should ever be eliminated from the playoffs by the basis of point or the flip of a coin. In such cases an additional game to the regular number of points must be played to determine the playoff qualifier. Points can only be used to determine seeding position for the playoffs. The television crew came just in the nick of time for the finals and awards presentation. The volleyball team lost in the semifinals and gamely stuck around to help call the finals (as required) and clean up (as needed).

Many tournaments are hosted in other sports that are simply double-elimination. When you get volleyball players together from all over a region, they should get the chance to play more than that, and against their level towards the finish. Make smaller pools and have the pool's best play other top pool finishers, while all those taking second in pools play one another, as do the third and fourth place finishers, in a single or double elimination format. Time is the determining factor, for you want the teams that have a long ways to travel to have time to get home safely. Maybe you can host two-day events, using this format that comes from the "Volleyball Festival." Remember, stay away from six-team pools on one court if at all possible. There is just too much waiting and not enough playing and the event will take too long. Competition against teams that will push them, but not overwhelm them, is the goal of most teams. Process and performance emphasized over the outcome, right?!

What is also suggested is that the playoffs or any singular special match be developed into more of an event: that the non-volleyball markings be covered, the court be outlined in a contrasting color, and that the pep band and cheerleaders be brought in. What is further suggested is that the playing area be made a closed environment, with court barriers and benches separated from the stands, and that an announcer who has everyone's names phonetically spelled, complete background material, a good voice, a script of protocol and speaks just the right amount during dead ball time to add to the event and educate the public, be hired for the playoffs, too!

The tournament director, should also notify the sports departments of the local newspapers and television stations, see that the gym is cleaned up better than it looked before the tournament began, and make sure that all equipment is stored properly or returned to its proper location.

Outdoor Options

An outdoor doubles or triples tournament (sand or grass) can also be profitable (60 doubles teams at \$5 each player). In the case of a tournament on grass, you just need to get permission from the park or field manager. More than one good tournament has been held on baseball or football fields. In grass events, the net systems must be provided by the players in exchange for the waiver of an individual entry fee. It is also very easy to build net systems from eight-foot aluminum poles, nuts, bolts and rope. For a clearer idea of how to stake out the pole lines, get a good net and take a look at the portable systems available from manufacturers. Boundary lines with corners that are spliced in at the nine meter points and stored on a plastic electrical extension cord holder are also easy to make. Several of the equipment suppliers in the Director's chapter sell excellent systems that are already made and very portable. These systems also can serve as additional practice courts for six-person teams in some situations.

Setting up grass courts on the sand, be it river bottom or real beach, is also easy. Simply bury a foot-long two-by-four piece of scrap wood in a two-foot deep hole. Lay the board crosswise in the

hole and attach a short piece of rope that will reach the surface of the sand. Then, bury the board. This "deadman" will provide a strong anchor point for the pole lines. In some dry, soft sand, you may need to bury the four anchoring boards deeper than two feet. You'll also need to place something under the pole itself, so that it does not sink into the sand; a small flat board or even a crushed aluminum can should provide enough surface area to do the trick.

Double-elimination is an acceptable format, as is pool play. (See the pool play form later in this chapter.) Trophies are not required, but you should strive to get all prizes donated and fairly distributed within and between divisions. Restaurants of all kinds often donate free meals of varying value. Liquid refreshment donations/sales are also suggested. Each division should have a manager, and higher entry fees should include a free tournament memento, perhaps sponsor-donated. Having larger events or too few courts can extend a tournament into two-day affairs, so make sure that enough nets are available for expeditious play. Keep things moving, and above all, pray for sunny skies.

NOTES: