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How to Plan & Execute Your Own Charity Tennis Event: The Aquinas League Model

Beau James Brock
H. Barry Searles



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Introduction

Aquinas League is a volunteer community organization whose goal has been to plan and execute community tennis fund-raisers over the past eight years in Baton Rouge, Louisiana. During this period, Aquinas League has organized over twenty events and our community has risen over \$1 million dollars in net donations for area charities

Hopefully through this guide, you and your committee can pick some helpful points to enhance your event. The revenue and quality of each part of your tournament should be viewed as a showcase for the marketing of the next year's event. The best sales tool we can offer is a satisfied customer. There is nothing more rewarding than working hard with other volunteers to produce a quality tournament to benefit local charities. Please do not hesitate to call if you have any questions or concerns regarding your tournament. Aquinas League is here to help you and you can find much more information on our web site at www.aquinasleague.org and can contact us through the site. We believe this manual can help you if you are a beginner, somewhat experienced or a seasoned tennis fund-raiser.

Tennis is among the fastest growing sports in the United States at the present time. The fortunate successes of our Aquinas League tennis tournaments demonstrate the value to a community through volunteerism and the ability to capitalize on the popularity of the game. Tennis traditionally attracts an upscale market, providing opportunities to benefit from the affluence of the tennis audience. Always keep in mind, this is a fund-raiser disguised as a tennis tournament. It is not an exercise in how to hold a big party. If this is forgotten, your expenses will eat away your net donation to St. Jude faster than a 150 km Andy Roddick serve! Many entertainment options can be obtained in the form of a donation, which can add to the event's overall success and return business by players and non-playing guests.

This manual is designed in a cookbook manner starting, we hope, with the most fundamental ingredients first and then adding more involved options you may decide to add to the mix. Don't worry about re-creating the wheel, and most of the common mistakes have already been made and resolved, hopefully with a bit of wisdom gained and now shared for your benefit. The ingredients are then organized into three

graduated formats of complexity and are as follows:

Step 1 – Set a Goal

Why are you reading this? What do you intend to accomplish by organizing this event? Many beginner tournaments should set realistic goals about how much money they can raise. Remember, every \$35 buys a wig for a patient, and it only goes up from there. You should not only set a monetary goal, but a player goal, and public awareness goal. Find ways to make the public aware of the mission of your charity and you have already won. 100 players wearing a t-shirt with the charity's logo on it reminds everyone they come into contact with about it and maybe they'll decide to become involved. A clear explanation of your charity needs to be made to everyone you come into contact as you are now an ambassador its cause. Just as important is the clarity of your message and that the charity is the sole recipient of the net proceeds of this event. Keep in mind some charities do not allow their name to be used in split sponsor fund-raiser ventures.

Step 2 – Contact the charity and let them know you want to run a tennis tournament for it

Of course, you have the manual, but the charity in your area can provide you with great promotional items for ditty bags, fact sheets, and possibly other items such as banners for your tournament, and can help you can utilize their bank account due to the limited expenses of this event. Our format requires very few checks to be written, but as you grow, many checks will be coming in and lots of cash will need to be accounted for by you.

Step 3 – Choosing the Proper Facility – HQ

Try and select a headquarters facility that is large enough to handle the event and is located where players feel comfortable and enthusiastic to play. This could be any surface facility including hard courts, rubico (clay) or indoor, but should be one with at least nine (9) available courts for tournament play all weekend. However, your committee should select a facility that is kept in great condition. In addition, every attempt should be made to have the General Manager or Head Tennis Pro at the club involved at the highest level of the event committee. The Head Tennis Pro should be your Tournament Referee/Official and be prepared to pay a fee for his/her services. We have paid the Pro between \$300 and \$500. Sell the club on the affiliation with us and do all you can to defray cash expenses with them. Get firm prices from the club concerning site rental or catering costs if any. This facility must have bathrooms sufficient to handle the crowd invited. Some private clubs still maintain an all-white

dress code or an 85% white dress code, and if so, you must remember to note this on your entry form and be prepared to enforce the rule during your event or you will probably not be allowed back. Many private clubs will grant you greater freedom to raise money in various forms and allow alcohol to be served on their premises, whereas public venues may not. You may be restricted by city ordinances by using public courts, but may also be able to negotiate these matters and save money on expenses. Our system has successfully used a private club, and we have paid a per player “catering fee” to it and made sure our entry fee was higher than the fee charged by the club.

Step 4 - Establish a Committee

As you know if you want something important done, just form a committee and it most assuredly WON'T ever get done. As my good friend Connie Caldwell says, “For God so loved the world, he didn't send a committee.” It is sometimes difficult for Americans to grasp the simple truth the most efficient form of government is not a democracy. It is a dictatorship. You NEED one person in charge of this event. That person is responsible for the organization and delegation of tasks to volunteers on the committee, and must be able to represent the committee behind him to the charity, the players and the public. This person will be vilified, hear all the complaints, and be responsible for everything. The dictator must have a thick skin and good sense of humor and act in a benevolent manner in order to keep the committee motivated and functional. Every person on the committee has something to contribute, and yet all have limitations. The key to the dictator and delegation is to assess the talents of the individuals on the committee and obtain the maximum results from them without burning them out or alienating them. Meetings need to be held with a core group of your team and then they should recruit other volunteers who will assist them in their particular tasks. A detailed example of committee assignments can be found in Example H, but is not required in such detail at this level. The optimum number of volunteers for a tennis event is ascertained by totaling the number of your players, and then multiplying by 20%. Does this mean you need 20 adult volunteers for every 100 players? Absolutely not, many volunteers can be college or high school students who can handle many miscellaneous tasks needing to be done such as selling raffle tickets, cleaning off courts, filling water jugs on courts, etc.

Step 5 – Decide on whether the event will be Regular Doubles or Mixed Doubles Format

There is no question in our mind your first choice should be to create an event whose format is mixed doubles only. Most other tennis events are regular men vs. men and women vs. women. A mixed doubles event immediately creates a more social

atmosphere for play and interaction during the weekend for everyone, but still can retain all the elements of a competitive tournament. Put simply, men and women behave themselves in mixed doubles around one another, and this is more conducive to this type of event. This becomes even more important as you advance to the next levels if you add a dance and other social functions as it is very difficult to “change” play formats from year to year as people maintain expectations and crave predictability and order.

Step 6 – Select your tournament divisions

This format anticipates between 100 to 144 players, and a nine (9) tennis court facility can handle this type of event. Tennis has a handicapping system through the USTA called NTRP which assigns players a skill level rating. A beginner player is generally a 2.5 with an experienced or college level player being a 5.0 or higher. Everyone else falls somewhere in the middle separated by .5 increments. A player who plays USTA League tennis already has a rating which can be found by going to usta.com. If an entrant does not have an NTRP rating the Tournament Official/ Referee can “rate” the player based on skill and experience level. Mixed doubles play is organized by combining players’ USTA NTRP ratings. The easiest way to put pairs in divisions is to use the USTA Mixed levels: 5.0, 6.0, 7.0, 8.0 & 9.0. These divisions combine both players’ ratings to form a single number. For example, a 5.0 girl playing with a 3.5 guy cannot play lower than 9.0 as their combined rating is 8.5. Another example is a 4.0 girl with a 3.0 guy can play at 7.0.

Step 7 – Match play guarantee

Most events use a system where pairs advance towards the championship side of a draw or if they lose, they go through a consolation bracket. It is a “double elimination” format. Many players have grown weary of playing in events like this as it may appear to them “the same people keep winning all the tournaments,” and they simply don’t want to invest a weekend and get beat by the same “Bubba” every time. The match play guaranty we are suggesting to you is a simple one, but will help you draw more players, and give them a more satisfying weekend of play in which they will want to return. This is a 3-match guarantee wherein pairs are divided into four team round robins and play each other. Divisions themselves are set up in four pair round robins with winners of the round robins playing on “Championship Sunday.” The match play format we have for you is designed to start play on Friday night and then everyone plays twice on Saturday for his or her three matches. Additional Sunday Championship rounds are then determined by how many winners of round robins you have. Divisions cannot be larger than 16 teams (4 groups of 4 round robins), and if you have more players than

this, you must break them into separate same level divisions. For example 6.0 Gold & 6.0 Purple Divisions. This also puts more people into “Championship” situations.

Step 8 – Picking the right date

Try to pick a date that does not conflict with other major tennis or community events that would sap your available tennis pool. The weather should be a factor when you choose to hold your event, however, placing your event just prior to, or after your local USTA league season is prime scheduling.

Step 9 – How much does it cost to play in your event?

The entry cost per player should be more than YOUR cost per player including food, t-shirt, court cost fees, balls, and all other expenses incurred. Finding in-kind sponsors to help cover or defray your major expenses does this. A list of probable expenses is listed on the Balance Sheet Example E. Thus, at the most basic level, you WILL make money for the charity regardless of your turnout. **If you accomplish this, you now have earned the privilege of telling your cash sponsors and potential cash sponsors that EVERY penny they donate goes to the charity to help kids and their families fight for its cause.** This cost should be kept down as much as possible as all formats listed derive the lion’s share of income, not from entry fees, but instead from monies players spend during the weekend of the event. Remember, P.T. Barnum always got them into the tent first, and then sold them the cotton candy, the program, balloons, etc.

Step 10 – Rules

The general rules of the event must be placed on the entry form created. A statement USTA rules would be adhered to will be sufficient. Players needing NTRP ratings should contact your tournament pro and can be properly self-rated, but we suggest you have the rating verified by your tennis pro. This will limit any sandbagging by players to a minimum, and reduce hard feelings by the rest of the player pool in having to play someone completely out of proper level. Also, if this is not done, you could have the nightmare reality of having to disqualify a player in the middle of your event. This should be listed as an “adult only” tournament for player eligibility. This does not apply to volunteers, but as your event grows, you may be adding additional “adult” entertainment options to encourage more players to enter. Also, amateur adults do not like being beaten by “junior” players and “junior” players will not be buying your raffle

tickets, competing in your silent auction, drinking any beer, nor will they have the wherewithal to pony up the holy grail of sponsor money you seek.

Step 11 - Scoring of matches

All matches leading up to the finals of each division play be best 2 out of 3 sets, the last set decided by a 10-point tie-breaker. The finals in each division will be full 2 out of 3 sets. The reason for the 10-point tiebreaker is to keep the event ON TIME and this scoring format is used commonly all over country.

Step 12 - Match scheduling

Matches will be scheduled the Monday before the event that would start on Friday. All player teams are put into round robin pools of four with winners advancing to semi-finals. Your entry form should request player seeding information and players should be seeded and better teams separated into different round robin groups. Sample draws are attached. Copies of the draw available need to be available to players on Tuesday before the event. This can be done by e-mailing the players who gave you their e-mail address when they applied for the event, or posted at the host site, or simply by calling one of the player pairs. Tournament tennis players expect the draw to be posted somewhere so they can plan when and whom they might play during the entire weekend. By using this round robin format, you can project your entire weekend start times for matches, unless inclement weather advances upon the horizon without care.

Step 13 - Inclement Weather

O.K., now that we've mentioned it, I'm sure you'll get saddled with inclement weather. How can it be avoided? The only way is to schedule your event at an indoor facility, or pray really hard. You can try to pick the "dry" months in your area, or the "warm" times of the year, but you can never be sure. So what do you do? On your entry form, it MUST state: "Inclement weather may result in the use of no-ad scoring, pro-sets or cancellations. If entire event canceled due to weather, all proceeds will be donated to the charity." You must always be mindful this is a fund-raiser cleverly disguised as a tennis tournament, and unless the entire event can be rescheduled without costs, you will not be making any money for the cause by rescheduling the entire event. This becomes impossible when you add intermediate and advanced features to your weekend such as a band, food and other time sensitive attractions players and sponsors must plan for to attend.

Step 14 – Create an Entry Form (See attached Examples A1 & A2.)

Every community in the country has USTA Sectional Tennis Associations, USTA State Tennis Associations and local Community Tennis Associations (CTA). You can find out about these local organizations by going to the worldwide web or going to your local tennis clubs. The local groups and clubs almost always have event calendars that list upcoming tennis events in your area. Your entry form must list several things including the date of the event, location, the costs to the players and the format. Example A1 is for the beginner level but also includes some extra options for you to choose from, and Example A2 is from an advanced St. Jude “Team” format we have run, but also gives you St. Jude information and a template for you.

Step 15 - Sponsorships through cash and in-kind donations (See attached example C & D)

This is the first major stepping stone for you to achieve if you are going from beginner level up the ladder. You can be successful in raising money and awareness for your charity without any cash sponsors, but you must be able to get in-kind sponsors in order to defray the costs of your event. For examples of in-kind sponsor items and a one-page request letter for said items please look at Example C. You can immediately create “Sponsor levels” for your event and we have provided a beginner level sponsor level sheet for you to go by. (See Example D.) Basically, you need to have a mechanism for people to give you money or goods or if they want to help, and a list of benefits they will receive in exchange for their generosity. This generosity is requested of potential sponsors in following order: (1) cash; (2) silent auction item; (3) raffle items, i.e. gift cards; and (4) ditty bag items.

Step 16 - Critical Dates and Planning Deadlines

The larger the event, the further away from the event you begin to prepare. I know that sounds simplistic, but if you are reading this you have taken your first step in planning. You could put together a successful beginner event in 6 weeks. If you have never organized an event like this, I would suggest more planning time. You need to pick your date and then plan – BACKWARDS! What does this mean? Your event is set and you get out a calendar and begin to work back a week for your second critical date, your entry deadline. You then keep working backward until you get to the present date you are currently at, and this will give you your general planning outline. The best strategy we have found is to start as stated and then immediately put together the three core documents you will need. Those include: (1) your entry form; (2) sponsor level sheet; and (3) general in-kind request letter. Another guidepost to follow is to instruct your

committee to cease initial solicitation of sponsorships one month prior to the event so they can all focus on the outstanding logistical requirements of your event and player recruitment.

Step 17 - Simple Raffle

A simple raffle will raise you quite a bit of cash. How do you do this? During the weekend, you can sell raffle tickets you bought from Office Depot or some other store. These tickets are sold in large rolls where you keep a numbered ticket and they tear off a copy of the ticket. This will save time in going to a printer and getting the tickets donated. You could have a successful raffle with a single item you got donated, as you only have to cover the costs of your tickets. We recommend simply selling the tickets for \$5 each or 5 for \$20. The raffle only gets more enticing to the players the more donated items you put into the raffle. You probably would be successful getting those tickets donated by Office Depot anyway, we have. We have also included an example of a \$10,000 "Hope for an Ace" contest you could model a raffle contest around that a local insurance agency has sponsored the policy for events in the past. (See Example G.) These policies are written frequently in golf events and all you need is a proper target for it to work with tennis. We can help you with this if you have any questions.

Step 18 – If you build it, WILL they come? Number of Players and Finding Them

Where do you find players? Well, take your entry form all over town, and talk to tennis pros that will be happy to put it out for their members in a spot designated for this type of information. Get it posted on your local CTA web page, State web page, and public sports events page. The sports section in your local newspaper has a "Community Calendar" listing upcoming sports events and get yours listed. All of these options should be free. If not, don't do it! This is the easiest way to recruit players, and you may pick up some volunteers or sponsors along the way. Other ways to find players are to talk with local tennis pros and local CTA officials whose job it is to increase participation in tennis as they have e-mail addresses of USTA league tennis captains and players to whom you can e-mail the entry form. Also, what about calling other successful tennis event coordinators in your area? For the most part, they will be willing to help you and your charity. They probably have a list, an E-MAIL list! This is the bank vault, and as Dillinger said when asked why you rob banks, he said, "Cuz that's where the money is!"

Step 19 – Publicity

You need to be taking advantage of ANY free publicity you can find. This is advantageous to both your particular event and the bigger picture issue of publicizing the charity to your area. Examples include, T.V. stations morning shows, radio talk shows are always looking for guests, and your local newspaper Sports Section has a fun & fitness calendar you can get on a few months in advance.

Step 20 - Tennis balls

To have a tournament, you need a facility, players, and BALLS. Tennis balls can be purchased, but if so, need to be factored into your entry costs. Try to get your balls donated by area Wal-Marts, Academy Sports & Outdoors, or through Official Penn Sports representatives. We have had success through all of these sources getting balls donated.

Step 21 - T-shirts & Logo (*See Attached B*)

You want to get a quality t-shirt people will want to wear. Go to your yellow pages to find local t-shirt dealers and negotiate your price. Many will be happy to donate silkscreen services such as set up charges and design for the charity. Our suggestion is to keep your design simple and highly visible. We have attached our logo that you should feel free to copy. It can remain virtually the same every year as you can see from our attachment. This will serve to market your event, guerilla style! Our logo example has the St. Jude child inside the bright yellow tennis ball, and is a familiar reminder in the community. Also, most t-shirts from tennis events are short sleeve ones, and we recommend a long sleeve t-shirt. Thus, it exceeds the participant's expectations and will not compete in the closet with all the other short sleeve t-shirt options players have.

Step 22 – Prizes & Trophies

Winners of your event will expect some type of trophy. We encourage you to give them an event sweatshirt with the same logo as your t-shirt, maybe with the design just over the left chest with the additional word "Champion" screened onto it. People will wear the sweatshirt as it says "Champion" on it and they will be marketing the charity without even trying. Of course, since they won, they will also be talking up the event. Trophies, in the traditional sense, are another option, but don't give you the backdoor marketing.

Step 23 - Fruit, chex mix, and water, oh my!

Players expect fruit, some type of snack mix and water, period. This is needed at the beginner level. Some type PowerAde mix in coolers is great, too. Coca-Cola has been very generous with donations of soda, PowerAde, and bottled water. Contact your local distributor for these options. Ice machines at your host facility are usually available at no further cost. Ice will be needed all weekend, so plan for it.

Step 24 - 10 x 10 pop up tents & Water Jugs

Find people in your group who have 10 x 10 pop up tents, and use them around your green areas to provide extra shade for your participants. Water jugs are placed between every other court to provide drinking water to players during matches. Many private clubs already have this service; however, some of your volunteers may need to be assigned during the weekend to make sure they are full of water and ice.

Step 25 – Photographer

Smile, you're on the Internet! You already know the one about the tree falling in the woods, well double the analogy if you are hosting a charity event and no one hears about it! It will be as if it not only didn't happen, but the sponsors and players whose money and good will you took will not be spread around the community. What is the most cost effective way to share news and convey your message? A photographer with disposable digital cameras going around the event can capture priceless images, and forward them to social pages in the newspaper, local tennis web sites, and other local community newspapers. Also, people at events LOVE to have their pictures taken as it makes them feel important and they will begin to take some ownership in the project with you and help make it successful.

Step 26 - The Tournament Desk

The morning of your event, you must set up your event HQ. In the beginner level, this means a table for players to come and check in and get their official tennis welcome package. You provide them with the t-shirt, possible ditty bag, and any meal tickets you have created. Players also get all information about when they play, and the brackets at this table. It is the nerve center of your event, and someone who totally understands how the event is going to run must be there at all times. All players must come here to get court assignments and to turn in scores after their matches are complete.

Step 27 - Making people happy

Word of mouth can have a magnified impact. Anyone associated with the event must make every effort to please the customer who in this case is a living breathing potential sponsor. Research on customer satisfaction in the business world indicates that: One dissatisfied customer will tell 11 other people about his or her negative experience with a business or organization. Each of these 11 people will tell 5 other people about the first person's negative experience. Dissatisfied customers may also go elsewhere to get their needs met. Relevant statistics on why companies lose customers reveal: 1) 68% go elsewhere because they felt that people were indifferent to their needs; 2) 10% are chronically unhappy and always searching; 3) 9% try to buy it for less elsewhere; 4) 4% naturally float; 5) 3% move away; & 1% of customers die.¹

Step 28 - The Morning After

Make no mistake, plaques and thank you gifts these are important tokens your committee will need to sustain it, and so you must ask for them promptly at the close of your event. You will be posting the results of your event EVERYWHERE including the balance sheets via e-mail to your participants. (See Example E & F) This is something not done by many "charity" events and is important for your players and sponsors to openly see how money was raised, what you claimed as expenses, and how much your net to the charity really was. The "Big Check" presentation is when your charity's representative comes down and receives your check and you do a photo op with your committee and a big colored in check made out to it. It can be as festive as you want it to be. Thank you notes can be obtained with tax receipt forms to place in your thank you notes to your sponsors. These *should* be hand-written with the total net amount raised listed in the note.

Conclusion

The decision to organize a charity tennis event is not one to be made lightly, but YOU can do it. YOU can make a difference in your community through combining volunteerism and your love of tennis. The people in the tennis community and businesses in your area will develop a positive synergistic relationship and provide your charity with public exposure, a new revenue stream and a new network of future giving. Aquinas League are all volunteers. We don't even have a bank account of our own. Almost every one of works full-time, still. If we can do it, so can you, too.

Example A1:

CANCER SERVICES

 **OF GREATER BATON ROUGE**

2005 Teri M. Hopkins Memorial Classic

Mixed Doubles Tennis Tournament

June 23 – 26, 2005

All net proceeds will benefit Cancer Services of Greater Baton Rouge. Please join the fun!

Please join us to make this event successful again by finding a partner for this event that will include **a live band, food every day, and three matches guaranteed** for you & your partner. Last year this event proudly won the 2005 LTA Charity Event of the Year Award!

Sherwood Forest Country Club in Baton Rouge will be the host club for this year's event, and we are adding a Thursday night Calcutta party this year. Last year you helped us raise a net donation of \$12,500 for Cancer Services of Greater Baton Rouge. **PLAYERS MAY PLAY IN ONE DIVISION ONLY. THE EVENT IS OPEN TO THE PUBLIC, BUT THE LOCATION OF PLAY WILL BE LIMITED TO SFCC. THERE WILL BE NO SATELITE CLUB PLAY.** NOTE - There will also be the Cancer Services of Greater Baton Rouge Gary W. Frank Memorial Golf Classic running concurrently at SFCC. Individuals can participate in either the tennis or golf, but not both events.

Tennis Divisions: Players will compete in mixed doubles pairs. * Mixed levels are: 5.0MX, 6.0MX, 7.0MX, 8.0MX & 9.0 MX. **Three matches will be guaranteed to each pair with additional matches possible in championship rounds.** Most recent ratings will be used. Match play begins Friday night, twice Saturday and championship rounds on Sunday. Entries limited! Play for B.R. teams begins at 5:30 p.m. Friday.

Deadline: Friday, June 17, 2005. No exceptions. We expect this event to fill up again so please send your check with your entry to reserve your spot. Checks will NOT be cashed until June 17th.

Entry Fee: \$40.00 a person. Players MUST submit payment with entry form. Please make checks payable to Cancer Services of Greater Baton Rouge.

Special Events: Calcutta Party on Thursday. **Beer and soft drinks all weekend. Friday: Jambalaya Shoppe on Government Street will provide dinner; Saturday: Lunch and Dinner with a party with a live band scheduled from 8-11p.m.; Sunday lunch.**

Draw: Available Tuesday, June 21, 2005, sent via e-mail to you & at Sherwood Forest Country Club. If questions, or in need of directions please call the Sherwood Forest Country Club at (225) 272-5494. FAX: (225) 272-3870.

Eligibility: NTRP ratings used. The Tournament Committee reserves the right to reclassify or reject any entrant. This is an adult event with players needing to turn 19 years of age in 2005.

Rules of Play: All tournament procedures will be governed by the USTA. Best 2 out of 3 sets, with the third set being decided by a 10-point tiebreaker during preliminary matches. During finals, regular scoring all three sets will be used. Inclement weather may result in the use of no-ad scoring, pro-sets or cancellations. Events with less than 4 entrants may be combined or cancelled. The tournament director may serve as referee. If entire event canceled due to weather, all proceeds will be donated to Cancer Services of Greater Baton Rouge.

Tournament Director: Ray Anders will be the tournament director.

Awards: Awards will be given to 1st and 2nd place teams. *A *GBRCTA Community Cup Event*

2005 TERI M. HOPKINS MEMORIAL CLASSIC SIGN UP FORM

Level: _____ Captain's E-Mail: _____

Name:	Partner:
Address:	Address:
City/Zip:	City/Zip:



Phone:	Phone:
NTRP: Shirt size:	NTRP: Shirt size:

CANCER SERVICES
 **OF GREATER BATON ROUGE**

*** PLEASE MAKE CHECK OUT TO **CANCER SERVICES OF GREATER BATON ROUGE**

*** **PLEASE MAIL APPLICATION AND CHECK TO:**

Attn: Beau Brock

2005 Co-Chairperson, Teri Hopkins Memorial Classic

1421 Stokley Place

Baton Rouge, LA 70815

Example A2:

3rd Annual 2005 Baton Rouge St. Jude Classic
Team Mixed Doubles Tennis Tournament

January 13 - 16, 2005

All net proceeds will benefit the St. Jude Children's Research Hospital in Memphis, Tennessee. Last year over 400 people played, and you helped us send a net donation of \$63,000. Please join the fun! Tennis play begins on Friday, but the fun starts on Thursday.

Please join us to make this event successful by putting together a team for this tournament that will include **a live band, food every day, and three matches guaranteed** for your team. Sherwood Forest Country Club in Baton Rouge will be the headquarters club again this year.

Tennis Divisions: Teams will compete as three mixed doubles pairs. Mixed levels are: 5.0, 6.0, 7.0, 8.0 & 9.0. **Three matches will be guaranteed to each team with additional matches possible in championship rounds.** Most recent ratings will be used. Match play begins Friday night, twice Saturday and championship rounds on Sunday. Entries limited! Players can only play on one team. Play for B.R. teams begins at 5:30 p.m. Friday.

Deadline: Friday, January 7, 2005. All subs must be signed up prior to January 13, midnight. No exceptions.

Entry Fee: \$50.00 a person. Teams may consist of six to ten people. Teams must submit payment with entry form. Make checks payable to 2005 Baton Rouge St. Jude Classic. Non-playing guest fee \$40.00.

Special Events: **Beer and soft drinks all weekend. Thursday: Food & Casino Night with auction for players; Friday: Food; Saturday: Lunch and Dinner with a party with a live band will be held from 8-11p.m.; Sunday: brunch AND again this year we have a contest to allow some lucky person to win \$10,000! Be sure you get your tickets.** Door prizes awarded. Raffle tickets will be sold prior to and during the tournament. Raffle draw will be Saturday night & need not be present to win. All players will receive a package of goodies simply for showing up & supporting St. Jude. Silent auction all weekend.

Draw: Available Tuesday, January 11, 2005 at Sherwood Forest Country Club and sent to captains via e-mail. If questions, or in need of directions please call

the Sherwood Forest Country Club at (225) 272-5494. FAX: (225) 272-3870. Only captains call please.

Eligibility: The Tournament Committee reserves the right to reclassify or refuse any entrant.

Rules of Play: All tournament procedures will be governed by the USTA. Best 2 out of 3 sets, with the third set being decided by a 10-point tiebreaker during preliminary matches. During Championship rounds, regular scoring all three sets will be used. Inclement weather may result in the use of no-ad scoring, pro-sets or cancellations. Events with less than 4 entrants may be combined or cancelled. The tournament director may serve as referee. Play may also be conducted at other private clubs who maintain a strict all-white dress rule. Sherwood itself does not have an all-white rule. If entire event canceled due to weather, all proceeds will be donated to St. Jude.

Tournament Director: Ray Anders will be the tournament director.

Awards: Awards will be given to 1st and 2nd place teams. All 6-player winning teams will go into lotto for a Grand Prize package to the Kroger St. Jude Tennis Tournament in Memphis, TN.

2005 Baton Rouge St. Jude Classic TEAM SIGN UP FORM

Team Name: _____ Level: _____ Captain's E-Mail: _____

Name:	Partner:
Address:	Address:
City/Zip:	City/Zip:
Phone:	Phone:
NTRP: Shirt size:	NTRP: Shirt size:

Name:	Partner:
Address:	Address:
City/Zip:	City/Zip:
Phone:	Phone:
NTRP: Shirt size:	NTRP: Shirt size:

Name:	Partner:
Address:	Address:
City/Zip:	City/Zip:
Phone:	Phone:
NTRP: Shirt size:	NTRP: Shirt size:

***Copy this above form for more than 6 players.

*** PLEASE MAKE CHECK OUT TO **2005 BATON ROUGE ST. JUDE CLASSIC**

*** PLEASE MAIL APPLICATION AND CHECK TO:

Attn: Caroline Brock, Treasurer

2005 B.R. St. Jude Classic

1421 Stokley Place

Baton Rouge, LA 70815

Example B:



Example C:*1st Annual 2003 Baton Rouge St. Jude Classic**January 17 -
19, 2003*2003 STEERING COMMITTEE

BEAU JAMES BROCK DAVID SEARLES DEBBIE SCHOTT CYNTHIA ROSS JORDI MOON RAY ANDERS
 RAYMOND VINCE LYNDA VINCE CHAD HAMILTON RITCHIE WEAVER KIM CORKERN BEAVER
 DREW M. LOUVIERE BARRY SEARLES MAGID ASSALEH SUSAN HUNT KEITH KELLUM
 EDMUND BROWN SUSAN GREENE JARED WHITE ALLISON ROVIRA C. FRANK HOLTHAUS

Dear Friend and Sponsor:

This event is in its first year in Baton Rouge, and you have an opportunity to participate in this project from its genesis. This tournament is intended to raise money for the hospital's continuing mission to save as many children as possible from all forms of cancer. St. Jude accepts children from around the world without charging them for services. St. Jude is a research hospital, and is able to utilize new and innovative treatment methods and medicines to combat cancer with the hope that a breakthrough may happen tomorrow.

We plan to increase the pool of activities next year and in the years to come in order to make this a growing social and family event in Baton Rouge. We have already begun contacting media sources in Baton Rouge and intend to fully publicize this event throughout Louisiana. This is a new frontier in Baton Rouge, and every people exploring frontiers needs pathfinders. Only a pathfinder can show us the way. We need a pathfinder like you to lead us through this unknown and untested period. We are going there because children in your neighborhood, in your city, in your state have cancer, and we are compelled to act now.

The revenue raised through sponsorships and entrance fees subtracted by expenses will equal the proceeds for this event. All proceeds will benefit the St. Jude Children's Research Hospital in Memphis, Tennessee. Every event has expenses. However, with your help, every penny we can raise in donations either in cash or through "in kind" gifts will help to reduce these expenses. Thus, more money goes to St. Jude to help fight cancer.

Examples of expenses for this event include:

- | | |
|---|--|
| 1) Door prizes. | 2) Gifts for 15 winners and 15 runners up. |
| 3) Tennis balls. | 4) T-Shirts golf shirts. |
| 5) Food Friday evening & Sunday Brunch. | 6) Soft drinks. |
| 7) Quick kick/Gatorade/Powerade. | 8) Monogramming services. |
| 9) Cell phone usage. | 10) Plaques for Gold Level donors. |

- | | |
|---|---|
| 11) Advertising. | 12) Tennis Court usage. |
| 12) Paper and Copying.
Oranges and bananas | 14) Chex mix/cookies.
16) Consolation Prizes for all entrants. |

We need help in all of these areas. Most of all, we need cash donations for St. Jude, as “in kind” donations, though they aid in the success of the tournament, do not bring us all the way to paydirt for the children of St. Jude. In any manner you are able to give, your support will light a candle of hope and drive away the darkness of despair.

Thank you for your support. Please call to be a sponsor today:

Beau Brock 252-6065.

Example D:

3rd Annual 2005 Baton Rouge St. Jude Classic

*January 13 - 16,
2005*

2005 STEERING COMMITTEE

BEAU JAMES BROCK DEBBIE SCHOTT RAY ANDERS MIKE EDMONSON SCOTT KNECHT BARRY SEARLES JARED WHITE
RALPH DYER
RAY VEILLON TOMMY INDEST KIM MCCARTY GINNY VEACH CHRIS DAZET LIZ JENKINS CAROLINE BROCK KEN BERTHELOT
J. PATRICK MORRIS CONNIE FRANK SUSAN HUNT EDMUND BROWN LIZ SHERMAN LIBBY MCKERLEY LAURIE MCKNIGHT PAUL
WONG
SUE-ANNE STUNTZ FREDDY BAILEY JULIE GUIDRY PAT FERRY JANIE WINTER CANDY EDWARDS JILL CURRIER SUSAN MARTONE
BARBARA CROMWELL CHRIS AUSTIN HERMAN SOONG, M.D. DAVID CLEMENTS CHUCK SUTTON DONALD DAWSON CONNIE
CALDWELL

Diamond Level Sponsors (\$10,000 +)

Single Corporate logo included on **all** promotional advertising,, t-shirts, and official
Tournament brochures.

Invitation to the Saturday night party.

Invitation to Thursday Opening Party.

Promotional handout made by sponsor will be placed in each player’s packet.

Sponsor may place banner on courts entire weekend of tournament.

Four entire six-person team fees will be waived.

One Tournament Sweatshirt

Invitation for four (4) to Saturday dinner.

Invitations for four (4) to Friday meal, Saturday lunch, and Sunday brunch.

Plaque of Recognition.

Platinum Level Sponsors (\$5,000 - \$9,999)

Single Corporate logo included on promotional advertising and official Tournament brochures.

Invitation to the Saturday night party.

Invitation to Thursday Opening Party.

Promotional handout made by sponsor will be placed in each player's packet.

Sponsor may place banner on courts entire weekend of tournament.

Three entire six-person team fees will be waived.

One Tournament Sweatshirt

Invitation for four (4) to Saturday dinner.

Invitations for four (4) to Friday meal, Saturday lunch, and Sunday brunch.

Plaque of Recognition.

Gold Level Sponsors (\$2,500 - \$4,999)

Single Corporate logo included on promotional advertising and official Tournament brochures.

Invitation to the Saturday night party.

Invitation to Thursday Opening Party.

Promotional handout made by sponsor will be placed in each player's packet.

Sponsor may place banner on courts entire weekend of tournament.

Two entire six-person team fees will be waived.

One Tournament Sweatshirt

Invitation for four (4) to Saturday dinner.

Invitations for four (4) to Friday meal, Saturday lunch, and Sunday brunch.

Plaque of Recognition.

Silver Level Sponsors (\$1,000 - \$2,499)

Invitation to the Saturday night party.

Promotional handout made by sponsor will be placed in each player's packet.

Sponsor may place banner on courts entire weekend of tournament.

One entire six-person team fee will be waived.

One Tournament Sweatshirt

Invitation for two (2) to Saturday dinner.

Invitations for two (2) to Friday meal, Saturday lunch, and Sunday brunch.

Purple Level Sponsors (\$500 - \$999)

Invitation to the Saturday night party.

Promotional handout made by sponsor will be placed in each player's packet.

Sponsor may place banner on courts entire weekend of tournament.
One Tournament Sweatshirt
Invitation for two (2) to Saturday dinner.

Green Level Sponsors (\$100- \$499)

Invitation to the Saturday night party.
Promotional handout made by sponsor will be placed in each player's packet.

White Level Sponsors (\$50 - \$99)

Invitation to the Saturday night party.

<i>Name of Company or Individual</i>	<i>Sponsor Level & Amount</i>
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Address

Phone Number

*** PLEASE MAKE CHECK OUT TO 2005 BATON ROUGE ST. JUDE CLASSIC
*** PLEASE MAIL APPLICATION AND CHECK TO:
Attn: Caroline Brock
Treasurer, B.R. St. Jude Classic
1421 Stokley Place
Baton Rouge, LA 70815

Example E:

3rd Annual 2005 Baton Rouge St. Jude Classic

Statement of Revenues and Expenses

For the Period: August 10, 2004 – March 7, 2005

REVENUES

5.0 Tournament Entries (\$50 per player) [5 teams + subs]	\$950
6.0 Tournament Entries (\$50 per player)[27 teams + subs]	\$7,050
7.0 Tournament Entries (\$50 per player)[24 teams + subs]	\$5,250
8.0 Tournament Entries (\$50 per player) [14 teams + subs]	\$3,650
9.0 Tournament Entries (\$50 per player) [6 teams + subs]	\$1,900
Platinum Level Cash Sponsors (\$5,000 - \$9,999) (1 sponsor)	\$5,000
Gold Level Cash Sponsors (\$2,500 - \$4,999) (3 sponsors)	7,500
Silver Level Cash Sponsors (\$1,000 - \$2,499) (18 sponsors) (+\$200)	18,950
Purple Level Cash Sponsors (\$500 - \$999) (26 sponsors)	13,000
Green Level Cash Sponsors (\$100- \$499) (27 sponsors)	4,925
White Level Cash Sponsors (\$50 - \$99) (2 sponsors)	100
General Level Cash Sponsors (\$1 - \$49) (3 sponsors)	80
Pfizer Event Deposit (\$ 519.29)	519
Guest tickets (\$40 a person or SFCC party pack \$30 a person)	775
2004 St. Jude carryover seed revenue (\$355)	355
5.0 Calcutta revenue (\$229.50)	229
6.0 Gold Calcutta revenue (\$415.50)	415
6.0 Purple Calcutta revenue (\$553.50)	553
7.0 Gold Calcutta revenue (\$726)	726
7.0 Purple Calcutta revenue (\$373.50)	373
8.0 Calcutta revenue (\$810)	810
9.0 Calcutta revenue (\$757.50)	757
Calcutta Live Auction revenue	3,525
Donald Dawson Calcutta winnings returned	1,476
Tommy Indest Calcutta winnings returned	50
Carolyn & James White Calcutta winnings returned	65
Ralph Dyer Calcutta winnings returned	89
Ken Berthelot Calcutta winnings returned	313
Raffle Tickets (\$5 each) (2000 tickets sold)	10,140
"Hope for an Ace" contest raffle tickets (\$2 a piece or 3 for \$5)	535
Silent Auction	9,260
Merchandise Sales	4,470
Tarot Entertainment	100
Ken Rish Brochure donation	60
Chez Ciccone - AFLAC Products Proceeds	150
Steve Wilson Special Request	25

\$104,125

EXPENSES

Tennis Pro salaries (2)	800
Bank One check charge (\$)	
Private Court fees	
T Shirts (\$3.85 each x 452) (\$1740.20)	
TOTAL MERCHANDISE	9,340
T-Shirts 2x (\$5.35 x 48) (\$256.80)	
Sweatshirts (x 5.00) (185)	
Sweatshirts 2x (x 6.50) (15) (\$97.50)	
Hats front only (36 x \$4.50)	
Hats front and back (72 x 6.25)	
Golf shirt embroidery (\$4.00 x 12)	
Long sleeve washed twill (purple) (men's) (30 x \$18.87)(\$566.10)	
Long sleeve washed twill (purple) (men's XXL)(5 x \$20.44)(\$102.20)	
Long sleeve washed twill (purple) (women's) (30 x \$16.88)(\$506.40)	
Long sleeve denim (men's) (30 x \$14.00)(\$420.00)	
Long sleeve denim (men's XXL) (5 x \$15.24)(\$76.20)	
Long sleeve denim (women's) (40 x \$15.85)(\$634.00)	
Sleeveless denim (women's) (12 x \$14.48)(\$173.76)	
Fleece jacket (women's)(cobalt blue) (52 x \$16.50)()	
Fleece jacket (women's) (yellow) (110 x \$16.50)(\$1,815.00)	
Gold blanket (25 x \$11.50)(\$287.50)	
Purple blanket (25 x \$11.50)(\$287.50)	
Door Prizes and Raffle Items	0
Prizes for Winners and Runners Up	0
SFCC Food Thur. CALCUTTA (\$10 per person x 300)	3,000
SFCC Food on Saturday DINNER (\$17 per person x 350)	5,950
SFCC Food on Saturday LUNCH (\$8 a person x 374)	2,992
Band with female lead singer	600
Paper plates and utensils	0
Photocopying (brochure - one side color)	60
Office supplies	0
Consolation Prizes to stuff in bags	0
BREC Tennis courts (\$)	495
Liability Insurance	0
St. Jude local family hotel expense - 1 night@\$38 + 2 nights@48	134
Tent rental	0
Extra CALCUTTA expense (\$321.30)	321
Advertising	0
Beer	0
Fruit	0

King cakes	0	
Party food — e.g. veggie trays, deli trays, chex mix	0	
Footballs (\$ 89.42)	0	
Banners	0	
Communications (Cell Phones)	0	
Tennis balls	0	
Food on Friday	0	
Food on Sunday	0	
Soft Drinks, Water, Powerade	0	
Sponsorship Plaques or Gifts	0	
Flowers	0	
Other expenses		
Total expenses		23,692
Total Donation to St. Jude		\$80,433

Example F:

3rd Annual 2005 Baton Rouge St. Jude Classic

Statement of Cash Sponsors For the August 18, 2004 Ended January 16, 2005

REVENUES

Pfizer *	\$5,000
The Surrey at Bears Corner Restaurant *	100
Hibernia Bank *	250
All Star *	125
Percy J. Matherne Contractor, Inc. *	300
Sidney Garrison *	25
Irene W. & C.B. Pennington Foundation *	2,500
J & J Mechanical, Inc. *	500
Airtrol, Inc.*	250
Sidney Coxe *	500
Milton Womack *	500
B & C Sheet Metal *	200
Donnie Jarreau Construction *	1,000

RB Electric *	1,500
Parson & Sanderson, Inc. *	250
Diane & Jerry McKernan *	1,000
Seven Oaks Capital *	500
Pharmaceutical Specialties *	1,000
Burns & Company *	500
LA Towing *	500
Baton Rouge Urology Group *	1,250
The Shaw Group *	1,000
Lewis Mohr Insurance *	500
Paragon Casino & Resort *	1,000
The Chimes *	500
Sammy Terito *	250
Louisiana Lottery Corporation *	500
Computerland *	500
Louisiana Farm Bureau *	500
Pan American Life Insurance Co. *	1,000
Gerry Lane Enterprises *	500
Sherwood Car Care*	50
Keith Arceneaux *	200
Vic Roth Investigations *	100
Robert Hoover, Attorney at Law *	100
Oscar Shoenfelt *	100
Taylor, Porter, Brooks & Phillips Law Firm *	1,000
Acme Refrigeration *	100
Liskow & Lewis Law Firm *	500
C.J. Brown *	1,000
Bone & Joint Clinic *	1,000
Phelps Dunbar Law Firm *	1,000
Faulk & Winkler *	100
Wal-Mart *	1,000
Henry Bernard *	100
Kline Miller *	300
Bud & Lydia Parnell *	1,000
Southern Medical Corporation *	200
Industrial Cooling Tower Services, Inc. *	2,500
Alan Smithee, Inc. *	1,000
LWCC *	500
In Remembrance of Teri M. Hopkins & Mary T. Crowell *	1,000
Dominc Haro *	50
Louisiana Medical Mutual Insurance Co. *	500
Phil's Oyster Bar *	500
Milton Watts *	200
Mike Wampold *	500
All Star Automotive Group *	500

Alvin Kimble *	500	
Cookie Wolf *	100	
TurnKey Solutions *	500	
Georgia Pacific *	250	
P & M Electric *	1,000	
Middleberg Riddle & Gianna *	500	
Laurie McKnight *	200	
American Interstate Insurance Co., Inc. *	200	
Hampton Mitsubishi *	200	
Prescriptions Plus & Gifts *	150	
Charles Hebert *	25	
Paul Tuminello *	30	
Turner Industries *	500	
Ben Skillman *	200	
Padial Real Estate *	500	
Wendy Borne *	500	
Brian Harris Chevrolet *	500	
Buddv's Air Conditioning *	250	
Blue Cross Blue Shield of Louisiana *	2,500	
ExxonMobil (already sent to St. Jude directly for this event)	1,000	
Hamilton Sales * (already sent to St. Jude \$250 directly for this event)	350	
Edward Iones Investments	500	
Investment income		
Other revenues		
Total revenues		\$49,555

EXPENSES

(SEE WORKING BALANCE)

Other expenses		
Total expenses		0
Excess of revenues over expenses		\$49,555

Example G:**\$10,000 "Hope For An Ace Contest"****Sponsored by Brookside Insurance Agency*****Location: Show Court**

- *Cost: \$2.00 per raffle entry or 3 for \$5.00, enter as many times as you like.**
- *Each entry gives you one chance to qualify for the preliminary contest of which five people will be chosen for a one shot at the target to win \$10,000 (You can have as many in the preliminary contest as you want – we suggest 20 is a manageable number)**
- *You must be present to win**
- *Location and Time to Qualify: Sunday afternoon of the event**
- *How to Qualify: You must buy a \$2 raffle ticket or 3 for \$5, and then be one of the five Qualifier Round winner.**
- *Qualifier Round: Twenty participants whose names are drawn will compete in a preliminary contest organized by the tennis pro. Five will be winners and get a chance for the big prize.**
- *\$10,000 Shot: Five people will get one shot from the baseline and try and place the tennis ball into the hole of the target that is located on the service line on the other side of the net. If more than one puts it in the hole, they will split the \$10,000.**

Example H:

1st Annual 2003 Baton Rouge St. Jude Classic

January 17 - 19, 2003

2003 STEERING COMMITTEE

BEAU JAMES BROCK DAVID SEARLES DEBBIE SCHOTT CYNTHIA ROSS JORDI MOON RAY ANDERS
RAYMOND VINCE LYNDA VINCE CHAD HAMILTON RITCHIE WEAVER KIM CORKERN BEAVER
DREW M. LOUVIERE BARRY SEARLES MAGID ASSALEH SUSAN HUNT KEITH KELLUM
EDMUND BROWN SUSAN GREENE JARED WHITE ALLISON ROVIRA C. FRANK HOLTHAUS

COMMITTEES AND OBLIGATIONS

SPONSORSHIP COMMITTEE

BEAU JAMES BROCK
DAVID SEARLES
DEBBIE SCHOTT
CYNTHIA ROSS
JORDI MOON
RAYMOND VINCE
LYNDA VINCE
BARRY SEARLES
JARED WHITE
KIM CORKERN BEAVER

DREW M. LOUVIERE
SUSAN HUNT
KEITH KELLUM
ALLISON ROVIRA
ALISON JONES
C. FRANK HOLTHAUS

*** OBTAIN CASH SPONSORS AND OTHER SPONSORS FOR THE FOLLOWING:

- | | | | |
|-----|-------------------------------|-----|--|
| 1. | Door prizes.
up. | 2) | Gifts for 15 winners and 15 runners
e.g. trophies, chairs, blankets |
| 7) | Tennis balls. | 4) | T-Shirts golf shirts. |
| 5) | | 6) | Food Friday evening &
Sunday Brunch.
Soft drinks. |
| 9) | Quick kick/Gatorade/Powerade. | 8) | Monogramming
services. |
| 11) | Cell phone usage. | 10) | Plaques for Gold
Level donors. |
| 13) | Advertising. | 12) | Tennis Court usage. |
| 15) | Paper and Copying. | 14) | Office
supplies. |
| 17) | Beer. | 16) | Oranges and
bananas. |
| | Chex mix/cookies. | 18) | Consolation prizes for
all entrants. |

PUBLICITY COMMITTEE

BEAU JAMES BROCK
JORDI MOON
RAY ANDERS

RITCHIE WEAVER

EDMUND BROWN

BARRY SEARLES

JARED WHITE

TOMMY INDEST

KIM CORKERN BEAVER

ALISON JONES

E-mail to all captains the tourney form.

Prepare Press Release for all media.

Call Advocate for coverage of tourney in Sports section.

St. Thomas More Tower.

Other Church calendars

WAFB, Cable, WBRZ, Fox TV community calendars.

Southeast News.

City Business

BR Business Report

Copy Tourney forms and sponsorship forms.

Deliver Tourney forms to:

State.

Adopt-a-pet

Lafayette

Hammond

Mandeville

Slidell

Lake Charles

Houston

Jackson, Ms.

New Orleans

Shreveport

Alexandria

All BREC & Country clubs in B.R.

Web pages for N.O., Northshore, Acadiana, Shreveport, Houston, Miss.

Food Committee

David Searles
Jordi Moon
Magid Assaleh
Raymond Vince
Lynda Vince

Get menu set.
Confirm with Steering Committee
Determine serving times and locations
Get tickets for food
Coordinate with Volunteer Committee for volunteers to check names.

Entertainment Committee

Beau James Brock
Kenny Altazin
Kim Corkern Beaver
Susan Greene
Barry Searles

Get Band.
Determine area of party.
Lay out for Saturday night's events to be coordinated with food comm.
Attend Saturday and make sure everyone's needs are accounted for
Obtain a rotating drum to place door prize tickets into for effect.
Obtain Heaters for cold weather

Rules Committee

Beau James Brock

Ray Anders
Ritchie Weaver
Chad Hamilton
Keith Kellum

Obtain any tourney referees needed.
Cell phones for volunteers at different sites.
Draw set up.
Home court rules for draw.
Susan Greene Rule.

Volunteer Committee

Beau James Brock
Steve Vicillio
Cynthia Ross

Recruit Adult and Youth volunteers.
Assign number needed at event and give names to event
People at Sherwood Desk
People to fill bags
Person at Bocage
Person at Shenandoah
Person at Aquatic
Person at Fairwood
Person at Tara
Tickets takers for Friday, Sat. Lunch, Sat. Dinner, & Sun.
Clean up people?
People to move heaters, tables, chairs, etc. around club.

Event Committee

David Searles
Ray Anders
Magid Assaleh

Jordi Moon

Debbie Schott

- 18) Assigning of tasks for event.
- 19) Coordinating with volunteers.
- 20) Handing out door prizes.
- 21) Setting schedules for food and beverages.
- 22) Invitations to Sponsors
- 23) Thank you notes to Sponsors

¹ See D. Himsel, Pfizer – The Art of Active Listening Program at p. 9 (2000) *citing* Morgan RL. Part 1: Why is it important to calm upset customers? In: Morgan RL. *Calming Upset Customers: Staying Effective During Unpleasant Situations*. Revised ed. Menlo Park, CA: Crisp Publications, Inc.; 1996: 1-7; and Martin WB. Part 2: Four steps to quality customer service. In: Martin WB. *Quality Customer Service*. 3rd ed. Menlo Park, CA: Crisp Publications, Inc.; 1993; 16-80.