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### Guide for planning a fundraising event on National Forest Service land

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**A Guide For Planning A Fundraising Event  
On National Forest Service Land**

By

Gina Ruth Evans

B.S. Montana State University, Bozeman, MT. 1999

Presented in Partial Fulfillment of the requirements for the

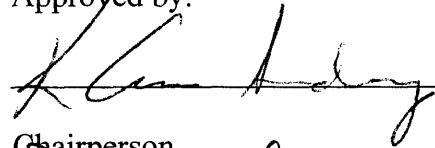
Degree of

Master of Science

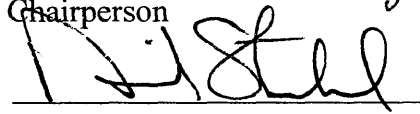
The University of Montana

August 2003

Approved by:



Chairperson



Dean, Graduate School

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Date

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# Introduction

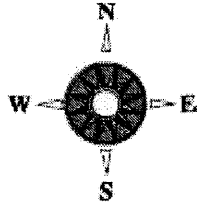
My individual project for my Master's Degree from the University of Montana consisted of a mountain bike fundraiser for The Lance Armstrong Foundation (LAF). My event took place in the Beaverhead-Deerlodge National Forest, which is located in Montana.

I chose this particular project because of my love of the outdoors, my passion for mountain biking, my desire to help people afflicted with cancer and my deep respect for Lance Armstrong and his "*Seize the Day*" attitude. I scheduled my event during the 100<sup>th</sup> anniversary of the Tour de France. This common theme generated much interest in my fundraiser.

This was a year- long adventure for me, with many peaks and valleys. At this time, I would like to thank the Dillon, Montana branch of the Beaverhead-Deerlodge National Forest Service for giving me the opportunity to pursue this endeavor. Thanks, also, to my many volunteers, sponsors, family, friends, and professors, who supported me throughout this experience. Without them, this fundraiser would not have been possible.

# ROUTE DEVELOPMENT & Special Use Permit

## CHAPTER 1



Route Development: You are probably wondering why “*route development*” is before securing “*a special use permit*”. When I began, I, too, thought that securing a special use permit would be first, but I learned that you should follow these steps:

1. Call your local forest service land manager and ask if you could come by at **his or her** convenience to pick up the permit used when someone is planning a recreation event on U.S. Forest Land. While at their office, briefly describe (do not take too much of their time) what it is you have planned. Thank the manager and tell him or her you will be in touch. Do not hesitate to call and ask questions while you go through the planning process.
2. You have the special use permit, but you are at the very beginning of securing forest service land for your recreation event. I say this because you have to know your route before you can fill out the permit and apply at your local forest service office.
3. Make copies of the permit that you have. You will be using the permit as a guide when constructing your route. It is stated on the operating plan section of the permit, “*This format is designed to identify all aspects of a recreation event held on National Forest lands and will help in developing an Operating Plan for an event.*” Following this format saves you and the land manager with whom you are working a lot of time.
4. You will now be able to go out and pre-ride the course you hope will be approved. (**You should ride the course more than once and know this course better than anyone**)
5. While you ride the course you **should** have Forest Service Maps with you in order to mark your route on the map. You can acquire land maps from your local forest service office. (A section on the special use permit asks for: map of route and acres to be used) ***The use of public land allows potential racers to pre-ride the course.***

*Route Development* does not just involve choosing a route and marking it on a map. You also have to keep in mind:

- Participants planned (max number)
- Spectators (estimate)
- Duration (pre/post) set up days also.
- Facilities (tents, canopies, booths etc.)
- Sanitation Plan
- Food/Beverage
- Aid Stations on the Course
- EMT Help, Insurance
- Parking (spaces, acres, must leave lane open for emergencies)
- Clean-Up
- Advertising (**Acknowledge the use of Forest Service Land**)

The Operating Plan, (Located on the Special Use Permit), has all of the above listed in much more detail. It is a perfect way to give the coordinator of the event information on what is expected with the special use permit. Therefore, when you meet with your land manager, it will be a productive meeting and not a waste of time to either of you. Plus, you are ahead of the game because you have had the chance to work with the special use permit.

You are now *almost* ready to complete the final draft of the permit. You may wonder if you will have to pay to use all of this beautiful land? It is great to know that in some instances you can request a fee waiver. It is stated in Section **251.59, Part B (7-1-02 Edition)** of the United States Forest Service Manual, “*All or part of the fee may be waived by the authorized officer, when equitable and in the public interest for the use and occupancy of National Forest System land in the following circumstances:*

- (1) *The holder is a State or local government or any agency or instrumentality thereof, excluding municipal utilities and cooperatives whose principle source of revenue from authorized use is customer charges; or*



- (2) *The holder is a **non-profit association or non-profit corporation**, which is not controlled or owned by profit making corporations, and which is engaged in public or semi-public activity to further public*
- (3) *health, safety or welfare, except that free use will not be authorized when funds derived by the holder through the authorization are used*
- (4) *to increase the value of the authorized improvements owned by the holder, or are used to support other activities of the holder.*

I believe it is important that individuals who are coordinating events for non-profit organizations are aware of fee waivers. That is why I was sure to include some information on the subject in this manual. Section **251.59, Part B** has a total of six points that allow for a coordinator to request a fee waiver. If the land manager does not mention a fee waiver, the coordinator should ask when he or she feels it is appropriate.

Now, *finally*, you are ready to turn in your final draft of the permit to the land manager.

I suggest calling ahead to schedule a meeting with her or him in order to discuss all aspects of your event. This will allow you to ask any questions you may have and the land manager may also ask you some questions about the event. **(Remember to include fee waiver request information!)** The following pages will teach you to be effective in filling out, and securing your special use permit.



# SPECIAL USE PERMIT

Securing Special Use permits: (From the Forest Service.) If you are able to secure the permit early, you can use your contacts and professional skills to start laying the groundwork for the event.



## How to be effective In Working With The Forest Service

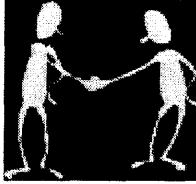
Things you can do to express your opinion more effectively during planning and completing your special use permit:

- Join a club, such as: running club, bike club, hiking club etc. to promote your favorite recreation area.
- Within the club, develop common vision or goal for what you want to happen on the National Forest or Ranger District.
- Share your vision with the land manager.
- Be **reasonable, courteous, and cooperative** when dealing with the land manager **and** with other members of the public, even when their goals differ from yours.
- Volunteer your clubs time to help the land manager. Many clubs do trail maintenance, trail construction, and spend time educating other recreationalists about responsible behavior.
- **Remember** the National Forests are managed for a wide variety of resources and uses, as well as protection of the environment.
- The land manager **must** balance your desires with the needs of others.

This list and many other great forest service resources can be found on the Internet and at your local Forest Service Office. (*Appendix A~ Resources*)

The land managers are very busy people and they are responsible for a substantial amount of U.S. Forest in their district. Keep this in mind when working with the land manager.

# NETWORKING



## CHAPTER 2

*“ Human relationships like life itself, can never remain static ”*

Eleonor Roosevelt

The definition of Networking is “to pool information and resources with others from the same field” (Webster’s New Collegiate Dictionary). I agree with this definition. However, in order to understand its meaning, you must be involved in a fundraising project.

You will learn, as I did, to appreciate any bit of information you receive from a simple phone call to a friend or a local bike shop, an e-mail from the land manager, or a few words of advice from some of the local outdoor enthusiasts in your area. Whoever said, ***“Don’t burn your bridges, because you never know when you might have to cross them again”***, was right. Throughout the planning of the event I was either crossing old bridges or building new bridges with additional resources on the other side. With the new relationships that are formed along the way we must always remember to, *“give back to those who gave to you.”* Be helpful when someone needs your assistance or advice.

***“The best networkers think first about what they can do for those people with whom they would like to form or strengthen a professional relationship.”***

<http://www.networkingforprofessionals.com>

Following is from the book: (Appendix A~resources)

**Fisher, Donna. Professional Networking For Dummies. New York:**

**Hungry Minds Inc, 2001. Chapter 1- *Networking Defined*-pgs. 9& 17-18.**

### *Four Components of Successful Networking*

1. Networkers are aware.  
Be aware of the network you already have and how powerful it can be.  
Be aware of your surroundings.  
Be aware of what your thinking. Say what you think. Create opportunities.
2. Networkers have helpful attitudes.  
It is just not about what **You** do, it is also about your *attitude* toward what **You** are doing.
3. Networkers hone their communication skills.  
Speak in a way that honors your own needs while at the same time you respect the rights of others.
4. Networkers develop relationship building habits.

### *What Networking is Not*

- Manipulating people into doing what you want
- Keeping Score
- Obligating others
- Putting people on the spot
- Being demanding

Before, moving on to the next chapter I would like you to be aware of a certain paradigm (model) of human interaction. Stephen Covey, in 1990, wrote about Six Paradigms of human interaction. Of the six paradigms discussed, the “*Win-Win*” model is most beneficial to each one involved in a networking situation because everyone involved will work as a team making sure that all ends are secured, not just their own. No one will give in or quit and no one will achieve his or her goal at someone else’s expense.

I found this to be true in my fundraising event. For example, I attended a local bike club meeting in order to find a person to help me to develop a logo for my fundraiser.

Once I found the right person, I explained that this would also help him in the future. He could use this event as a reference to the range of graphic design experience he has. In the end it was a win for me, because I found someone who has great artistic skills and it was also a win for him because it was another opportunity to display his artwork in a different venue.

*Networking* has multiple benefits. *(This is the first of many lists that you will encounter throughout reading this manual.)* These benefits are listed by Fisher (2001) as:

- ★ Greater and easier access to information, ideas, and contracts;
- ★ Friendships and professional relationships;
- ★ Fun approaches to getting things done;
- ★ Opportunities to give and contribute to others;
- ★ Increased efficiency and productivity;
- ★ Peace of mind and sense of security;
- ★ Results and accomplishments;
- ★ Resources for things you may or may not need;
- ★ Trust and faith in good people; and
- ★ Less stress in life.

The previous mentioned benefits are immediately recognizable when planning your event. The friendships, alone, make the hard work easier and these relationships are, usually, bonding for life. Furthermore, professional relationships might lead to future employment possibilities for you. Time and energy are not wasted because of lack of manpower. Most importantly is the feeling of not being alone and the sense of security and accomplishment that networking brings to your fundraiser.

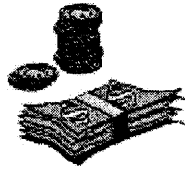
# Sponsorship



## Chapter 3

Now, that you have your route developed and your permit secured, you are, officially, ready to begin the next stage of the fundraiser. Hopefully, in your networking with different people or groups, you have discovered sponsorship opportunities because the event is a fundraiser or, someone has offered ideas on where to obtain sponsorship.

Remember, the event you are coordinating is a fundraiser. Letting your potential sponsor know this at the beginning can lead to the possibility of in-kind donation/sponsorship. *In kind* should be a very important phrase in your daily vocabulary while you discuss sponsorship possibilities with potential businesses or people. (Ex: A company might say, “We will donate food for your charitable fundraiser, in exchange for our company’s name on your event t-shirt.”) When planning an event for charity in-kind donations/sponsorship are a necessity, if the event is to succeed. You know, as well as I do, that the money required to have a successful event can be substantial. Following are 12 steps developed by Allen (1996) you will find useful as a non-profit fundraiser. Several steps include an example of my fundraising event to give you a greater understanding of the essential steps.



### **1. Know your property (foundation/mission) and what you can sell:**

When planning an event, coordinators must ask themselves who their audience is. They must, then, contemplate the benefits, which the fundraiser will offer to the sponsor as an encouragement for the sponsor to participate. In the case of any event, the benefits are that the sponsors are associated with a great cause.

### **2. Target Sponsors with similar goals and audiences:**

Sponsors for a fundraising event will all be linked by their allegiance toward a common cause. For example in my mountain bike fundraiser, my sponsors were connected by factors such as: an active lifestyle; eating healthy foods; and positive community support. If you were coordinating such an event as mine, you would seek sponsors from sporting good suppliers, bike shops, nutrition conscious food stores, and drink outlets. You should, also, seek publicity from the mass media.

### **3. Offer more than the value of the sponsorship:**

You, as event coordinator, have to be willing to give more than 100%. You have to make the sponsor realize the benefits they will receive by donating to the fundraising event. They might be giving in-kind donations, food, drink, free publicity etc, but in exchange they attain their logo publicized in many different forms. The brand exposure received from such a partnership has a strong potential for success. It is a *Win-Win* situation.

### **4. Prequalify your sponsors:**

While attempting to obtain sponsors, do not waste precious time talking with those who do not have the power to make decisions or write the check. Do your homework and know whom to contact. It will be necessary for you to target businesses and discover who handles the sponsorship for that business. In planning any fundraiser, you must go to the owner of the business, not the sales person. Also, while trying to obtain in-kind food donations, you should realize the schedule of the store owner, ie: do not show up at lunch hour.

### **5. Put together a package with the right information**

When contacting a potential sponsor, it is essential to have the right information about the event. Your package should include; posters printed with information about the event; materials describing whom the fundraiser is benefiting; brochures to offer to



potential participants. You ought to convey key rewards of the sponsorship without overwhelming the potential sponsor. Furthermore, the package should be typewritten and free of grammatical errors.

#### **6. Get there early:**

If you are planning a fundraiser in mid-summer in the National Forest, begin to speak to decision-makers for sponsorship, *early*. Many different types of donations are essential such as media exposure, t-shirts, drinks, food, signage etc. Therefore, you have to be aware of your goals for a winning fundraiser and locate, through research, what time of year the budget is set. Then, continue to follow-up with phone calls on a regular basis.

#### **7. Keep in touch:**

You must keep in touch with the sponsor by sending organization newsletters, newspaper clippings about the group, and updates on the progress of the fundraiser. Meeting once with the decision maker and asking for a donation is not sufficient to accomplish your goal. Continuous networking and communication throughout the year of the activity will increase your chances dramatically of achieving sponsorship or donations.

#### **8. Ask for the sale:**

Perhaps, one of the most difficult tasks is actually asking for the sale. The homework has been completed and the package has been presented. Now, it is time for you to request sponsorship toward the event. This should be executed with confidence because of the time and effort you expended in preparing for this moment.

#### **9. Put it in writing:**

Once the sponsorship has been obtained, it should be formalized with a letter in writing, agreeing to the terms of the contract. The letter should specify the responsibility of the sponsor and both parties must consent. For example, the business that donates the t-shirts for the fundraiser agrees to do so because they will receive brand exposure and you, as coordinator, receive free t-shirts for your event.

#### **10. Be flexible:**

Being flexible in sponsorship means that you achieve the goals you possessed in the beginning. Not all sponsors are “title” sponsors. In other words, someone might be willing to donate to you \$50 in cash, but not expect the exposure a business would be given. Their benefit is the knowledge of having supported a great cause.

#### **11. Follow-Up:**

Even though the sponsorship or donation has been obtained for the fundraiser, you must continually work to keep the sponsors pleased. This is accomplished by their banners being displayed at the event, logos appearing in media and newspaper ads,

exposure on t-shirts, etc., a give and take situation. The sponsor completes what he can to help the fundraiser and you realize the same. ***(Do not forget to include the National Forest Service on all of your event materials.)***

### **12. Report your results:**

At intervals throughout a sponsorship, updates should be presented to all of those who have donated toward your event. For example, in my fundraiser this included sports' companies, bike shops, food retailers, bottling companies, mass media, and personal friends. In the update, I mentioned goals achieved, activities that took place, and money raised for the cause.

### ***Final Notes***

- ☺ ***If you order t-shirts for participants, with your in-kind donations, order enough to give one to those businesses that sponsored the event. (They appreciate this!)***
  
- ☺ ***If you are able to save some of your in-kind donations for expenses after the event, do so. (Use this money for postage or to defer the costs of a barbeque that you will host for your volunteers)***

# Publicity



## Chapter 4

*REMEMBER TO INCLUDE THE NATIONAL FOREST SERVICE IN ALL YOUR PUBLICITY: posters, registration, etc. ex: (Land provided by Beaverhead-Deerlodge National Forest.)*

Publicity and promotion are constantly at the forefront of an event planner's mind. In order to have a successful event, you, the coordinator, must make essential use of both publicity and promotion with the up coming event. If publicity is outstanding, the event will be brought to the attention of the people that really matter. (*Your Target Population*)

Furthermore, an effective publicity and promotional campaign requires time and effort to plan and deliver. Before incorporating publicity in an event, you should gain an enhanced understanding of what publicity is. The definition of publicity is, non-personal stimulation of interest in a program or event by arranging significant news in a published medium or obtaining favorable presentation of the event in the media. (You can find the previous definition and many other interesting words in Webster's New Collegiate Dictionary.) Examples of publicity are newspaper and magazine ads, radio and television spots, or websites. (I gave some examples so you can be thinking about what type of publicity could work for your event) In other words, if you were coordinating a mountain bike fundraiser you could devise many creative avenues of publicity. I will give you an

example of what worked for me. I contacted the local f.m. Radio station, that produced adds for one of the local bike shops, I spoke with the manager about the possibility of his radio station creating a combination promotion, involving the mountain bike race and the bike shop at the same time. (*Refer to Chapter 3 to review in-kind sponsorship before you discuss this great idea with the radio station manager*). This would stimulate interest in a favorable presentation. Also, marquees/digital signs (bike shops, sporting good stores, and high traffic businesses) are an inventive way to promote interest for your fundraising event.

Publicity does not just involve selection of the type of media you will use. It also involves the knowledge of how to use an advantageous timeframe to promote your event. The next section lists ten questions to ask yourself when developing publicity for your own fundraiser. This is necessary, in order, to take advantage and to correctly use a timeframe in regards to publicity. Also, examples from my experience are provided with each of the questions. Again, I did not devise these questions, Rice and Atkin in 1989 formulated them. I know you are probably getting tired of seeing steps, lists, or questions, but I found they were an excellent way to keep track of my progress toward my actual fundraising event. Hopefully, the following information will be of assistance to you while you plan your fundraiser. Remember to **HAVE FUN** and let *your CREATIVITY* lead the way.

**What are the media habits of the target population? (Not the whole population, just those who enjoy the activity you are promoting in your fundraiser)**

Everyone is not going to have the same media habits. It will be up to you to do a bit of research to see what media habits your target population may have. If your fundraiser is going to be a trail run through the nearest national forest in your area, you could start your research by, specifically, asking owners of sporting good stores about what type of

customers shop there and if the customers might be interested in your fundraiser. However, if you really want to find out the current information on your target population, you could do research in professional journals or on the Internet. ***(Yes, I did just say RESEARCH, but keep in mind the more you know about the population the more money may be raised by your fundraiser)***. You may not have access to either of these sources, but your local library does. Or if you live near a college campus, use their library and professors as a resource. If I was able to find media habits of mountain bikers, I am positive you will have no problem finding the habits of your target population. In my research on mountain bikers, I discovered that their media habits, according to Flint (2001), are specifically related to local bike shops and what event they may be promoting. Upcoming events and races are advertised there. Therefore, as the coordinator for a mountain bike fundraiser, I had registration materials and posters readily visible at the local bike shop. I, then, asked the bike shop owner to advertise the fundraiser on the shop's marquee. **(Remember: ☺ CREATIVITY ☺)** If you are fortunate enough to use a store's marquee or electronic sign do not become wordy, the message should be concise and to the point. Keep it simple, *Ex: What for, when, contact, type of event.*

### **What medium (electronic or print, visual or auditory, combination of several) should be used?**

To maximize the success of your fundraising event, all mediums should be used to a certain extent. Brochures are necessary for explanation of the fundraiser and registration of participants. Posters communicate the message concisely and creatively. An article in the local newspaper in which the event coordinator, is interviewed, generates interest and publicity. Also, your fundraiser could be advertised electronically by a race website and perhaps a local access television station. Visual publicity could occur on the local television news broadcast or a television commercial. The radio, of course, is the auditory medium. However, as the event coordinator you must be aware of your time frame. The following is the time frame I used for my fundraising event. (Which worked quiet successfully) For example: the brochures and website can be presented two months prior to the fundraiser. The newspaper interview, television interview, and sports talk show advertisements would be best-publicized two weeks prior to the mountain bike race. Marquee's and digital signs could advertise for a weekend three weeks previous to the event, stop, and then re-advertise the week before the event.

### **What are the costs of each medium versus the worth?**

Many of the advertisements for your event might be free of charge or given as an in-kind donation since the event is a fundraiser. If the local radio station is not willing to donate free air-time, you should use some of your in-kind donations to buy air-time. It is definitely *worth* purchasing airtime to convey your cause to the public. *(Again, review Chapter 3~ Sponsorship)*

### **Can the medium's capability build or multiply the effects of another medium?**

In publicizing a fundraiser, the utilization of many mediums is essential. Advertising at sporting good stores alone, or on the Internet would not be sufficient. However, if an interested person sees your race advertised on the store's marquee and then hears about the race on the radio, he or she is more likely to participate. The effect of the medium is multiplied.

### **Will the message reach a significant portion of the target population?**

The target population will not receive the message about your upcoming fundraising event, if you do not give %100. . **You're** the one who must meet early and often with the local community's running, biking, hiking, orienteering etc. At the meeting, you explain the purpose of the upcoming fundraiser and distribute registration information. Then at a later date, when the event is advertised through all mediums (radio, newspaper, television, internet, etc), the target population has been forewarned and possibly already spread the word. (*Leaving you time to take care of the rest of the logistics of event planning*)

### **Can the message be sent through many different channels?**

The message of your event can be sent through all mediums, as already stated. However, some are more useful than others for publicizing a fundraiser. Other channels of advertising, besides radio, television, newspaper, etc. would be: by friends spreading the word; other race coordinators mentioning your fundraiser during their own event; or by **you** (*the event organizer*) speaking directly to different groups.

### **Is the message culturally appropriate?**

Promoting a fundraiser, usually, is culturally appropriate, if correct guidelines are followed. Guidelines that should be followed: approval of land usage from U.S. Forest Service; forest conservation rules followed while doing trail work; consent to utilize the foundation's logo on t-shirts, adherence to government rules for insurance coverage of fundraising event participants. Ex: EMT on site.

Culturally, your event should be appropriate because it is raising money for a great foundation or group and all proceeds go to the cause. In my fundraiser, the activity-involved mountain biking, which promotes health and was non-discriminatory. The location of my particular event took place in a beautiful setting (Birch Creek Montana). Also, as the event coordinator, my volunteers and I gave excessive attention to trail maintenance for safety reasons.

### **Through how many intermediaries must the message travel to reach target population?**

The message of your event must travel through many mediums and various intermediaries to reach the target population. Following is a description of how I utilized

many intermediaries. During the planning of my fundraiser, mountain bikers were reached primarily by me, the event coordinator. I spoke at club meetings, or used fundraiser promotions in the bike shop. However, an innovative channel of publicity that I was lucky to incorporate into my publicity campaign was entering my fundraiser in my local community's annual 4<sup>th</sup> of July Parade. The float advertised the Bike Club as well as my mountain bike fundraiser. *(If your fundraiser is a cross-country ski race you could check what events may be planned for the Christmas season)*

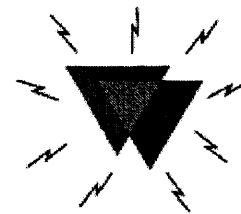
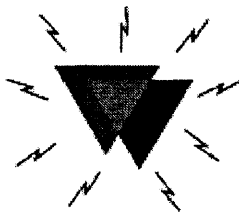
### **How frequently should the message be delivered?**

The question is **not** how frequently should the message be delivered, but at what intervals should it be delivered. If your event message is delivered too early, interest might be lost before the event occurs. As the coordinator, you must know when to start the advertising and when to stop. Another quote, "The focus is on creating and sustaining demand for the product" (Weinreich, 1999). Here are some ideas of what you can do; Brochures can be introduced early (two months to six weeks prior to event). Radio ads, television interviews, and newspaper editorials generate interest two to three weeks before event and bring registrations to the closing date.

### **Can a medium be overused to the point that it will "turnoff" the target population to the message?**

Definitely, a medium can be overused and "turnoff" the target population to the message. For this reason, you must be very careful of timing and frequency of advertisements. As stated, if the message is done too early, interest will be lost. If the message is publicized too frequently, and by too many mediums, the target population may become disgusted and decide not to participate.

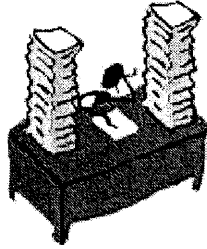
**DON'T FORGET TO BE CREATIVE**



# VOLUNTEERS

## CHAPTER 5

*I hope you did not think you were going to run the event by yourself!*



While planning your event for charity volunteers will be a necessity if your cause is going to benefit. Your fundraiser may require support from volunteers in a variety of capacities. These capacities might include, but are not limited to: trail work; entry form processing before the fundraising event; registration and check in assistance on race day; lap counters; course guards and medical and water station volunteers during the event; and also, clean-up after the completion of the fundraiser. *(Give yourself plenty of time to clean the land you were granted. Bear in mind you had the privilege of hosting an event in a National Forest, not many people are as lucky as you).*

I sense you are now wondering, “Where do I find volunteers for a fundraising event in a National Forest, and how in the world am I going to pay them back for their support?” Finding volunteers for your event is not a big problem, because you have already spoken with local clubs about the fundraising event *(giving you the opportunity to ask people face-to-face for help)* and the publicity you have already received has made more people aware of your cause. In my situation, I received phone calls from folks, who desired to help, because they had recently lost someone to cancer *(Chapter4-publicity)*.



On the topic of payment to your volunteers, research has shown that volunteers give “freely of not only their time but also their money” (Moss, 1978). What is the motivation behind someone’s need to help you before or during your event? Well, as you probably realize there is research on just about any topic. The following six categories of motivation, which were discovered by Clary and Snyder in (1992) pg. will give you insight on volunteerism.

**1. Values- people act on important beliefs, such as helping the less fortunate.**

Many individuals believe it is their moral obligation to help the unfortunate and do so willingly. Donating time to volunteer for your fundraiser would fulfill this obligation.

**2. Understanding- individuals seek to learn, develop, and practice new skills.**

Some people volunteer because they want to discover, first hand, the logistics that are required for coordinating a fundraising event. For example, a person volunteering for your fundraising event may have questions pertaining to the Forest Service, trail maintenance, food donation, and medical personal support.

**3. Social- people are attempting to fit into important groups or gain approval.**

Another reason people volunteer is to gain social acceptance into certain groups. If someone is new to your community and has an interest in the local outdoor club or your cause, he or she might offer to volunteer and, therefore, meet people with like interests.

**4. Enhancement- people have the goal of personal or psychological development.**

Other volunteers donate their time because of self-fulfillment and individual improvement that may lead to a greater personal and psychological growth for the individual. Volunteers for your fundraiser may believe donating their time will not afford them their name in the headlines, but it might boost their *own* self-esteem knowing that they played a role in a great cause.

**5. Protective- people help in order to avoid guilt.**

Some volunteer because of their feelings of guilt. For example: perhaps, one of your volunteer’s close friends has been diagnosed with cancer and to deflect guilty feelings, they are volunteering their time for an event associated with raising money for cancer.

**6. Career- individuals want to gain experience useful for one’s job or career.**

During your fundraiser, many people may volunteer to further their careers. For example: EMT’s can use the hours volunteered for additional development of their emergency readiness; or you might have a teenager volunteer time during your event to enhance the quality of their resume.’

Now that you have volunteers, what comes next? I found, in working with my volunteers, it is best to ask a couple of people to be chairs of certain committees (trail work, race day registration, timing, etc.). They then can report to you on who they have signed up and what materials are still needed for your event. *(This saves you time and allows for less confusion. Trust me, less confusion and more time are great assets that you will need as a fundraising event coordinator)*

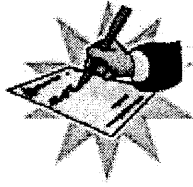


### ***My Suggestions to you from my own event:***

☺ *Allow people to sign-up for responsibilities they understand, because on the day of the event you will have less stress and confusion (do not force a person into unfamiliar work).*

☺ *If your event course covers a large area of National Forest, make sure your volunteers understand where they are to be positioned for their different duties (Aid Station, registration, start/finish, lap counter, EMT, etc).*

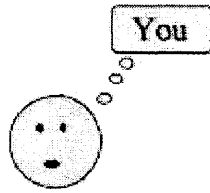
☺ *If you have insurance forms to be filled out by the event participants, take time to train the registration volunteers on what is expected on the form.*



☺ *Check on each volunteer during the event. Show them you have not forgotten about them. Thank each person whenever you get a chance.*

☺ *Once the fundraiser is over and you have had time to recuperate, have a dinner or barbeque at your home to further show your gratitude. **Everyone loves food and a party!!***

# REGISTRATION



## CHAPTER 6

In my opinion, pre-registration is the only way to go for a fundraising event. I am **not** saying you can't register anyone on race day. However, if you have pre-registered some of your participants, race day will involve *less stress*. In addition, you will have a ballpark figure on how many to expect, which you will need for in-kind donations. Remember your in-kind donations, **not your registration money**, are used for food, drink, t-shirts, publicity etc.

My fundraiser involved having a deadline for pre-registration. Not meeting this condition, meant the participant was not guaranteed a t-shirt. This is a necessity when working with t-shirt shops, which need to know the count two weeks prior to event (*I'm certain you do not want to foot the bill*). Pre-registration assured participants a t-shirt, powerbar, and cause information etc. In order to assure the greatest number of pre-registrants have your brochures distributed in local and surrounding areas two months prior to your fundraiser. Your website should be up and running during the same time frame.

Also, having a number figure helped me estimate the food and drink required for the fundraiser. For example, I had 35 pre-registered racers and five did not show on race

day. However, 20 more registered on race day. My pre-planning allowed for enough food and drink.

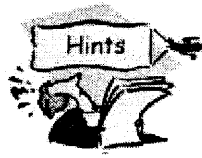
Furthermore, remember the volunteers you have worked so hard to recruit!! They require high maintenance. You are *thankful* for their assistance. Your fundraiser would not be doable without them. **Make sure you have enough food and drink for all.**

If your event is in the middle of a National Forest on top of a mountain peak, as mine was, transporting event necessities should be planned in advance. For example, I needed, tables, chairs, water coolers/sports drink coolers, coolers for donated food, ice, utensils to serve the food, medical tent and supplies, walkie talkies, signage for event (cones, stakes etc.), port-a-potties, all-terrain vehicle (to transport course items), materials advertising your cause, and the t-shirts/prizes you received from in-kind donations!!! **It becomes quite a production. Therefore, begin collecting these essentials well in advance (Your volunteers will be a great resource).**

Move into your area at least the day before your fundraiser. I had to receive the ok from the Forest Service to post my event weeks in advance. By doing this, my area was reserved for event participants and their camping needs.

Also, on the day prior to my fundraiser, I posted all signs directing race participants to the event. My volunteers and I again did last minute trail work and marked the course **(Safety has to be top priority. Mark your course carefully.)**

*Suggestions to you:*



☺ RAINBOW RACING IN SPOKANE, WASHINGTON IS A GREAT PLACE TO ORDER EVENT SIGNAGE AND EVENT PARTICIPANT NUMBERS. 1-800-962-1011

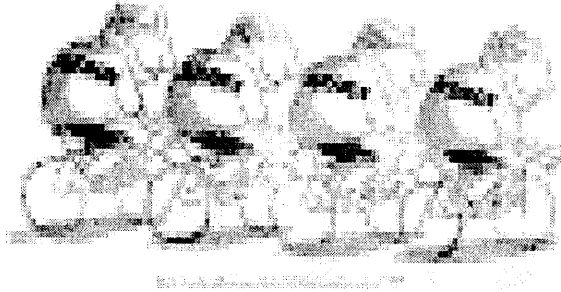
☺ DO NOT FORGET TO KEEP YOUR FOREST SERVICE REPRESENTATIVE UPDATED ON ALL OF YOUR PROGRESS!!!!!!!!!!!!!!

## SECTION 2

# DAY OF FUNDRAISER

# EVENT DAY

## Chapter 7



*The day you have anticipated and been anxious about for a year has finally arrived. You have heard the saying, “Have your ducks in a row”. After all of your planning, I am sure you do.*

During the “*big*” day it is important to keep your energy strong. You will rise before the sun, looking forward to the arrival of all event volunteers, participants, and spectators. While waiting, you should take one last sweep of your event course, to be sure the signage is still in place. Also, at this time, walkie-talkie range should be retested. In addition, this would be the opportune time to bring tables, water/sports drink, and cups to pre-designated aid stations. You think you are ready, but know that the unexpected *can* occur.

Your first concern will be having food and drink organized for all. Make sure you have plenty of ice in coolers. The day of my race, the temperature was *92 degrees*. Keeping ice in a solid state and the fruit chilled was difficult.

Next, have your registration and pre-registration tables prepared. Have signs identifying each. Make certain the volunteers working these tables understand how to fill



out registration and insurance forms. At my registration tables each participant, who had pre-registered, received his or her number, t-shirt, an explanation about signage on course, and cause related material. Those registering race day received all of the above except the t-shirt.

Forty-five minutes prior to event start, send volunteers to their aid stations and check points on the course. **Communication throughout the course should not be a problem, if you have checked the range of all walkie-talkies.** Other volunteers at this time will begin to get in place and double-check their duties (Lap Counters, timers etc.). Your EMT will have arrived. Welcome him or her with open arms and food. Inform this person about what is expected, where to find the medical tent that you have set up, and remind him not to leave until all participants are accounted for. In my event, one participant finished well behind the rest of the field. Having people with walkie-talkies at check points and knowing his number enabled us to identify the situation *immediately*.

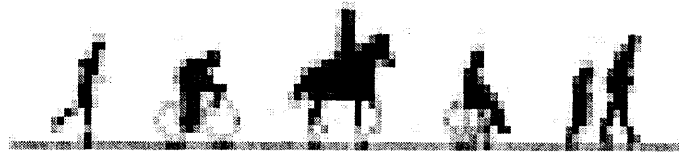
Right before the event begins, there is a lot of energy and enthusiasm with participants and volunteers. Don't let this frazzle or distract you from your duties (*Remember to turn on the main clock*). Take it all in stride, you can't control everything.

At the start line, remind participants of course rules, good sportsmanship, location of aid stations on course, and the importance of safety equipment. **HAVE FUN!!!!!!!!!!**

## Section 3

### After fundraiser

## After Event~ Chapter 8



Your event is completed and it has been successful, but there is still work to do. Your course has to be swept of all debris and signage, and the tables, drink coolers, etc. have to be removed from the trail. In my case, all participants were off the course by 2:30 p.m. (*The actual race began at 11:00 a.m.*) I was exhausted, as were all my volunteers, and it was still 92 degrees. We relaxed and congratulated ourselves for an hour, and then returned to work.

In addition to course clean-up, we had to clear the starting/finish area, dismantle the medical tent, load coolers, gather registration materials, garbage cans, clocks, timers etc. Furthermore, we also, removed signs directing participants to the course and packed our own trailers. This took, approximately, three more hours (*What would I have done without GREAT volunteers and four-wheelers*). I arrived home at 8:00 p.m. that evening and the whole experience seemed surreal. Once again, I had to unload with the assistance of family and friends.

**Guess what, you are still not done!** You have to send in the money you have raised for your cause. Fill out the correct forms and mail them in. I, also, had to send in insurance money and forms. I did this the day *after* my event.

It took me one week to return everything I had borrowed (*Drink containers, coolers, tables, chairs, cones, signage, bullhorn, timers, extra medical kits, walkie-talkies, four-wheelers, etc.*). During this week, I also sent thank you notes to my volunteers, in-kind

sponsors, and people who had supported me. **Remember to keep “your people” happy!!**

I was pleased to have a front page “spread” in the local newspaper, with pictures the day after my race, as a follow up to a previous article. The story reported the money raised and the winners of my event.

**I wish for you, in your fundraising event in a National Forest, that you learn as much as I did about myself and that you discover the greatness of people and how much they are willing to give.**

## Appendix A: Resources (Books, Websites and Research)

### Chapter 1

Wilson, J.P. and Seney, J.P. 1994. "*Erosional impact of hikers, horses, motorcycles and OFF road bicycles on mountain trails in Montana,*" Mountain Research and Development. Volume 14, pp. 77-88.

Hasenauer, J. (1998b). *Shared use community trail systems.* A paper presented at the National Trails Symposium. Tucson, Arizona.

Hasenauer, J. (1998c). *Stranger to stakeholder to partner: the mobilization of Constituency on public lands.* A paper presented at the National Communication Association Annual Conference. New York.

<http://www.usfs.gov>

<http://www.fs.fed.us>

### Chapter 2

Fisher, Donna. *Professional Networking for Dummies* New York: Hungry Minds Publishers, 2001

Gerber, Robin. *Leadership the Eleanor Roosevelt Way:* New York: Prentice Hall Press, 2002

Konzes, James. & Barry Z. Posner. *The Leadership Challenge* San Francisco: Jossey- Bass Publishers, 1995

Kushell, Jennifer. *The Young Entrepreneur's Edge:* Using Your Ambition, Independence and Youth. New York: Random House, 1999.

<http://www.networkingforprofessionals.com>

### Chapter 3

Allen, A. 1996. "*12 steps to non-profit sponsorship success,*" Fund Raising Management, volume 27, number 3, pp. 46-50.

Meenaghan, T. 1983. "*Commercial Sponsorship,*" European Journal of Marketing, volume 17, number 7, pp. 5-53.

Otker, T. and Hayes, P. 1995. "*Judging the Efficiency of Sponsorship: Experiences From the the 1986 Soccer World Cup,*" European Research, volume 15, number 4, pp. 53-58.

Steen, J. 1994. "*Dust off the history books: Using non-profit organization's history Books to support fundraising efforts,*" Fund Raising Management, volume 25, NUMBER 4, pp. 12-15.

Tripodi, J. 2001. ***“Sponsorship- a confirmed weapon in the promotional armoury,”*** International Journal of Sports Marketing and Sponsorship, volume 3, number 11, pp. 95(22).

#### **Chapter 4**

Buratti, J. 2002. ***“Maximizing Your Club’s Internet Presence,”*** International Mountain Bike Association Conference (guest lecture). Retrieved June 17, 2003 from: <http://www.imba.com/resources>

Flint, M. 2001. ***“Seven Keys to an Effective Bicycle Advocacy Club,”*** International Mountain Bike Association Conference (guest lecture). Retrieved June 17, 2003 from: <http://www.imba.com/resouces>

Rice, R. and Atkin, C. ***Trends in Communication Campaign Research*** Newbury Park, CA: Sage Publishers, 1989 (2<sup>nd</sup> Edition)

Weinreich, N. 1999. ***“What is Social Marketing,”*** Retrieved May 3, 2003 from: <http://www.social-marketing.com.html/>

#### **Chapter 5**

Clary, E. and Snyder, M. 1992 ***“Volunteers Motivations: The Psychology of Giving and Volunteerism,”*** Civic Engagement and Volunteerism, vol. 3

Conners. Tracy. ***The Volunteer Management Handbook*** New York: John Wiley & Sons, Inc, 1995

Illsley. Paul. ***Enhancing the Volunteer Experience*** San Francisco: Jossey-Bass Publishers, 1990

Moss, G. ***A report on Volunteers*** Extension Division, University of Saskatoon, 1978

Wilson, M. 1984 ***“The New Frontier: Volunteer Management Training”*** Training and Development Journal, Vol. 38(7) pp. 50-53.

## **Appendix B: Registration Form Highlights**

- \* Name of race, charity involved**
- \* Check payable to whom? (If insurance is required separate checks)**
- \* Entry form to be sent to whom? (Include your phone or e-mail for questions)**
- \* Location (Start/Finish)**
- \* Directions to event**
- \* Date/Time: Start of event**
- \* Course Description (may include a map, distance etc.)**
- \* Entry Information (deadlines, event fee)**
- \* Name of Participant, e-mail, phone**
- \* T-shirt size**
- \* Sex of Participant**