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In This Issue

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Penetrating the Mystique of Philanthropy

by Pablo Eisenberg

For most of us who work for community organizations, there is a mystique about foundations and corporations and the way they give away their money. This air of mystery and awe is a major reason we have such a hard time raising money from them.

We are not familiar with their history and how they operate. We know few if any of their board members. We are not likely to meet them or their professional staff at the local supermarket or anywhere else where we work and socialize. When we do meet, it is almost always about a proposal we have submitted to them for funding.

Since they have the money we desperately need, we naturally view our relationship with them as inherently unequal, an imbalance of power. We also know or have heard about their "establishment" priorities, their relative lack of accountability and the problems encountered by organizations similar to ours in getting a fair hearing. And we are aware that charitable giving, unlike the political and judicial systems, does not provide any legal avenues for appeal. A foundation or corporate donor's decision is final.

These perceptions and experiences have combined to create a picture of philanthropy that is deadly in its impact on so many of our organizations. It is a portrait of an elite group of givers to whom respect and obedience must be given by a host of petitioners asking for philanthropic handouts. It is like the worshippers in ancient Greece pleading with the Delphic Oracle for good fortune.

While the attitudes and actions of those who give money have helped shape this picture of philanthropy, those of us on the receiving end—the donees—must share some of the responsibility for perpetuating the mystique of philanthropy. By accepting the premise that donees are unequal partners in the philanthropic process, we have helped to create the monster we so greatly resent.

In general, we have traded our rights as donees for the hope that, by being cautious, we might win over the donors. We have sought to be loved and adopted rather than respected. In seeking safety, we have not gained either the respect or love of contributors. Nor have we helped close the wide gulf of communication and understanding that separates us from the giver community.

By approaching fund raising apprehensively and passively without confidence, we do not attack the problem of raising money in an organized and strategic way as we would an important community problem. We appear uncertain, frequently leaving the donors with the impression that we are disorganized, undependable and weak. How many times have we seen some of the toughest organizers, who sport several institutional scalps on their belts, turn to jello when faced with a foundation?

Until we stop acting as beggars in the philanthropic game, we will not be able to eliminate this mystique. The first step is to adopt an attitude that says, "We are at least as good as the donor." This should not be an assertion of arrogance but a recognition of our own qualities and strengths.

We must remember that donors need us as much as we need them if their giving is to be of high caliber. Many of us are more experienced and skilled in our fields than our colleagues in philanthropy. Many have had the kind of learning experiences in poor communities that most donors will never have. Given that many corporate and foundation people want to do a good job, they often view productive relationships with donees as an important part of their work. By assuming we are equals we can be treated as equals. If we can have solid working relationships with local politicians, Congressmen, union officials and nonprofit colleagues, we can enjoy similar contacts with philanthropoids.

Part of the beggar's mentality is to think in terms of what the donors want, not what we need to fulfill our objectives. Since foundations and corporations have varied priorities, we have often tried to be all things to all people, cutting and tailoring our interests and programs to fit those of the donors. In many cases, the result has been dismal. Either we undermined our mission or initiated programs for which we were ill suited. And donors are seldom fooled by our flexibility.

A donee community less submissive, more determined to maintain its integrity and more aggressive in its posture with donors would lead to greater respect and receptivity for our cause in the philanthropic world.

If we look at ourselves with confidence and at donor institutions more realistically, we will find that the task of requesting and receiving money will become easier and less stressful.

The proposal, for example, should loom less ominously. For many, it has become part of the philanthropic mystique, filled with expectations of excellence that cannot be met. We become paralyzed when we try to write the perfect proposal. The proposal shold be considered for what it is, no more and no less: the means by which we state why we need the money and what we will do with it. It is not meant to be a jewel of prose.

Although most foundation and corporate professionals understand the limitations of proposals, they often do not have the background, experience or motivation to judge or be excited by the activities of non-establishment organizations. For this reason, we cannot afford to let them evaluate us by our proposals alone. We need to see them in their offices, get them to know us as individuals and persuade them to visit our organizations. By meeting personally with donors, we can help break down the barriers between donor and donee that have fueled the mystique of philanthropy.

The inaccessibility, lack of accountability and bad manners of many foundations and corporations are trademarks of philanthropy that many of us have resented and criticized for years...unfortunately, mostly among ourselves. Few of us have actively fought back to demand accountability, fair access, due process in grant-making procedures and equitable treatment in decision-making. We have accepted unreturned phone calls, unwillingness to meet applicants, rudeness, arrogant behavior, decisions without explanation and double standards with a complacence that we would not tolerate in our dealings with other sectors and people.

This pattern of behavior, although it has improved somewhat in recent years, will not change unless we decide to do something about it. In other words, we need to insist on our rights as donees, call unfair practices to the attention of donor staff directors and trustees, monitor the activities of the giving world more closely and be prepared to appeal to the public in extreme cases. Of course we also must make sure that we meet the standards we set for donors...too often we are as unaccountable as those we criticize.

Some people worry that challenging donors will lead to anger and retribution. The experiences of those organizations that have challenged donors do not bear out such anxieties. A few may have been hurt in the short run, but most have gained the respect and additional support of philanthropic institutions. We who are mistreated by donors have very little to lose and everything to gain by refusing to accept unfair procedures and practices.

But we can't do it alone; we need to act collectively. In certain cities and states, coalitions of nonprofits can be formed to monitor donor institutions and push for public accountability. The Philanthropy Project in Minnesota is a successful case in point. On the national level, the National Committee for Responsive Philanthropy and the National Black United Fund have pioneered reform in philanthropy. They need our support.

If we do not start to work together on fund raising, we will never reform philanthropy and improve our fundraising potential. Ironically, those organizations that are the best financed and can afford to take the most risks are frequently the ones that are not willing to rally on behalf of colleague organizations. We will have to do a better job in pushing ourselves and our reluctant friends to join in a common effort. Only then will we be able to put to bed the mystique of philanthropy and open new opportunities for future funding. ■

Pablo Eisenberg is the president of the Center for Community Change, and chair of the Board of the National Committee for Responsive Philanthropy. Used by permission of the Center for Community Change.

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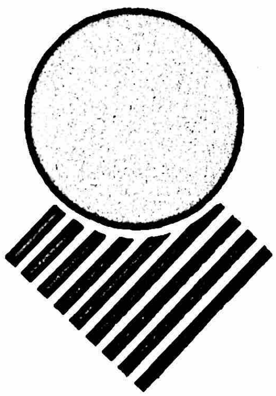
How to Hire an Executive Director

by Toby Sanchez



Hiring an executive director is the single most important task of the nonprofit board of directors. The E.D. sets the day-to-day tone of the organization and determines whether it is a force in its field of service or merely goes through the motions of helping people.

Being the executive director of a nonprofit is one of the most demanding jobs in the world. If the organization has been operating for a while, then the E.D. is entrusted with a considerable amount of public money and is expected to increase the budget each year. There is a staff to supervise and train, and, with success, it, too, will increase. If the budget and staff are still very small, then the E.D. has to do the work of several people while raising the money to hire a staff in the future. Large or small, every organization has numerous regulations to comply with and proposals and reports to write every few months. There is a complicated program to conduct and at the same time one must not neglect public relations. It is essential to stay in touch with community needs and present the organization in a favorable light to funders, clients, elected officials, and other groups in the same fields.

Evaluate the organization

Whether the board is hiring its first E.D. or its fifth, its job is to find the best qualified person to lead the organization during the current stage of its history. The first step, therefore, in the hiring process is to **evaluate the current state of the organization**. Take a look at your program, clients, funders and competitors and see how well you are doing.

No organization in either the for-profit or the nonprofit worlds can stand still. That means that you cannot assume that your client population will always be knocking at the door for your services or that your traditional funders will always give you grants. Today we see that voluntary hospitals staffed by famous specialists are facing stiff competition from both voluntary and for-profit hospitals. YMCAs, which invented the concept of year-round fitness, now find themselves heating empty pools, while old customers desert them for expensive private health clubs. And we all know that foundations and government agencies change their funding priorities without warning. Every nonprofit, large or small, must acknowledge competition and change. Before you can choose the right executive director for your organization, you must know the internal and external world in which you are operating.

To evaluate the current state of your organization, the board should spend one meeting thinking about the following questions:

What is our mission? What are we trying to accomplish? Whom do we serve and what exactly do we do?
What does the organization do well and what have we learned to leave to others? Is the program growing, treading water or losing financial and client support? How are we regarded in the community?

You will be shocked to find that many board members cannot agree on the mission and have no idea of the current program, funding or the public's opinion of your work.

It isn't necessary to conduct a formal study or hire an outside evaluator, but it is necessary to take a good honest look at the way things are. Also discuss why the previous director left.

All these questions will help you define what you want the new director to do. Thought this may sound like common sense, many boards do not take the time to define for themselves or for the new person what they want accomplished. This is, of course, a recipe for misunderstanding, low staff morale and turnover.

This taking stock exercise should result in a short paragraph describing the organization's purpose, current situation, and immediate goals. You will find this material helpful in your interviews and in decision making.

Develop Criteria

The next step is to develop criteria for the position, which will spell out exactly what kind of person you want. What strengths and skills are needed to run your organization for the next few years? What experience and education are required? If the organization has become quite large and perhaps unwieldy, then you know you need someone with considerable administrative experience. You want someone who knows how to consolidate several programs into divisions and work with the division heads, and at the same time maintain a good flow of information from the bottom to the top, as well as from the top down. You need someone who can set up adequate financial controls to handle a large amount of money and complicated reporting systems, analyze cash flow, and provide proper cash management. For a small organization you need less administrative experience, but plenty of creativity and energy. The salary should be as close to competitive levels as possible. If you cannot afford a good salary, then you must make plans for raising more money or reconcile yourself to getting less competent persons or experiencing regular turnover.

When you have a clear picture of your organization, you will not make the common mistake of hiring someone just because he or she is available. You will look closely at the quality of the prior experience. As one director confessed after two years as head of a million dollar multi-purpose organization, "The board that hired me did not know what it was doing. Nothing in my background prepared me to supervise 50 people, a Head Start program, two other youth programs, a 60-unit building and a garage, a tenant organizing and landlord loan program, and deal with a board of directors and local politics!"

Write a Job Description

All the criteria should be summarized in the job description. While the board should agree on the criteria, the search committee can handle the mechanics of refining the job description and advertising the position. You should place notices in your office, in citywide and local newspapers, and in specialized publications in your field. Also get the word out to nonprofits, universities and to your grapevine.

The search committee will go over the resumes and select the candidates to be interviewed. Based on your general agreement as to what has to be done over the next few years and the skills you need in an executive director, the committee can plan a set of questions or sample problem situations for each candidate. You can devise a rating system, giving points for each of the criteria you have decided to emphasize. For example, you can rate people according to years of experience, specific skills in accounting, supervision, foreign languages, fundraising, public relations, computers, etc. Of course, you are also looking for other, less quantifiable, qualities such as imagination, enthusiasm, maturity, creativity, self-confidence, and commitment to public service.

Check References

After the first round of interviews, the search committee will narrow the field down to two or three candidates. Their next task is to check all references. This step should not be ignored, even if you are considering a past or present board member. Direction of a nonprofit organization is a serious responsibility and cannot be lightly handed over to friends or unknowns. In talking to previous employers you will find out why the person left, whether the performance was satisfactory, how well he or she worked with others, how much supervision was needed and if the person has creativity. People may not be willing to say negative things in writing, but they will tell you on the telephone whether they think the applicant is capable of handling the job you are describing and if there are some serious character or personality defects which would prevent good performance. During reference checks people have told me frankly, "I was afraid of him. He was arrogant and headstrong and would not accept my instructions or advice." Or, "He is a very fine young man, but he is not ready to be an executive director, because he lacks sufficient experience and seasoning. In five years he will be ready."

Be very suspicious of gaps in work history. A local development corporation hired a board member who was a long-time resident of the neighborhood and seemed to have a good housing background. He had not worked in several months and did not submit a resume. Just a month after hiring him it was apparent that he was an angry alcoholic, who antagonized the tenants and frightened the staff, was out of contact for days on end and failed to submit any reports to funders. Needless to say, the organization's reputation suffered and its cash flow was severely hampered for a few months because of missed deadlines. This was a very high price to pay for the carelessness of the search committee.

In checking references, you should look closely for evidence of drug dependency and dishonesty. The only way to find out these things is by asking questions. In a June, 1987 article, *Inc. Magazine* advised:

> We are...very selective in our hiring. Even with applicants for entry level jobs, we conduct at least two indepth interviews with different interviewers. We check references—thoroughly. And often not with the personnel department—they never give us more than name, rank, and serial number—but with the candidate's previous supervisors. And we try to screen out drug abusers. Not by anyone telling us directly, of course, but by learning about which applicants had chronic absenteeism, inconsistent quality, and bad work habits at their former jobs.

Decide

After your search committee has verified the claims in the resumes, found out about past performance and work habits, the board is ready to make the final decision. There is no pat formula for selecting the person and there is always a risk that the person may not work out. But if you have done all your homework carefully, you have a better than average chance of choosing the right executive director for your group.

You should be very frank with the candidate about the salary, the prospects for raises, the conditions of work and your expectations for the first year. Decide when the performance will be evaluated and stick to your schedule. (Three months into the job should be about the right time to discuss things with the new director or cut your losses if either of you finds that things are not working out.)

All of these work conditions and expectations should be clearly spelled out in the employment letter. One copy of it should be signed by the new E.D. and placed in the personnel file. Many an E.D. has entered upon this responsible position with nothing more formal than a handshake, a smile and vague instructions to "raise money and make us look good." Your written personnel manual will spell out the conditions of work, hours, vacations, holidays and compensation time in more detail, but the basic rules and expectations should be in the employment letter.

Step Back

Once the new person is actually on board, step back and give him or her some breathing space. Don't spy on the person or indulge in gossip; above all, don't make invidious comparisons with the last E.D. Give the new person time to get oriented, review the files and current contracts and start to put his or her stamp on the organization. If you and the board have done all your preliminary work carefully, there will be few reasons for disagreements, misunderstandings or putting brakes on the new person. Of course, there will be a period of adjustment and need for supervision, but don't rush things. With a little luck, your good selection work will be rewarded, and you will find that you hired the right person for the current stage in the organization's history. If that is so, the organization will conduct its work better than ever before.

Being a nonprofit E.D. is a demanding job requiring many skills. There is never sufficient support staff and there is constant worry about where the funds will come from and when they will arrive. Fortunately for all of us, America is still a land of idealists, and there are always people who eagerly seek these thankless jobs. They work not just for the salaries and benefits, for these are rarely commensurate with the hours and commitment required. What they do get in abundance is the opportunity to use all their creative skills to make their own unique contribution to the betterment of the world. Such people are one of our greatest natural resources. They should be carefully sought out, encouraged and appreciated. Tell them clearly what you want them to do and then step back and let them do it. And don't forget to give them a pat on the back now and then for a job well done! ■

Toby Sanchez is a freelance consultant working mostly with the clients of Community Resource Exchange and Brooklyn In Touch Information Center. She has worked with nonprofits as a fundraiser, executive director and board trainer. She lives in Brooklyn, NY.

The first World Congress on Philanthropy

will convene May 23-27, 1988 in Toronto, Canada.

The purposes of the World Congress on Philanthropy are to study and encourage philanthropy worldwide, determine future directions of philanthropy, and determine and encourage support for programs.

In order to meet the first goal, leaders in the field will explore the role of philanthropy in meeting the needs of different nations to achieve a greater quality of life for their citizens. Discussions will be held to identify how philanthropy can be encouraged and enhanced throughout different regions of the world.

To achieve the second goal, comparative studies of philanthropic activity will be presented, as well as discussions of cultural influences on financial support for programs. Future directions of international economic and demographic factors that influence funding activity will be explored.

The relationships between philanthropy and the following sources of international support will be examined:

- multi-lateral organizations
- bi-lateral programs
- United Nations programs
- foundations, corporations, religious institutions and other private sector sources
- individuals

To meet the third goal, representatives of foundations, corporations, multi-lateral institutions, and governmental agencies that provide financial assistance internationally will have the opportunity to discuss the criteria, interests, and directions they will follow in making funds available to institutions through the turn of the century.

Specific workshops will assess how to apply for funding in other countries, giving nonprofit (nongovernmental) organizations access to financial support from sources that exist beyond their national boundaries.

For more information, write World Congress on Philanthropy, 1145 19th St., NW, #717, Washington, DC 20036-3701 or call (800) 852-0001. □—Jeilda Elmore

Strategic Planning Workbook for Nonprofit Organizations

Written by Bryan W. Barry, published by Amherst H. Wilder Foundation, 72 pages plus worksheets, $25.00. Order from Publishing Center for Cultural Resources, 625 Broadway, New York, NY 10012.

The product of years of work providing management consulting services to hundreds of nonprofit organizations, this step-by-step guide was developed by the Amherst H. Wilder Foundation staff. They have constructed a five-step approach that any nonprofit organization can use to determine long-range goals and formulate strategy to achieve them. Instructive illustrations, a sample case study, and a series of tightly organized worksheets guide the user through the steps creating a plan.

Follow-up has shown that 88% of the organizations following the Wilder approach have achieved their first-year goals. Alberto Saldomando of the National Economic Development and Law Center calls it "the best guide I have seen...thorough, easy to understand, and extremely useful." □—Jeilda Elmore

How to Do a Raffle

A common, easy and fun way to raise almost any amount of money is a raffle. Almost everyone is familiar with raffles, having bought tickets for them, perhaps even won a prize in one.

Because they are so common, most people don't realize that they can be complicated, and when you are organizing a raffle, you can make your life more difficult by not paying attention to the myriad of details that a raffle involves. In this article, we will discuss how to set up and run a raffle.

The first fact to keep in mind is that raffles per se are illegal in every state. They violate gambling laws. Clearly, laws against raffles are rarely enforced, but it is important to organize your raffle so that you are within the bounds of the law. In addition to federal and state laws, you need to find out the laws in your own community. Sometimes, you will need to register with the Sheriff's Department, and in some towns, laws against raffles are strictly enforced, and you simply will not be able to do one. We will discuss how to set up your raffle so that you will be within the laws of most states.

Raffles basically appeal to people's desire to get something for less than it is worth, and also to the joy of gambling. Your organization gets some gifts donated, which will be used as the prizes. These gifts can vary from straight cash to services, such as childcare for an evening or having your windows washed, to trips, microwaves, VCRs, and so forth. Generally, there are 5-10 prizes, one of which is a Grand Prize. Tickets are sold for somewhere between $.25 and $5.00 each. Many more tickets are sold than prizes available, so your chances of winning are small. At an appointed day and time, all the tickets are put into a barrel or something, stirred up, and a neutral person (such as a small child) draws out the winning tickets. The organization makes money from the number of tickets sold. There is no other source of income in a raffle. Because the costs can be kept low (ideally the only costs are the tickets, and the cost of getting the prizes to the winners), most of the income is profit.

There are three parts to a successful raffle, each requiring three steps.

THE FIRST PART
Step One: Get the Prizes

Bring together a small committee (two-three people) and decide what the prizes are going to be. It is nice if the prizes have a theme, such as "vacations" or "services" or "household" or "restaurants". Make a list of all the vendors who might give you a prize, and list specifically what it is you want from them. Remember that small businesspeople, particularly storefronts, get asked to donate raffle prizes a lot. They may have set up policies against doing it; they may already have five charities and are not taking on anymore; they may be having a hard time in their business and not be inclined to give you anything. Have at least twice as many places to seek prizes as prizes needed.

The small committee then goes out and gets the prizes. Be sure to stress to the merchant how many people will see the tickets, how much other publicity you are going to do, how you will not ask for another item this year, or whatever is true for you. Merchants must think about how giving your organization an item is good for their business, and you must help them in that thinking.

Step Two: Get the Workers

While you are soliciting prizes, start calling volunteers and finding out how many tickets they are willing to handle. Some people hate raffles—don't push them into taking tickets. They will resent it, and probably not sell their tickets. Give the tickets to people who work in large office buildings or unions, or who have large families or large circles of friends. Have one prize for the person who brings in the most money for the raffle.

Keep track of who said they would distribute tickets. Raffles are a good opportunity to get some peripheral people involved, so don't just go to your reliable volunteers who already do everything else. Ask each person if they know someone who would be good at "selling" tickets. People's spouses or lovers, neighbors, business partners, etc., can be recruited for this effort.

Step Three: Get the Tickets

Once you have the prizes, the committee decides which prize will be the grand prize, which second and so on. They decide the date of the raffle drawing. Raffles should go on for at least one month, and can go on for up to six months without losing momentum. The ideal time for a raffle is two-three months.

Printing the tickets requires attention to detail. (See illustration for the points discussed.) First of all, it is with the tickets that groups usually run afoul with the law. This is because raffle tickets cannot be "sold." We speak of "selling" tickets but what we should say is that the ticket is free, but a donation of $1.00 (or whatever the price is) is requested. Technically, someone can ask for a free ticket and not give you any money. If you were to turn down that request, it wold be clear that you are selling the ticket, and that is against the law. In this article, we will refer to "selling" the tickets, because that is the common shorthand; however, keep in mind that we are not truly selling anything.

You must say on the ticket how a person can get a free ticket, and that a list of winners will be available. This is to help insure that the prizes were actually awarded. To increase sales, don't make the person have to attend the drawing in order to win.

The tickets must be numbered. Although it costs more for the printer to number the tickets, it is worth it. Many organizations try to save money by not having numbered tickets or by numbering the tickets themselves. This is a foolish use of time. It is also critical that the ticket stub be perforated so it can be easily separated from the body of the ticket. Don't save money by printing cheap raffle tickets. Your volunteers will not distribute them as easily, and donors will be reluctant to give their money when the ticket does not appear properly done.

Not all printers can print raffle tickets. Find a printer who can, even if you cannot use your regular printer. Needless to say, seek to have the printing done for free, but don't scrimp on the tickets. They shold be your only cost.

Notice in the illustration that the seller is asked to sign his/her name on the ticket stub. This is another incentive which you can build in to your raffle: giving a prize to any person who sold winning tickets. You are obviously more likely to win such a prize if you have sold a lot of tickets.

To promote your organization, also offer people a chance to get more information about your work. If you do make such an offer, be sure you have planned to go through every ticket and pull out the people who indicated interest.

Summary of Part One

Once the prizes are in, the workers lined up, and the tickets printed, you are ready for Part Two. To know how many tickets to print, note how many tickets the volunteer workers are willing to take, and note what your goal is for the raffle. Always print at least 200 more tickets than your financial goal, because some tickets are bound to be lost or mutilated.

One final word concerning the law: many groups send raffle tickets to possible donors through the mail. This is against postal law, and if caught, your letters will be sent back. If you send the tickets by bulk mail, you risk having your bulk mail permit revoked.

In any case, raffles are not mail appeals. If you want to use the mail to raise money, do so, but do not combine raffles and mail appeals.

PART TWO
Step One: Distribute and Keep Track of the Tickets

Make a list of all the workers, and note what numbers are on the tickets you send them. Then keep track as the tickets are returned. For example, here is a tracking sheet:

Name	Numbers	Returns
Nancy Epstein	1-100	10/1: #1-25, $25; 10/15: #30-45, $15
Caitlin Murphy	101-250	10/1: #200-250, $51; 10/15: 0
Frank Estuarez	251-350	10/1: #251-350, $100
Frank Estuarez	400-450	10/15: #400-450, $51

By having a couple of set dates for returns, workers have deadlines, and keeping track of the tickets is easier. It is also easy to see who is selling the most. Frank is out in front in this illustration.

Step Two: Nag the Workers

Call people at least once a week to see how they are doing with their tickets. Remind them of the deadlines, ask them to send in their stubs and cash. Tell them who is winning the "most sold" prize so far to encourage competition. The job of the small committee is not to sell tickets, but to keep other people selling them. A raffle works best when organized like a pyramid scheme, with the most tickets being sold by a large number of workers, and the smaller number of workers distributing the tickets to others.

Step Three: Set Up the Drawing

Some organizations use the raffle drawing as a way to have another event, such as a dance or auction. The drawing is then included in that. Certainly, adding another event onto your raffle may increase your profit, but it also doubles your work. It is enough to have a small party where all the workers come, and have food and drink. Invite them ahead of time and make the drawing nice for them. The drawing is in part a reward for a job well done for the workers.

Summary of Part Two

Raffles fail when there are not enough people out selling tickets, or when the people who take tickets don't sell them. Be sure to have a lot of people selling tickets, and keep reminding them of due dates, praising those who are doing their job, and pressuring those who aren't.

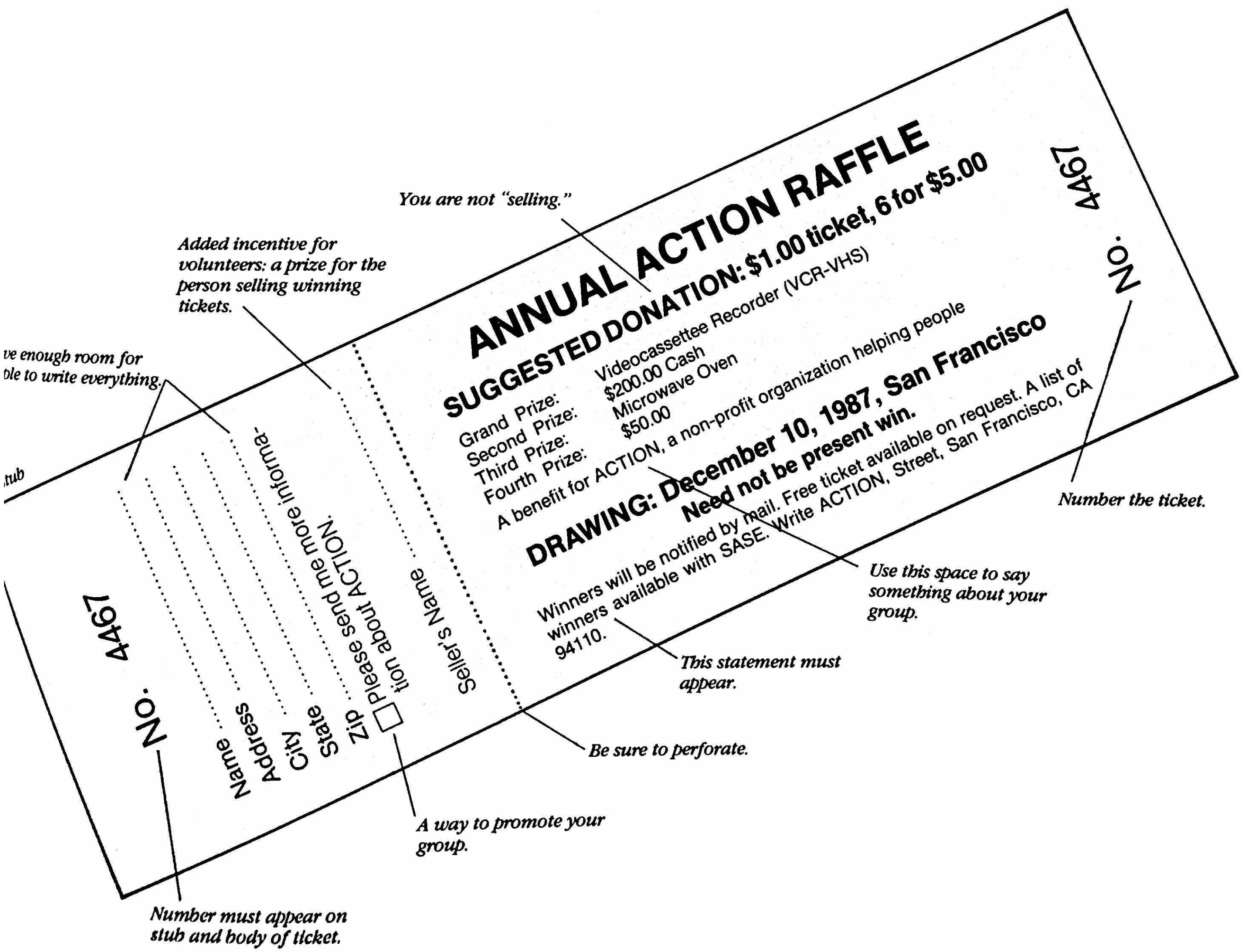
Every volunteer ought to be able to sell a minimum of 25 tickets. Most people who live in a town or city can sell 50 tickets in two-three weeks with no difficulty. Some people will be able to get rid of 100-500 in one-two months.

Build in rewards: the prize for the most tickets sold, prizes for the sellers of the winning tickets, and a nice party for the drawing.

PART THREE
Step One: Round Up the Tickets

Surprisingly, most people find the most difficult task in a raffle lies not in getting the prizes and not in getting the workers, but in getting the tickets and the cash back.

Some workers will be careless with their ticket stubs, or return stubs and promise cash later, or claim to have sold tickets when they really haven't. If you have encouraged people to turn in money and stubs as they go along, you will have less difficulty than if you wait until just before the drawing. Stubs and cash should be due at least three days, and perferably five days before the



drawing. That way, you can insure that you have all the tickets accounted for well ahead of time. People should turn in unsold tickets as well, partly to shame them for not doing their job, but mostly so that all numbers are accounted for.

The problem with a raffle is that all the transactions are in small amounts of cash. Someone sells 3 tickets to a co-worker, puts the stubs and dollar bills into his/her wallet, then goes to lunch, and uses that cash on lunch without thinking. Later, he/she turns in more stubs than cash, and, without a careful record keeping system, this error might not be caught.

Another advantage of getting ticket stubs in well ahead of time is that some people try to make their stub into the winning one by bending down a corner, sticking something on the back, or tearing it nearly in half and then taping it together. Workers will sometimes fold ticket stubs or spill stuff on them. These stubs cannot be used, and new stubs must be written. (This is, in part, the use of the 200 or so extra tickets). During the drawing the stubs must be as uniform as possible.

Step Two: Hold the Drawing

Get some kind of big box or barrel for the ticket stubs. Be sure to thoroughly mix and re-mix the stubs after each prize is drawn. Start with the bottom prize and work up to the grand prize. Have a blindfolded adult or small child do the actual drawing to guarantee neutrality.

After the prizes are drawn, announce the seller's prizes, and award the prize for the most tickets sold to whoever won it.

After the drawing, sort through the tickets for people who checked that they were interested in getting more information about your group. Many organizations also keep the ticket stubs and use them for a mail appeal later. This can be labor intensive to sort through the ticket stubs, getting rid of current members' names, and making sure that you only have one ticket stub for a person, even if they bought 20 tickets. However, for new groups, rural organizations, or small raffles, this is a good way to build a mailing list.

Step Three: Send Out the Prizes, Thank-yous, and Evaluate Raffle

Arrange for the winners to get their prizes, either by picking them up at your office, or receiving them in the mail.

Send thank you notes to each person who sold tickets, and to all the merchants or whoever donated prizes.

Count your money. Note how many tickets were unsold, where the problems were with the workers, the merchants, the tickets themselves, etc. Make a file with all the information about the raffle in it, including lists of winners, list of people donating items, timing, list of volunteers. Next year, it will be much simpler to do if a committee can pull out a file and not have to start from the beginning. ■—KK

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