

## Chapter 8

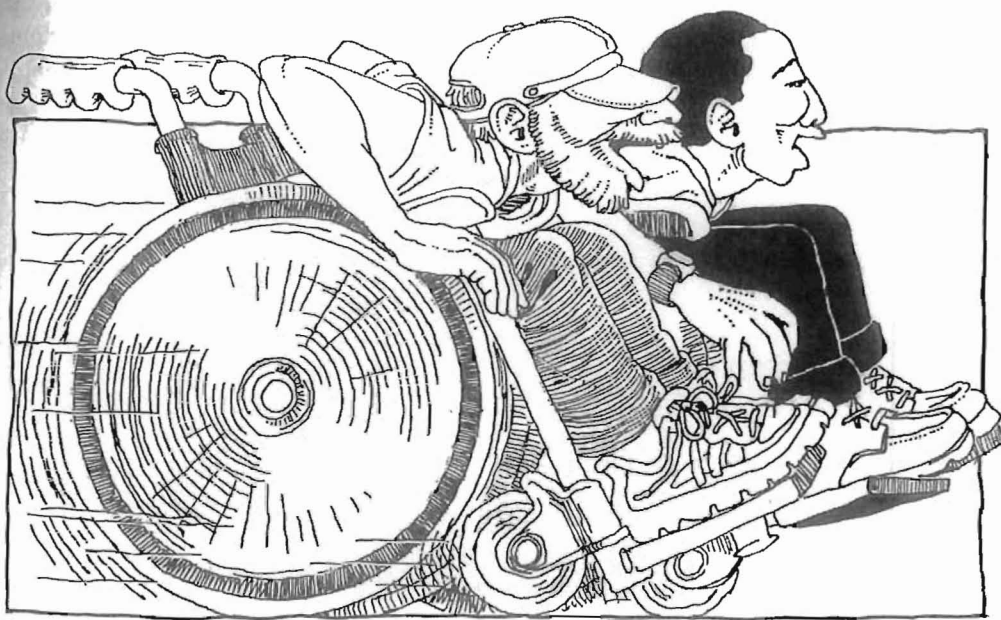
### Special Events

*If social capital serves as the basis of trust in democracy, special events provide the instrument.*

—Michael Seltzer

After face-to-face solicitation, special event fundraising—people coming together for a common purpose and generating revenue—is the oldest form of fundraising under the sun. In the frontier days of the United States, there was barn raising—people donating their time to help neighbors build barns without spending money. During the Great Depression, people held special fundraising events called rent parties.

Some of the most successful fundraising events blend local culture and traditions of mutual responsibility into an event that benefits an organization. Among the most striking examples are



the events that have been held by immigrant groups in the United States since the beginning of the twentieth century to raise funds for newly arrived fellow countrymen. Without doubt, the American model of fundraising is a useful example, and provides a wealth of information on every aspect of nonprofit and NGO operations to groups around the world. However, fundraisers should look to their own communities and develop events that tap into local cultural, civic, and religious traditions.

Whatever its inspiration or cause may be, a successful special event will create publicity, attract new members, educate the public, reinforce and strengthen an organization's relationships with its donors, volunteers, and members, and make money. These events are indeed special, for they bring people together to have fun, to celebrate, to be moved by others, and to mingle with their peers in an inviting and hospitable setting. The warm, even treasured, memories that special events can create for participants can turn "friendraising" into fundraising, and prompt favorable responses when attendees are later asked for help.

Of all the forms of fundraising, special events are the most frequently used by organizations ranging from local volunteer fire departments to metropolitan arts centers. The array of these events is staggering: garage sales, craft fairs, bowlathons, house tours, auctions, running races, bake sales, awards banquets, concerts, dinners, cocktail parties, wine and cheese receptions, street bazaars, and so on, ad infinitum.

Proceeds from special event fundraising can range from a few hundred dollars from events like raffles to hundreds of thousands of dollars from auctions, when items to bid on may include dresses that belonged to the late Princess Diana, or an evening with Barbra Streisand. A major charity ball in a large city might net \$250,000 to \$1,000,000, while a garage sale in a suburban community might raise \$2,000. Some events may aim to generate good publicity and cultivate donors who might make substantial gifts in the future. As in other forms of fundraising, the timing, advance planning, and inherent appeal of an event will determine the extent of its success.

## What Are the Advantages of Raising Money through Special Events?

Successful special events can produce a wide range of immediate and long-term benefits.

1. *Raise money.* Well-planned efforts are almost guaranteed to generate immediate revenue. Successful annual events generate income that can be estimated with some certainty, thus helping an organization project revenues more accurately. Lessons learned from past events will also help contain costs and identify ticket pricing that works, thus increasing net income.
2. *Cultivate current and prospective donors.* Special events can be effective tools for organizations with well-developed cultivation strategies to increase giving from contributors, and win support from new sources—now and later.
3. *Expand your donor base.* Individuals who are not familiar with an organization's work might attend an event because of their desire to meet people, as a way of

fulfilling a social or business obligation, or out of an interest in the event itself. Successful special events almost invariably result in new donors of both gifts and time.

4. *Increase your visibility.* Your organization's visibility can be increased, and its mission and programs become more widely known, as a result of the media coverage that a special event can generate—from a large invitation mailing, and from the general buzz an upcoming event often creates.
5. *Align and energize your staff, leadership, and volunteers.* A well-planned event can bring together all of an organization's constituencies through their work toward an immediate, shared goal: creating a successful occasion.
6. *Update your mailing list.* Sending invitations for a special event by first class mail is a good way to confirm addresses, as the U.S. Post Office will return any such mail that cannot be delivered.
7. *Meet an immediate need.* A smaller organization might fill an unexpected need with funds generated by a quickly organized event. A larger nonprofit might place a telephone call or two and solve the problem. Other groups, however, might not yet have special friends of means to call—but they could generate both cash and good feelings by holding a garage or bake sale with minimal or no investment.

## What Are the Disadvantages of Raising Money through Special Events?

Most potential disadvantages of special events concern an organization's human and financial resources.

1. *Extensive work is required.* Planning, implementing, and following up a successful event require substantial human resources; just how much depends on the event's size and scope. Large-scale events such as walkathons, testimonial dinners, and benefit concerts require that many people, staff and volunteers, work for months if not longer. Organizations may desire the many benefits afforded by a successful event, but lack the people power to organize one.
2. *Initial outlay of funds.* Like direct mail campaigns, most special events need an outlay of funds before any income is realized; hotels almost always require a deposit to reserve a ballroom for a dinner, and theaters also require deposits for a benefit. Other expenses, such as designing, printing, and mailing invitations; holding kickoff parties; generating publicity; and hiring additional staff, may increase the up-front investment to a level that strains an organization's financial resources. Working under the pressure of cash flow problems is stressful and distracting.
3. *Possibility of failure.* Young organizations, especially those staging an untried event, must consider the possibility of failure. Before undertaking a special event, a

### Case Study

#### A Birthday Present for AIWA

The Asian Immigrant Women Advocates (AIWA), a group based in Oakland, California, that organizes garment and computer assembly workers, needed to raise \$1,500 quickly. A long-time donor offered to use her forty-fourth birthday party as the occasion to raise this money. She told the people she invited to bring a check made out to AIWA instead of a present. More than forty people came to the birthday party, and AIWA walked away with checks totaling \$1,770 at no cost to them since the hostess paid for everything. Everyone had a good time and afterwards two people confessed to their hostess that this was the kind of party they liked best. Why? Because it saved them from having to agonize over what to buy!

nonprofit should consider its ability to weather the expense, the loss of momentum, the adverse impact on staff and volunteer morale, and the potential harm to its reputation caused by a less-than-successful event.

### Deciding Whether To Launch a Special Event

The decision to schedule a special event is best made during the planning process, either as part of a one-year plan, or a three- to five-year long-range plan. At that time, the organization will allocate its projected human and financial resources among its programs according to priorities established by leadership. (It may be useful at this point to review the program planning section of Chapter 5, Developing Budgets.) If the resources are available to undertake a fundraising event; if the organization's constituency can be counted on to support it; and if the projected return in terms of both fundraising and "friendraising" justify committing those resources, the planners may be inclined to schedule the event. Two other important factors, however, should be considered before the decision is made.

- The event must fit into the flow of the organization's other development activities. For instance, is there enough time before and after to prepare, deliver, and follow up the event? This question should be considered from both the staff's point of view (can they devote enough time to it?) as well as from that of the organization's constituency (will they feel they're being asked too often?).
- An event requires sustained effort by an organization's board, staff, and volunteers; all must be totally committed to the event in order to maintain the necessary enthusiasm and attention. If there are problems within an organization, or too many demands on everyone's time, it may be difficult to elicit this



commitment. At the same time, organizing an event offers an excellent opportunity to involve new potential leaders.

If, for instance, staff members and volunteers are ready and willing but board members are overcommitted, an event leadership committee might be recruited to undertake such responsibilities as making a financial contribution to the event; committing to bring a specified number of friends and associates to the event; helping create publicity for the event; soliciting donations of goods and services; and so on. In the process, members of this ad hoc committee might deepen their commitment to the organization, expand its donor base, and demonstrate leadership qualities that the organization might tap in the future.

### Piggyback If You Can't Go It Alone

If your organization decides it can't create an event from the ground up, all is not lost! No doubt you already engage in certain activities or events that are perfect vehicles for special event fundraising. Fundraising can frequently be "piggybacked" onto, or incorporated into, a programmatic activity without much additional work. If, for example, your organization holds an annual meeting to brief members and constituents on its work, you could easily add an auction, raffle, or program ad book (a publication in which individuals and businesses are advertised for a fee). Because you'll already be doing the publicity for the annual membership meeting, you're sure to have an audience; the fundraising element can easily be added.

Faith communities, clubs, and service organizations often rely on this piggyback method. A church's annual bazaar with booths, food, and rides offers an ideal opportunity to set up a table and raffle something of value, such as a car, at no additional expense.

Another way to piggyback fundraising is organize an activity as part of a larger public event (such as a street fair or carnival) sponsored by another organization that assumes responsibility for promotion and advertising. If you decide to do this, decide which products (baked goods,

### Piggybacking and Lifestyle Fundraising

In planning special events, organizations need to anticipate and assess the types of social, cultural, and civic activities that current and prospective constituents already engage in. This concept of "lifestyle fundraising" is well illustrated by the work of Lambda Legal Defense and Education Fund. Jack Schlegel, a dedicated volunteer, loved going to the theater and the ballet. To help fund the organization, he started buying group rate discount tickets to dance and theater performances, recruited friends to give wine and cheese receptions at their homes before or after performances, and sold tickets to the organization's supporters at a higher price. By adding a fundraising component to activities that the group's constituents already engaged in, the organization has been raising money and involving new people for more than twelve years.

sandwiches, beverages, bumper stickers, buttons, posters) or activities (carnival games) would most appeal to the event's market. Did you attend the last street fair in your community? What were most of the booths selling? Food? Antiques? Thrift sale items? Just as a small business can hawk its wares at an annual town celebration, so can your organization. Familiarize yourself with the consumer instincts of your potential customers, and when the day arrives, you'll be ready for business.

The principles behind our two piggyback examples are straightforward: choose a winning idea or product, and an occasion that already attracts a crowd. If you feel this may be appropriate for your organization, make a list of the events and programs that you normally organize in a given year, as well as a list of major public events in your community. Then review each list for piggyback fundraising opportunities.

There is another important element in this fundraising technique. Not only does it publicize your work, but it also shows donors and prospects that you are reaching out to the community at large, that your support is broad-based, and that you are not relying only on their support. Make sure these contributors and prospects know about the events, and make a special effort to have them attend. They'll like to see your volunteers at work, and will feel good about being introduced as valued benefactors, or potential supporters.

## Why Do People Attend Special Events?

Understanding what motivates people to spend hundreds, sometimes thousands, of dollars, pounds, francs, and so on to support organizations they frequently don't know much about bears further examination. What do they want? What do they hope their contributions will bring them? Fundraisers who study human nature and understand what compels people to give are headed in the right direction.

People's desire to perform good works and to help others transcends culture, religion, and time. One way people act on this desire is by supporting charitable institutions; attending a nonprofit's special event shows that a person cares about its cause. If nonprofits and NGOs, however, depended solely on the support of people who genuinely cared, the charitable sector would almost entirely disappear. Unfortunately, by itself, caring is not sufficient. It is the need for appreciation, a sense of achievement, and an increased feeling of self-worth that motivates most charitable giving. Special events planned with an awareness of these motivations are usually well-attended and profitable, as they can deliver satisfaction on all counts.

## Planning Special Events

You've weighed the advantages and disadvantages of staging a special event, you've considered its timing, and you've decided to go ahead with an event. Now, where to start? With thorough planning, of course! Planning is essential to the success of any event. Nothing is as depressing as opening a theater on the benefit night to find fifty people—rather than four hundred—in the

### Do We Have To Go?

#### Definitely—We Do So Much Business with Her Company!

Nothing fills a room faster than honoring individuals—or even organizations—for their civic leadership. Banquets, parties, luncheons, dinners, and even picnics can be vehicles for recognizing those who have made extraordinary contributions to your own organization or to the community at large.

What makes these events work is that, for a variety of reasons, the individuals being honored will draw a crowd. That person may be such a shining light that people will attend simply to express their appreciation. If the honoree is a top officer of a significant business or corporation, almost every supplier, vendor, consultant—in short, anyone doing business with the honoree's corporation—will attend. Honorees will know that one of the main reasons they're being honored is because they will attract attendees, and will, therefore, expect to be asked for their mailing list.

theater. Planning is the means to ensure a full house. Following are the most important aspects of event planning.

### Choosing the Right Event for Your Organization

Your choice of event should be compatible with your organization's mission, needs, and image. A black tie dinner-dance in a hotel ballroom seems just right as a benefit for an arts organization, but somehow all wrong as a fundraiser for a homeless shelter. Producing a horse show or hunt to underwrite construction of a private school's new gym is a good fit, but how well would such an event be attended by supporters of an animal rights organization?

After making sure that the nature of the event is appropriate to your mission, think about your current and targeted constituencies' demographics, interests, and financial resources. If you are targeting a younger group, a sporting event or discotheque evening might be successful. Are there many tennis players among your constituency? If so, why not put on a round-robin tennis tournament? If you do, include some local pros; they'll attract their students and club members, and amateurs love to play on the same court as the pros. Consider, too, the kinds of events that have already succeeded in your community. What have groups similar to yours organized? Which went well and which did not?

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Here is a basic list of some of the more traditional special events.

- Art gallery openings
- Art shows
- Auctions
- Award presentations
- Bake sales
- Benefit performances
- Block parties
- Book sales
- Designer showcases
- Fairs
- Fashion shows
- Festivals
- Garage sales
- Kick-off events
- Movie screenings
- Picnics
- Private parties
- Sporting events
- Theater parties
- Tours
- Tribute dinners

You hardly need limit your thinking to these or other traditional events. Don't be afraid to develop a unique event that might intrigue your constituents, or a group of people that has not previously been involved. With a little ingenuity and a lot of planning, your special event can be something out of the ordinary that people will talk about for months—as well as a financial success. All the better for next year's event, too! Here are some examples of successful creative special events.

- In 1994, an initiative was put on the California ballot to create a single payer health-care system. Although ultimately unsuccessful, the fundraising for this initiative is instructive. Activist and political consultant Dave Fleischer created the plan: one thousand house parties in six months all over the state of California. The campaign organizers created house-party packets that included generic invitations, a timeline, a sample pitch, and even signs and posters to put up on the walls of the house where the party took place. The invitations were simple fliers that were easily photocopied. The fliers made it clear (as all such invitations should) that the parties were to be fundraising events by stating at the bottom, "Bring your questions and your checkbooks." Ultimately, 1,300 house parties took place, raising a total of \$1,400,000.
- Many communities hold fundraisers called The Pasta Bowls. Upscale restaurants or well-known chefs compete in categories such as "best pasta sauce," or "most unusual," "most innovative," or "most authentic." The judges might be city council members, clergy, food critics for the local paper, and volunteers from the food bank. People pay \$15 to attend these all-you-can-eat extravaganzas, and



the food banks receive from \$5,000 to \$15,000 from these popular, well-attended events. The food is donated by the restaurant or by a grocery store, so costs are minimal.

It is important to mention why restaurants and grocery stores contribute food to such events. A desire to support good works may well be a factor in their decision. Another might be that someone who gives them a lot of business asks them. Perhaps the most important factor, though, might be their desire for a targeted group of people to know that they are good neighbors and so should be patronized. Seen in this light, their donations are actually marketing tools. The organization's side of the deal, so to speak, is the publicity they provide to restaurants by making sure their names are prominently displayed at the venue.

- The Center for Third World Organizing (CTWO), which spearheaded the National Welfare Rights Organization in the United States, has held an annual dinner for seventeen years. Each year they give an award named after activist George Wiley to a person of color who has contributed in a special way to end racism; the event always draws three to four hundred people and nets anywhere from \$10,000 to \$30,000. The invitations to the event are very clever: each year's invitation is a take-off on what that year would be in an individual's life. For example, the sixteenth annual dinner invitation said, "Sweet Sixteen and Learning To Drive." It featured a picture of a driver's license with the words "licensed to organize" in the space for what you are allowed to do. The seventeenth annual dinner was a take-off on *Seventeen Magazine* and the eighteenth was "Finally Legal." The success of these dinners is found in the fact they are both fun and serious, and known for excellent and bountiful food.

### Setting the Date

Select your date carefully. Avoid holidays, tax season, election days, major sports events, religious observances, dates of competing events, and so forth. On a blank calendar for the year, cross out all the dates that would be inappropriate due to these and other kinds of conflicts. Then decide which dates might be most attractive to your constituency, and make sure your key people are available and will hold the date. Once you've set a date, notify other groups in your community so they can avoid scheduling their own events too closely. Extend them the same courtesy. Negotiation, if necessary, is worth the effort; it's much better to negotiate than to fail.

### Creating a Budget

Your overall event budget should have been established during the planning process, but now is the time to elaborate the details.

## Assigning Responsibility

All special events, regardless of their size, have similar components, and responsibility must be assigned for each. For smaller organizations, one person may have to oversee several operational areas.

- **Manager of the event.** The event manager is responsible for supervising and coordinating all components of the event.
- **Volunteers.** Volunteers are virtually indispensable to producing special events. The volunteer chair recruits, assigns, trains, and schedules the volunteers.
- **Marketing.** The person who leads the marketing effort assumes responsibility for a variety of tasks, including advertising and publicizing the event, creating all printed materials, and seeking sponsors for the event.
- **Legal.** An attorney should be recruited to review any contracts the organization must sign, and to arrange insurance coverage.
- **Finance.** Establishing a system to record expenses and income, tracking an event's financial progress, and discussing the implications with other members of the event leadership are jobs of the financial director. If, for instance, corporations are expected to buy a certain number of tables but the checks are not arriving, the finance chair will alert board and event committee members who can call their corporate contacts to boost the numbers. If checks are slow to come in from people on a particular committee member's list, the finance chair should call that person so that he or she can follow up.<sup>1</sup>
- **Development.** Responsibility must be assigned for both aspects of an event's development activities: generating income, and establishing strategies for cultivating selected attendees. This vital area will be covered in detail below in the section Maximizing Income.
- **Event Management.** A person must be designated to supervise logistics at the event.

## Controlling Expenses

Securing donated items is one way to keep costs down. Try to get *everything* donated—the costs of renting space; printing tickets, posters, brochures, and ad books; and purchasing refreshments and other items all add up and consume potential profits. Try to obtain these things for free before deciding to spend money on them.

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1. Committee members should write personal notes on the invitations your organization sends to people on their list. Make sure that you secure a copy of their list and assure them that you will not contact those people for any reason without first asking; this is very important. When responses are received, check them against committee members' lists and let the member know when "her [or his] people" respond.

## Case Study

### The Fortune Society's No-Benefit Benefit

For some, it is intriguing NOT to attend a benefit. For years, the Fortune Society, one of New York's leading criminal justice organizations, capitalized on the feeling of many that the hustle and bustle of benefit events in any given season can become overwhelming. Their solution? They sent out a compelling invitation to potential supporters, asking them to stay home. The solicitation letter describes parties that might have been—a dinner at an upscale hotel or a party at a discotheque—as well as the reactions that might have been—groans and moans at the thought of attending a party that would end at 1:00 AM on a weeknight. In the end, the Fortune staff tells the reader that they thought better of it all and invited people to stay at home, curl up with a book, and “help Fortune with all the money you will save by not going out.”

The approach is clever, and it clearly works. The No-Benefit Benefit has netted the organization tens of thousands of dollars. Fortune estimates they've spent approximately \$1,200 each year for postage and mimeograph paper for invitations. Close to a thousand people respond each year.

Why do Fortune's constituents give so generously for a cause that is surely not one of the most popular around—providing services to ex-offenders? The staff believes it has something to do with the fact that Fortune takes a light-hearted approach. People get a chuckle out of the idea, and the message gets around that Fortune would rather spend its money on services than on parties, an attitude that obviously touches a chord in donors. The thought that their money will be used wisely may, in fact, encourage people to give more.

Other organizations have made variations on this theme: a No-Baby Baby Shower to raise money for low-income families, and a No-Banquet Banquet held by the Little League in Hoboken, New Jersey. Whatever nonevent you decide to hold, make your concept and invitation clever, but be sure to include serious information about your programs. Fortune includes a list of its programs, and describes the populations aided by the money raised.

—Kate Chieco

Be sure to get volunteers to organize your event. Traditionally, volunteers organize most special events of limited scope. Organizing a special event, particularly a large-scale one, can be laborious and time-consuming, but it can also be immensely rewarding. Using volunteers to provide the people power is not only cost effective for the organization, but also gratifying for volunteers. They find pleasure in the work and provide the assistance without which no special event can succeed. Moreover, people of any age can join in, from teenagers who organize walkathons in their communities to grandmothers who sell their own homemade pies and cakes at a street fair. Volunteers are the planners and the administrators, as well as the envelope stuffers,

the chauffeurs, the cooks, leafleteers, and so on. As the scope of the event increases, salaried staff will become involved. Outside fundraising firms or consultants are often hired to plan and implement a very large fundraising special event, but this increases the cost significantly.

## Maximizing Income

### *Sponsorship*

There are two basic kinds of sponsorship, both of which can be solicited for the same event: event sponsorship by a business, corporation, or individual; and event sponsorship at lesser levels, such as patron, sponsor, and benefactor; or bronze, silver, and gold.

The chief consideration for a business or corporation regarding sponsorship of a charity's special event (or in considering a contribution) is the potential payoff in terms of publicity or more business. Since sponsorship dollars frequently come from a business's marketing budget, nonprofits that solicit such sponsorship must be ready to state clearly the benefits that the business might derive from their contribution. The organization can become, in effect, a public relations agent for the potential sponsor. In many cases, the same holds true for individuals: what will motivate their sponsorship? Social recognition? Enhanced visibility with potential clients attending the function? Organizations should think in very business-like terms when soliciting both institutional and individual event sponsorship.

Event sponsorship at lower levels should also be solicited from institutions and individuals. While a single event sponsor naturally receives the greatest exposure, sponsors at lower levels can have their participation highlighted by one, several, or all of the following: a listing on invitations, advertising, and publicity; special program listing; seating priority; access to exclusive pre-event receptions, and so on.

The work of soliciting both kinds of sponsorship is undertaken by the organization's board, development committee, and event committee. The event committee—a group of individuals who have committed to bring a certain number of friends and associates to the event—deserves some attention. Increasing the number of event attendees is only one function this committee can serve. It also can engage the participation of someone the organization has targeted for increased involvement, but who has declined to date; serving on the event committee requires only a specific and limited obligation. Once someone is on the event committee, he or she can learn the benefits to be derived from ongoing involvement with the organization. Committee membership is thus a valuable cultivation tool. And from the member's perspective, serving on an event committee provides a person entrée to business or social circles that might otherwise not be accessible.

It's important for an organization to plan the development component of its event with foresight and insight. Too often, the logistics take precedence over marketing.

### *Pricing*

Both for-profits and nonprofits need to establish pricing schedules that generate sufficient revenues while also remaining acceptable to customers. The for-profit world depends heavily on test marketing and focus groups to provide the solution. Whether a nonprofit is presenting an event for the thirty-second consecutive year or for the first time, it must be sensitive to the capacity of



## Case Study

### Walkathons: Planning for Success

Walkathons were launched in Europe and Canada in the 1960s by the International Freedom from Hunger campaign of the United Nations' Food and Agriculture Organization. The first walk in the United States took place in Fargo, North Dakota, in 1969, when one thousand high school and college students walked twenty-five miles to raise funds for self-help development projects at home and abroad, and to raise consciousness about the root causes of poverty and malnutrition.

Each volunteer secured sponsors who paid from twenty-five cents to five dollars for every mile the volunteer walked. The walks were called Hunger Hikes, or Walks for Development. So great was their success that, within four years, committees in more than a thousand communities had followed Fargo's example under the auspices of the American Freedom from Hunger Foundation. They raised more than \$10 million to alleviate human suffering, foster development, and increase the number of trained, socially committed young leaders.

These walks were the predecessors of the walkathons, bikeathons, and swimathons that so many organizations now use to raise both visibility and funds. Even in their early years, Walks for Development mobilized literally hundreds of thousands of participants, who raised \$100,000 to \$250,000 per walk in large urban centers from these one-day-long activities. These walks were organized by students from local colleges, high schools, and junior high schools. A successor to these early walkathons are the AIDS Walks held in many major U.S. cities each year that generate millions of dollars for AIDS research, advocacy, and care.

What was involved in organizing these walks? What made them successful? How can today's organizations replicate these earlier successes? To illustrate how to plan a special event effectively, let's examine a sample timetable in organizing a walk.

its constituents and, like for-profits, undertake some test marketing. By initiating discussions with managers of other local nonprofits and with its constituents, a nonprofit can come up with an event pricing schedule that works.

### Ad Journal

An ad journal is a publication that may contain a variety of "advertisements": messages congratulating the organization or the individual the organization is honoring; simple ads that say, "compliments of"; or perhaps just the name of the person, couple, family, or company that wishes to advertise. For some, buying an ad is a way to support an organization; for others, ads provide visibility. Either way, an organization can increase its income from an event by selling ads in a journal. Organizations that are short of volunteers can hire professional advertising salespeople to sell ads for them on a commission basis. The ads can be full-page, half-page, quarter-page, or less.

### Walkathon Sample Timeline

3 months before walk date	2 months before walk date	1 month before walk date
<b>Publicity</b> <ol style="list-style-type: none"> <li>1. Meetings with key media people for programming and articles</li> <li>2. Endorsements of local and state officials</li> <li>3. Brochure planned</li> </ol>	<b>Publicity</b> <ol style="list-style-type: none"> <li>1. Schedule of press releases and news conferences covering walk logistics, office address, route maps, walk beneficiary, etc.</li> </ol>	<b>Publicity</b> <ol style="list-style-type: none"> <li>1. Radio and TV publicity and promo blitz begins.</li> <li>2. Begin button and sticker sales</li> </ol>
<b>Recruitment of Walkers</b> <ol style="list-style-type: none"> <li>1. Invitations to walk</li> <li>2. Get on agendas and into meetings, school assemblies</li> <li>3. Get on agenda of city councils, school boards</li> </ol>	<b>Recruitment of Walkers</b> <ol style="list-style-type: none"> <li>1. School assemblies, meetings with civic leaders and groups, and other speaking engagements</li> </ol>	<b>Recruitment of Walkers</b> <ol style="list-style-type: none"> <li>1. Dispersal of walk cards and project information</li> </ol>
<b>Logistics</b> <ol style="list-style-type: none"> <li>1. Recipients of funds designated</li> <li>2. Checkpoint and starting points approved</li> <li>3. Planning of walk-day logistics, including transportation and communication, VIPs, and ceremonies</li> </ol>	<b>Logistics</b> <ol style="list-style-type: none"> <li>1. Office secured</li> <li>2. Accountant secured</li> <li>3. Overhead account secured</li> <li>4. Meeting with police for approval of checkpoints, route, and starting point</li> <li>5. Walk card layout to printer</li> </ol>	<b>Logistics</b> <ol style="list-style-type: none"> <li>1. Walk bank account secured</li> <li>2. Final approval of route and checkpoints</li> </ol> <b>After Walk</b> <ol style="list-style-type: none"> <li>1. Process walk cards</li> </ol>

### *Silent Auction and Raffle*

The theory behind adding silent auctions and raffles to special events is that money has already been spent to attract people and to create a lively, expansive atmosphere. Why not, then, offer guests additional opportunities to support the organization, enjoy the announcements of winning bids and numbers throughout the event, and possibly win something exciting in return? This is another example of piggyback fundraising discussed earlier in this chapter.

### *Group Sales*

If you are organizing a large-scale event, such as a concert, consider selling blocks of tickets to other groups at a discount (group rates). These groups, in turn, will add a few dollars to the ticket price and sell them to their own constituents. By doing this, you are more likely to cover all your costs and maximize your profits. If you feel your organization may not have the resources to undertake a special event by itself, go a step further and co-host a special event with another organization.

## Holding the Event

Careful planning should ensure that an event runs smoothly. The people in charge of each component should review task lists with their volunteers to make sure that instructions and goals are clear, and that alternative plans have been developed in case problems arise. For example, extra tables, chairs, and seating cards should be ready in case more people attend the event than expected. Staff and volunteer leadership should be prepared to step in for a board or committee member who must cancel at the last moment, so that cultivation assignments are still carried out.

## Follow-Up

It's essential that follow-up to a special event be as carefully planned as the event itself, and that all involved understand that a very important part of the event takes place after everyone has gone home. The following four categories of follow-up steps—logistics, development, organization, and assessment—will help you organize your work to leverage the success of your event.

### Logistics

1. Return all rented and borrowed equipment in good condition.
2. Deliver any remaining fresh flowers to people who worked behind the scenes, or to another local nonprofit, such as a nursing home, shelter, or club as a way of saying, "Thank you."
3. Send unserved food to the local equivalents of Meals on Wheels organizations, such as God's Love We Deliver or City Harvest, which will deliver it to those in need.

### Development

1. Send hand-signed, personalized thank-you notes to all attendees, to those who did not attend but sent contributions, and to all those who worked on the event. For those who attended, make sure to fulfill the IRS's requirement that you state the amount of their ticket price, which is tax-deductible.

## Case Study

### The Balm in Gilead

The Balm in Gilead (The Balm) is a national nonprofit organization founded in New York City by Pernessa C. Seele in 1989. Working through Black churches, The Balm aims to stop the spread of HIV/AIDS in the African-American community, and to support those infected with, and affected by, HIV/AIDS. The Balm, recognized as one of the most effective and inspiring AIDS initiatives aimed at faith communities, successfully engages denominational leaders, clergy, congregations, and individual parishioners in the AIDS struggle. It is the only AIDS service organization that has been endorsed by more than ten Black church denominations. These endorsements provide the organization with the potential to bring AIDS prevention and treatment information to more than 20 million Black Americans through their religious affiliations.

The vision of creating an organization that would bring such significant benefits to so many was Ms. Seele's, as was the vision of creating a special event of enormous scope to raise funds for, and increase the visibility of the organization and HIV/AIDS. As happens with so many projects, nonprofits, and institutions, everything began with one inspired, determined individual.

Ms. Seele conceived a special event whose proportions reflected those of the HIV/AIDS pandemic: a benefit concert at Riverside Church, in New York, featuring the world-famous mezzo-soprano Jessye Norman. Writing in the concert program, Ms. Seele said, "Five years ago, God placed a vision in my heart and mind of a performance by Ms. Norman that would highlight the legacy of strength, courage and refuge that African Americans have found in the bosom of their churches throughout our history."

How she turned that vision into a reality that was supported by corporations, foundations, religious institutions, individuals, and some of the world's most prominent artists, writers, poets, and humanitarians is a testament to the strength of the human spirit, and an inspiration to nonprofits the world over. As Ms. Seele explains it, "When God is within you, you can accomplish just about anything."

The first step in developing her concept was to interest Ms. Norman in the project. After writing for more than a year to Ms. Norman's manager, Ms. Seele arranged a meeting with the singer's representatives. Once they were convinced that the project was viable, a meeting ("high tea") was finally set up between Ms. Norman and Ms. Seele, at which their common roots—as two black girls from the South who had drawn great strength from their local churches—established a bond that still exists today. Before Ms. Seele could even begin to explain her plans, however, Ms. Norman led off with a full-blown vision she had of the event—and proceeded to articulate what The Balm's founder had been dreaming of for the previous two years!

Ms. Norman's commitment to the project was only the beginning of the long journey to Riverside Church, and to the Emmy the concert video would eventually win. As she developed her approach to secure underwriting for the concert, Ms. Seele realized that she had absolutely no knowledge of the largely white world of classical music and its sponsorship. Nevertheless, her networking brought her into contact with Evelyn Cunningham and



Dean Sayles, whose mentorship enabled Ms. Seele to learn—and to keep learning—what she had to, and led her to the funding sources that eventually underwrote the event. Her observation about finding the considerable human and financial resources that were needed to create the miracle of the concert should be well-noted by everyone involved with the activities of a nonprofit organization: “Everything we need already exists; the only challenge is accessing it.”

This perspective of abundance rather than scarcity was a major factor in enabling Ms. Seele to persevere through continuing challenges, disappointments, and frustrations, including, to her enormous surprise, the fact that nobody initially believed that Ms. Norman had agreed to appear! The event gained momentum nevertheless, as increasing numbers of sponsors came forward and artists offered their services. Staff was hired, volunteers found, television broadcast secured; the event took on a life of its own, beyond even what Ms. Seele and Ms. Norman had envisioned. The key to the benefit for The Balm in Gilead—“Jessye Norman Sings for the Healing of AIDS”—was that the people who created the evening developed a sense of ownership and derived personal satisfaction and inspiration from their work. In Ms. Seele’s words, “Everything comes out of relationships.”

The effort and dedication of the performers, producers, sponsors, staff, and volunteers combined to create an evening that gave hope, inspired faith, and raised enough money to secure the future of The Balm’s work on behalf of HIV/AIDS in the Black community. Additionally, the event gave The Balm’s board and donors an increased sense of the impact of their work and support, and brought the organization’s message of healing to millions through the television broadcast and concert videotapes.

Ms. Seele’s outlook regarding the availability of resources, the power of conviction, and the importance of relationships is a primer for special events fundraising, for fundraising in general, and for lives that make a difference. And her tenacity in recruiting Jessye Norman for the concert is a blueprint for securing the services of spokespeople and celebrities—be they internationally known divas, or local talent. The “campaign to recruit Jessye Norman” was based on a few principles: finding an individual with visibility, integrity, and appeal to an organization’s target audience; intensive networking so that an initial approach can be supported by credible people who are known to the individual, or to the individual’s representatives; working with representatives, agents, and other people who screen charity requests; preparing the proposal; finding common ground with the individual whose services an organization is seeking to secure; and understanding that the cultivation process must continue, and even intensify, after the individual accepts.

Volunteers and committee members working on special events—of this or any other magnitude—must have clear job descriptions and deadlines. Additionally, their interest and active participation should be cultivated on an ongoing basis from the moment they commit to the event. Make sure that the larger purpose of the event is brought to their attention continuously. Provide regular progress updates to renew their enthusiasm. Know why your key volunteers and committee members are involved, understand their expectations, and, as appropriate, make sure your organization fulfills them.

—David Barg

2. Publicize the results of the event.
3. Call key organization people who attended—event chair or co-chairs, benefit committee members, major donors, and the like—to thank them and solicit their feedback.
4. If staff members or volunteer leaders were assigned to speak to targeted individuals and cultivate their interest, speak with them, note their comments on the individuals' cultivation records, and update your strategies.
5. Research new prospects who attended, develop appropriate cultivation strategies, and assign responsibility for their implementation.
6. Invite benefactors and patrons of the occasion to visit facilities and program sites, to attend performances, to visit with scholarship recipients, and so on, so they can see how the funds raised at the event are being used.
7. If there was a photographer at the event, mail pictures to current and prospective donors. Of course, send out only the most flattering photos!
8. To provide a sense of closure for the volunteers who helped, and to cultivate them for the next event, plan a party in their honor. At the gathering, thank the key volunteers, report the results of the event and, if possible, provide a small gift or memento to express your appreciation for their time and effort. Be sure to have a photographer there, and publish a group picture in your next newsletter as a way of reinforcing your gratitude.
9. Send a reminder to people who attended but did not pay.

### Organization

1. Make an accounting of the evening's finances and send the financial report to the appropriate individuals.
2. Enter data for each attendee in your records (e.g., amount paid, amount owed, change of address, etc.).
3. Check vendors' invoices against goods and services actually provided, and pay outstanding invoices.

### Assessment

As soon as possible after the event, meet with board and staff members, event leadership, and key volunteers to discuss such questions as:

1. What brought most people to the event? Invitations? Publicity? Calls from board and committee members?

2. Who attended? Did we succeed in reaching our targeted constituents?
3. What motivated them to come?
4. What made the event enjoyable?
5. What would have made it more enjoyable?
6. Were financial, public relations, and cultivation goals achieved?
7. Should the event be repeated next year?
8. If so, which elements should be kept? Which should be changed?

After the meeting, summarize and distribute the results, and plan to apply what you've learned to upcoming events.

The maxim "Nothing breeds success like success" applies as much to special event fundraising as to any other activity. If you organize an event that attracts new constituents, reaches its fundraising goal, and enhances your organization's public profile, you should build on that success right away to keep the momentum going. Remember that a successful special event can be the beginning. Look ahead to the next year as you close the pages on this year's event, and start working right away to make your special event a new annual tradition for your organization and its community.

## Tips

- Make your events annual traditions. If a special event has been successful, there is no reason why it will not succeed in subsequent years. Build on your past success by billing your events Second Annual, Fifth Annual, Tenth Annual, and so on. As long as people enjoy themselves, you will enable them to have the same pleasure again and again. Successful events held annually, "signature events," help promote an organization and attract new people and businesses.
- Remember that people attend special events mainly for social reasons. While many will be pleased to support the sponsoring organization, they mainly come to socialize, network, and meet new people. Ticket prices for large special events can be high, so make sure to give attendees what they want—a terrific social evening. At the same time, be sure to get what *you* want by carrying out your carefully planned cultivation strategies.
- To maximize turnout for a special event, involve as many people as possible in planning and staging the event. People can be asked to serve on the sponsoring committee for the program, on any of the volunteer working committees (decorating, tickets, food, etc.), or as hosts and greeters at the event itself. In these ways, you're increasing the investment of more people in the success of the event. A secondary advantage is that you will have identified a core group of volunteers for the event next year.

## Summary Worksheet

for \_\_\_\_\_  
(name of your organization)

### Approaching Individuals for Support: Special Events

#### Building on Special Events to Date

1. Are you already organizing special events to raise funds?

\_\_\_\_\_ yes \_\_\_\_\_ no

If so, what are they?

What are their net proceeds?  
(gross income minus expenses)

a. _____	\$ _____
b. _____	\$ _____
c. _____	\$ _____
d. _____	\$ _____

2. Which of these events rely more on volunteer energies than on staff energies?

a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_

3. Which of those special events are "proven" traditions (i.e., continue to attract more people each year, raise more funds each year, etc.)?

a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_

4. Which events should be discarded (due to declining numbers of participants and sagging receipts) or vastly overhauled?

a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_

5. How can you enhance the income potential for any of these events (e.g., maximize use of volunteers, get more costs donated, etc.)?

Additional Actions Needed  
Planning New Special Events

a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_  
d. \_\_\_\_\_  
e. \_\_\_\_\_



6. What new ideas for special events would you like to explore further? (Note: Convene a brainstorming meeting of your fundraising committee or board to come up with ideas.)
- a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
  - d. \_\_\_\_\_

7. Have others tried any of these events in your community? What has been their experience? Have you approached them for advice?

Names of Other Organization

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

8. What realistic fundraising goals can you set for each of your special events programs, individually and collectively?

**Total:**

Each event

Current:

\$ \_\_\_\_\_  
\$ \_\_\_\_\_  
\$ \_\_\_\_\_

New:

\$ \_\_\_\_\_  
\$ \_\_\_\_\_  
\$ \_\_\_\_\_

9. How much people power is needed to organize each event? How much time should be allocated up front to plan each event successfully?

Event	Planning Time Needed	People Power
_____	_____	_____
_____	_____	_____
_____	_____	_____

10. Finding Assistance and Counsel  
Name three or more individuals who might be able to advise you on how to more effectively organize special events.

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_

11. Rating Your Special Event's Potential

On the basis of what you have learned, how would you rank your chances of raising funds through special events?

\_\_\_ Very Good    \_\_\_ Possible    \_\_\_ Unlikely    \_\_\_ Still Unknown

**Special Event Planning Form**

1. Where will the event be held?  
\_\_\_\_\_
2. Can the location be seen as a drawing element?  
\_\_\_\_ yes    \_\_\_\_ no
3. What up-front monetary resources will be needed?  
\$ \_\_\_\_\_
4. Is there an interest in this type of event in the community?  
\_\_\_\_ yes    \_\_\_\_ no
5. Will the event draw an audience?  
\_\_\_\_ yes    \_\_\_\_ no  
If yes, what is the reason for them to attend?  
\_\_\_\_\_  
\_\_\_\_\_
6. What will you be giving to those who attend (e.g., exposure, social time, etc.)?  
\_\_\_\_\_
7. When will the event be held?  
\_\_\_\_\_
8. Will the event conflict with other events that would interest the same audience?  
\_\_\_\_ yes    \_\_\_\_ no
9. How much planning time does the group need to put the event together?  
\_\_\_\_\_
10. How will organizational information be introduced?  
\_\_\_\_\_
11. How will you market the event? For example, are there related groups with newsletters that would advertise for you?  
\_\_\_\_\_
12. Whom do you know? Whom do your friends know? How can you effectively network to attract people to the event?  
\_\_\_\_\_  
\_\_\_\_\_
13. Does the event lend itself to honoring anyone?  
\_\_\_\_ yes    \_\_\_\_ no
14. Is the event attractive enough to be an annual tradition for your organization?  
\_\_\_\_ yes    \_\_\_\_ no

15. Are there two people whom you could approach to be co-chairs of the event?  
\_\_\_\_\_ yes \_\_\_\_\_ no

If yes, who are they?

- a. \_\_\_\_\_  
b. \_\_\_\_\_

Who should approach them?

16. Finally, what plans are you making to ensure that attendees have a good time?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Source: Adapted from a form used by Amnesty International U.S.A.

## Additional Resources

### Publications

Allen, Judy. *Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events*. New York: John Wiley & Sons, 2000. xiv, 306 p.

A textbook about special events from planning, budgeting, timing, location selection and requirements, menu planning, and considerations for guests, such as transportation. The appendix contains sample worksheets for different types of events. Indexed.

Brody, Ralph, and Marcie Goodman. *Fund Raising Events: Strategies and Programs for Success*. New York: Human Sciences Press, 1988. 291 p.

Focuses on fundraising activities designed to provide contributors with something in return for their financial support. Part 1 describes generic principles and concepts to guide strategic thinking involving all of a nonprofit's events; Part 2 describes actual fundraising events in detail. Includes bibliography.

Devney, Darcy Champion. *Organizing Special Events and Conferences: A Practical Guide for Busy Volunteers and Staff*. Sarasota, FL: Pineapple Press, 1990. 129 p.

Hands-on guide to organizing and managing special events and conferences. The step-by-step structure of the book includes checklists, schedules, models, and sample forms and worksheets. Part 1 provides a broad overview of the event manager's responsibilities. Part 2 focuses on planning and logistics, including financial management, site selection, and facilities. Part 3 examines publicity, media relations, and registration, including tips on writing press releases and designing posters. Part 4 helps the event manager select and schedule programming, activities, and entertainments. Part 5 covers food and includes chapters on menu planning, quantity shopping and cooking, and quality presentation and serving. The appendix lists publications and organizations for further information.

Dickey, Marilyn. "Adventures in Joint Fund Raising." *Chronicle of Philanthropy* 11 (11 March 1999): 25-27.

Many nonprofit organizations have begun to collaborate their fundraising activities with other nonprofits in an effort to increase exposure to potential volunteers and donors and to reduce the number of grant proposals to grantmakers.

Espinosa, Rick. *The Carnival Handbook: And Other Fundraising Ideas*. Los Angeles: Century West Enterprises, 1995. v, 218 p.

Franks, Aaron M., and Norman E. Franks. *Cash Now: A Manual of Twenty-Nine Successful Fundraising Events*. Vancouver, British Columbia: Creative Fundraising, 1993. xvii, 260 p.



Freedman, Harry A., and Karen Feldman. *The Business of Special Events: Fundraising Strategies for Changing Times*. Sarasota, FL: Pineapple Press, 1998. x, 149 p.

Directed at both experienced and novice event planners, provides practical advice and detailed checklists.

Freedman, Harry A., and Karen Feldman Smith. *Black Tie Optional: The Ultimate Guide to Planning and Producing Successful Special Events*. Rockville, MD: Fund Raising Institute, 1991. x, 247 p.

Complete guide to planning and managing special events, from sidewalk sales to tennis tournaments, celebrity concerts, or cruises. Filled with checklists, flow charts, worksheets and sample forms to develop budgets, set prices, organize committees, design invitations and more. Includes chapters on working with celebrities, and food issues. A "tools of the trade" section lists helpful organizations and publications, with an extensive listing of ways to contact celebrities. Indexed.

Geier, Ted. *Make Your Events Special: How To Plan and Organize Successful Special Events Programs for Nonprofit Organizations*. 2nd ed. New York: Cause Effective, Inc., 1992. ii, 123 p.

Detailed workbook includes sections on how to establish goals for special events; prepare and manage the program, fundraising, promotion and marketing; coordinate technical and logistical operations; enlist and coordinate personnel; and evaluate a special events programs. Each section includes worksheets.

Gordon, Micki. *The Fundraising Manual: A Step by Step Guide To Creating the Perfect Event*. Gaithersburg, MD: FIG Press, 1997. x, 184 p.

Hall, Holly. "How To Avoid Pitfalls in Raising Money with Special Events." *Chronicle of Philanthropy* 5 (4 May 1993): 35-36.

Hall, Holly. "Recruiting Celebrities: Charities Often Bungle Requests, Negotiation." *Chronicle of Philanthropy* 5 (1 December 1992): 24, 26.

Discusses the advantages and disadvantages of involving celebrities in fundraising special events. The Celebrity Outreach Foundation in Los Angeles specializes in matching celebrities with charities. Several other similar agencies are profiled. The article states common mistakes nonprofits should avoid when working with celebrity representatives.

Hall, Holly. "A Walkathon, Step by Step." *Chronicle of Philanthropy* 1 (30 May 1989): 7-11.

The twentieth annual Walk for Hunger, organized by the Boston nonprofit Project Bread, had 35,000 participants, 2,000 volunteers, and 700,000 sponsors. The walkers raised \$3.5 million for 250 emergency food facilities serving forty-nine Massachusetts communities. This article examines the history of the Walk for Hunger, and details how the grassroots event is organized—including awareness promotion, participant recruitment, volunteer training, and the handling of the day's events. Shoshana Pakciarz, the executive director of

Project Bread, believes the walkathon strengthens Boston's sense of community while at the same time doing good for others.

Harris, April L. "New Tools for the Trade." *Currents* 24 (February 1998): 39-43.  
High-tech strategies to use in planning special events.

Harris, April L. *Special Events: Planning for Success*. 2nd ed. Washington, DC: Council for Advancement and Support of Education, 1998. vii, 153 p.

Step-by-step guide to a successful special event, from initial planning to invitations and publicity to paying the bills when the party's over. Harris states that special events offer a unique opportunity to showcase an institution in interesting, time-effective, and creative ways that at the same time allow for personal contact. They help to educate, make a point, build friendships, enable constituents to feel like insiders, and foster a sense of community. But special events do not exist in isolation, Harris cautions; instead, they should be integrated into an institution's total advancement program.

Harris, April L. *Raising Money and Cultivating Donors through Special Events*. Washington, DC: Council for Advancement and Support of Education, 1991. 57 p.

A companion volume to the author's *Special Events: Planning for Success*, this work leads the reader step-by-step through the planning and completion of special events fundraising.

Hauser, Cindy. *Aspen's Guide to Sixty Successful Special Events: How To Plan, Organize, and Conduct Outstanding Fund Raisers*. Frederick, MD: Aspen Publishers, 1996. viii, 318 p.

Kaitcer, Cindy R. *Raising Big Bucks: The Complete Guide to Producing Pledge-Based Special Events*. Chicago: Bonus Books, 1996. xiv, 240 p.

Klein, Kim. "The Correct Use of Special Events." *Grassroots Fundraising Journal* 18 (February 1999): 9-10.

Reviews reasons for conducting a special event and recommends completion of three preliminary tasks to ensure success.

Klein, Kim. "Putting On a House party." *Grassroots Fundraising Journal* 18 (August 1999): 11-13.

Step-by-step guidance for creating a fundraising event in your home.

Levy, Barbara R., and Barbara H. Marion. *Successful Special Events: Planning, Hosting, and Evaluating*. Frederick, MD: Aspen Publishers, 1997. xiii, 233 p.

Presents an overview of planning, hosting, and evaluating successful special events, from the definition of a special event, through goal setting, choice of theme and site, determinations of cost, time frame, and human resources needed, to decor, public relations, and legal considerations.

Liddell, Jamise. "Are You Covered?" *Currents* 25 (March 1999): 19-23.  
Insurance basics for event planners.

Nelson, Dave. "Pricing Correctness vs. Political Incorrectness." *Fund Raising Management* 28 (February 1998): 34-35.

Author comments on the pricing of special events.

Nonprofits' Insurance Alliance of California, Nonprofit Risk Management Center. *Managing Special Events Risks: Ten Steps to Safety*. Washington, DC: Nonprofit Risk Management Center, 1997. 54 p.

Stallings, Betty, and Donna McMillion. *How To Produce Fabulous Fundraising Events: Reap Remarkable Returns with Minimal Effort*. Pleasanton, CA: Building Better Skills, 1999. 168p.

Divided into two sections, the first provides advice about choosing the right special event, selecting volunteers, planning, publicizing, and evaluating the event. The second section is a how-to guide for planning and managing a dinner event, and includes worksheets, checklists, and insider's tips. An accompanying computer disk is included.

Swarden, Carlotta G. "Outsourcing Events: Reduce Stress While Generating Revenue." *NonProfit Times* 10 (May 1996): 26, 37.

Ukman, Lesa, ed. *IEG Sponsorship Sourcebook: The Comprehensive Guide to Sponsors, Properties, Agencies, and Suppliers*. 1999 ed. Chicago: IEG, Inc., 1998. 478 p.

Compiled for the benefit of corporations looking for sponsorship opportunities, the *IEG Sponsorship Sourcebook* can also be helpful for nonprofits seeking sponsors for their events. The directory is arranged in nine sections. Section one includes contact name, address, and telephone and fax numbers of the 300 most often-mentioned sponsors, arranged alphabetically. Section two is an alphabetical list of sponsors. Sections three through six list sponsorship opportunities by location, by U.S. Region and foreign country, and by category. Section seven contains a directory of sponsored events by month. Sections eight and nine indicate numbers attending sponsored events and budget categories. Section ten lists sponsorship agencies. Industry yellow pages and a master index complete the final two sections of the volume.

Wendroff, Alan L. *Special Events: Proven Strategies for Nonprofit Fund Raising*. New York: John Wiley & Sons (Nonprofit Law, Finance, and Management Series), 1999. xx, 214 p.

Provides a strategy for conducting special events, using the Master Event Timetable (METT) as a guide. Provides worksheets and illustrations of real-life examples from launch through evaluation. Accompanied by computer disk.

Williams, Warren. *User Friendly Fundraising: A Step by Step Guide to Profitable Special Events*. Nashville, TN: Associated Publishers Group, 1994. 144 p.

Written as a how-to manual for novice fundraisers. Describes various kinds of special events: auctions, tournaments, carnivals and fairs, theme parties, sporting events, house and garden tours, seminars, and casino fundraisers. Includes examples of a planning calendar, an outline of auction procedures, and various forms and checklists. Also includes a bibliography.

***Internet Resources***

The following websites contain information about special events management software, as well as a wide range of other fundraising-related software and sites.

[www.fundraiser-software.com/donormgt.html](http://www.fundraiser-software.com/donormgt.html)

[www.nonprofit-info.org/npofaq/05/](http://www.nonprofit-info.org/npofaq/05/)

[www.npo.net/nponet/computer/fundacct.htm](http://www.npo.net/nponet/computer/fundacct.htm)

[www.coyotecm.com/tips.html](http://www.coyotecm.com/tips.html)