

PLANNING A BIKE RIDE

The information described below is offered to assist in planning for an organized bike ride. It is not to be considered definitive guidance, but simply as suggestions based on experience gained from participating in the planning and conducting of bike rides for Springbike and other organizations.

If you remember anything from this document, the following are key items to include in your thoughts:

1. It is never too early to start planning an event;
2. No one individual can do it by him/herself;
3. You should have a plan B if the weather is bad on the day of the planned ride; and
4. Anticipate the unexpected.

Conducting an organized bike ride has three primary phases – planning, the ride itself, and post ride follow-up. Each of these has several aspects that need to be considered in planning and conducting a successful ride. Following is information related to these aspects. This list should not be considered as covering all contingencies related to the ride, but simply as a guide to some of the more important aspects.

I. PLANNING

In general, there are two types of organized rides – “Fundraisers” and “Funraisers”. The latter is intended to bring together riders for a fun event and simply to either be cost free or recover the costs involved. In contrast, the former is intended to make sure that everyone has a fun time, but also to raise funds either for the sponsoring organization or another entity. This document will focus on what it takes to have a successful “Fundraiser” event, but many of the activities to be addressed are common to both, albeit on a smaller scale for a “Funraiser”.

A. ESTABLISHING THE COMMITTEE

Developing plans for a ride requires a dedicated committee that encompasses areas of expertise needed to ensure success. This includes folks who have expertise in marketing, fundraising, generating volunteers and experienced riders. Choosing a leader for this committee is an important first step because the overall success will depend on this person’s ability to focus the enthusiasm of many well-intentioned individuals.

If the event is to be a Fundraiser, it is essential that the benefitting organization dedicate the time and effort of one or more representatives. Benefits for this organization include not only the net proceeds, but also increased community visibility. If at all possible, the benefitting organization should have a 501(c)(3) status because this will increase the likelihood that sponsors (individuals and for-profit entities) will provide funding, as well as materials (refreshments), and advertising because the costs can be tax deductible. Handling of financial matters is a critical element of success, therefore, there needs to be a specifically assigned event treasurer who will be responsible for keeping a detailed inventory of income and expenses. All financial transactions would be the dual responsibility of the head of the planning committee and the event treasurer.

B. SCHEDULING THE EVENT

While the event itself may only occur over one day, the time needed to plan the event can require planning that occurs over several months. Setting a target date for the event is an important milestone that should occur early in the planning phase so that everyone can focus on completing their tasks well in advance. This could include developing a formal list of necessary tasks and specific deadlines. If at all possible, this event should be scheduled in consideration of the following factors.

1. When is there a free date? It is important to know what other potentially conflicting events are scheduled on the target date including other fundraising bicycle rides, triathlons, marathons, mountain bike events, etc. If the ride is to attract riders from the local area, then the search grid for competing events could be limited to 50 miles. If the plan is to attract riders from out of town, then the search grid should be expanded accordingly. The proposed route options are an important factor to consider in trying to attract riders and as a consequence the size of the search grid. In general rides that have a maximum distance of 50 miles or less are likely to be of interest to riders that only have to travel a short distance. The rider's thinking is likely to include driving time, travel expenses, etc. Events that include longer distances are more likely to attract folks willing to travel a significant distance and may even involve an overnight stay, especially if there are formal pre- and and/or post ride activities. If plans include riders needing to stay overnight, then it is important to seek arrangements with motels/hotels willing to provide discounts to participants. Publishing this ahead of time should increase the interest of folks who will be coming from out of town.
2. What is the best day of the week? While Saturday is the usual target day for these events, Sundays also are used on occasion.
3. What is needed in the form of approval from local, e.g., city and county, governments? It may be necessary to obtain approval for use of specific routes and the need for law enforcement personnel for the safety of both riders and vehicular traffic.

C. MARKETING

It is important for the Committee to recognize that their efforts are to focus along two tracks. The first is to plan an event that maximizes rider participation. In reality, however, everyone should recognize that maximizing the net revenue requires extensive efforts to attract donations from for-profit entities and individuals that see the event as an opportunity to raise their visibility and to demonstrate their philanthropic spirit.

1. Advertising – There are many mechanisms to spread the word about an event for purposes of attracting riders, e.g., website, print, TV, radio and other social media (Facebook, Twitter, etc.). It is advisable to have a web site that contains all the information needed by riders concerning the event, e.g., date, location, starting time, distance options, costs, and pre/post activities. This website could be the home site of the benefitting organization or another entity dedicated to the event's success. If possible, the Committee should include one or more individuals who have experience in seeking out and securing visibility on these venues. In addition, information should be

created for distribution through bicycle and other sporting goods retail sites, as well as by other organizations that host bicycling events scheduled earlier in the year.

If the intent is to attract riders from outside the local community, then spreading the word through bicycle clubs and other media venues will be important. This could include advertising in national media, e.g., Bicycling Magazine.

Dissemination of information about the ride could be in multiple phases. The first would be to announce that the event is to be held to raise funds in support of a specific organization (including brief information on its mission and community impact), specific date, planned distances, along with a note that more information will follow. The second would provide more details including names of sponsors, start/finish location, registration and route details, and who to contact for additional information. Registration details include pre-registration form, disclaimer (liability waiver), payment process (pre-paid online registration, Paypal, name to use on checks and mailing address, etc.), rest stops and post ride goodies, starting time (possibly multiple start times based on different distances), etc. There should be a sliding scale for riders based on distance and early versus late pre-registration. Incentives for early pre-registration could include a gift for the first X# registrants, e.g., t-shirts. If feasible, a final notice could be published and/or sent to pre-registrants that includes directions to the start/finish location, parking options, etc.

2. Fundraising – Fees paid by the riders may not be the largest source of revenue. Therefore, it is important to involve individuals who have experience in identifying and cultivating potential donors. Depending on the fundraising goals of the Committee, it may be feasible to set up a multi-tiered donation strategy. This could include ways to recruit donors. Payoffs to donors could include visibility on the marketing materials, ride day donor recognition, and other benefits based on the size of donations. In addition, banners near the start/finish line, signage along the route, and materials included in rider packets are ways in which donors can appreciate the potential impact of their contribution. One of the traditional ways to recognize donors is to include their name/logo on bike jerseys, t-shirts, water bottles and tote sacks distributed to riders. It will be helpful to include a person with merchandising experience on the Committee.

D. ROUTE PLANNING

It is essential to involve experienced riders in planning the event. They will be important for identifying several factors that need to be considered in designing a route(s). These include road surfaces (pavement, chip/seal, pot holes, etc.), presence of bike lanes or at least wide paved shoulders, challenges of marked/unmarked main road crossings, elevation changes, traffic patterns, potential impediments (e.g., flooding after storms, dogs, etc.), and availability of potential rest-stop sites. In addition, experienced riders can be helpful in laying out the route on web-based sites that enable printing cue sheets and publishing gps files.

Route planning should incorporate the following:

1. Rider Types – Early on, the Committee needs to decide whether the ride is intended primarily for experienced riders or is to include novice riders, families and/or children. The first type will be interested in longer rides (50 to 100 miles), whereas the others will want to have shorter distance options (10 to 30 miles). The last type will require a route with minimal safety concerns, e.g., high traffic, narrow shoulders, lights/stop signs, etc.
2. Schedule and Distance – As was mentioned previously, the ride should be held when there are no other organized rides within 50 miles. Start and end of the ride should be aligned to ensure that there is adequate daylight, but without blinding sun in riders' or drivers' eyes. Projected finish times are especially important for longer routes, e.g., century routes. In this case, it is advisable to have a cut-off time for those who want to ride the longest routes so that they can be assured of making it to the finish line before visibility becomes a problem for riders and drivers. Given the variety of experience and fitness that is likely to encompass the riders and the existence of rest-stops, a general rule should be to consider that the completion should be assured for riders pacing at 12 miles/hour. This would mean that a 50-mile ride would be completed in approximately 4 hours, whereas a century ride would be completed in 8 hours. Riders should be informed before the start that SAG drivers will sweep all routes to ensure riders have completed their rides. Those still on a route will be asked to ride back in the SAG vehicle. If they refuse, they should be informed that no further support can be expected from the ride organizers.

One of the factors to consider when planning a route is the time of year. Daylight hours are shorter in the early spring and late fall. In addition, rider fitness is lower in spring and early summer. Therefore, it may be appropriate to limit routes to 50 miles in early spring, metrics and centuries becoming feasible in mid to late summer, and then shortening the routes again in the fall.

Routes and distances should be sensitive to elevation changes, and riders should be made aware of these changes (total for specific distances, as well as any notable hills on routes). Even though there aren't any significant mountains in the Ozarks, the terrain is hilly and a 50-mile ride can include up to 4,000 feet of elevation change which will be a significant challenge to less fit riders. This is especially true when the target region for potential riders is characterized by largely flat terrain.

3. Start/Finish Line – Location for holding the event should be considered early on in the planning process. Experienced riders can be helpful in suggesting sites that have been used for other events. Factors to consider include accessibility to the site, parking availability, egress/ingress for riders, rest-rooms, and space for post-ride activities. In general, secondary schools are a prime target, churches would be secondary. Restrictions for the latter include their schedule of services, access to the building, etc.
4. Post-Ride Activities – Scheduling activities at the end of a ride can be an attraction to draw more riders. Activities could include entertainment, drawings for prizes based on registration numbers, as well as selling chances after the ride. In addition, serving lunch, beer/wine/etc. available, can attract riders. If food is to be served, decisions need to be made early in the planning stage as to whether this would include volunteers providing the materials or use of a caterer. Unless the food is provided as a donation, the expenses will decrease net revenue. In either case, site selection needs

to include available space to serve food/beverages, sufficient tables/chairs, eating and serving utensils, electrical supply if food needs to be kept warm, and availability of liquids (water, electrolyte drinks, soft drinks, beer, etc.). If alcohol is to be made available, the Committee must ensure that the site will permit the serving of these beverages, as well as the need to comply with state and local laws. In general, public schools will not permit the serving of alcohol. If a vendor is to be the provider, then this entity will have its own requirements regarding compliance with laws, licensing, liability, etc. At a minimum, the Committee needs to ensure that age restrictions are considered. There are several options. One which should reduce risk is to have all riders (and volunteers) provide proof of age on the day of the ride if they want to consume alcohol. These folks would have their hand stamped and then receive tickets to submit to person(s) disseminating the beverages. Use of the stamp reduces the opportunity for underage riders being served directly. It will not, however, eliminate the possibility that an approved rider transfers a beverage to someone who is underage. It is recommended that consumption be limited to two servings of an alcoholic beverage in light of the fact that these folks have just completed a ride, may be dehydrated, and that the event is not intended to be a beer party.

5. Plan B – The Committee needs to consider that there is the possibility that inclement weather or other unanticipated events may prohibit the ride from taking place on the scheduled day or location. The latter could include a last-minute change in the site's availability. Weather concerns include precipitation, high/low temperatures, etc. In addition, rain/snow/icy conditions, prolonged rains that caused flooding along the route and even high winds could be reasons to cancel/delay the event. Riders should be aware of a website and/or phone number to contact on the day before or the morning of the event to determine if the event is to be cancelled/delayed. An option would be to post a traffic light on the event's website (Red or Green).

If the ride is scheduled to be held on a Saturday, it may be feasible to re-schedule it for Sunday or even the following weekend. Factors to consider are the availability of the start/finish location, as well as whether other events are scheduled for the fallback date.

6. Route Marking – Options include degradable arrow strips as well as paints with varying degrees of degradation rate. The color of strips or paint is important in that it can be used to delineate between routes, but must also be sensitive to those who are color blind. The location and size of the markings should be in accordance with standards that are recommended by various bicycle groups and associations. Springbike has adopted a methodology (see Springbike Guidelines for Route Marking and Route Preparation) that provides ample and repeated notices of turns, as well as the use of yellow so as to be easily readable in different weather and visibility conditions, and the use of coding and distance notices to clarify options and points where routes diverge.

Marking the route should be done as close as possible to the event date. This minimizes the likelihood that markings will wear off, be removed, road resurfacing occur, pot holes develop, etc. At a minimum, the route should be driven and/or ridden one or two days before the event to ensure that there are no unexpected impediments.

Marking can be a task that takes more than one day if there are multiple routes. The time it takes can be reduced by involving at least two riders on each route. This allows them to leap frog through the four markings that are needed at each turn (see specifics in Springbike Guidelines for Route Marking and Route Preparation). Alternatively, route marking could be assigned in sections to a number of individuals. However, care should be taken to ensure that the route markings are consistent among those assigned this task.

Additional signage can be of value to both the riders and drivers. Springbike has two dozen signs that can alert drivers that bicyclists are on the road, riders of safety issues, and route directions. The Club has a rental policy requiring the sponsoring organization to sign an agreement, pay a fee, and return all signs in good condition. There will be a charge for any damaged or missing signs.

7. Prior Notice – Contact police/sheriff offices on the route so that they know riders will be in their area. It also may be possible to obtain law enforcement assistance near the start line to assist when there are likely to be large numbers of riders crossing busy intersections. Some may be willing to provide traffic control along the route for free, whereas others may want to be compensated.
8. Rest Stops – In general, rest stops should be located approximately 12 miles apart. In general, approval should be sought to use churches, schools and parks where readily safe access can be achieved by both riders and volunteers. In some cases, it may be necessary to use gas stations and private homes when public property is not available. Site selection should be based on several factors including sufficient space available to accommodate the rest stop, riders and their bicycles; availability of natural shade/canopies to get out of the direct sun on hot days; shelter if inclement weather (rain, snow, cold) is expected; access to water if possible (to refill coolers); and cell towers to enable contact with the Ride Coordinator, Support and Gears (SAG) drivers, and emergency medical personnel. It also is important that the volunteers have space to park their vehicles so that they do not impede vehicles and cyclists on the road. From a logistics perspective, events with multiple routes should strive to have them overlap to minimize the number of rest stops needed. Each rest stop should have port-a-potties or access to rest rooms. At a minimum, these sites would include tables with a few chairs, water in coolers, ice, electrolyte powders, fruit (bananas, apples, oranges) and various goodies (protein bars, cookies, sandwiches, pickles/pickle juice, etc.). Other necessary items include paper towels, hand sanitizer, garbage bags, first-aid kits, and route information (map, distance to the next rest stop, etc.). It is helpful to have a bicycle pump and spare tubes (for both road and hybrid bikes) and at least one volunteer with experience in assisting riders in changing tubes. On high temperate days, it is advisable to have extra cool water available, e.g., a baby pool or plastic tub that can be used to soak towels for use by riders that feel overheated. A minimum of two individuals are needed at each rest stop, but more would be needed if the ride includes over 50 people. These folks would be expected to come to the start/finish line to pick up tables, chairs, water coolers, ice, etc. on the day before or early on the morning of the ride. Moreover, they should have cell phone links to the SAG drivers and the Ride Coordinator, and if possible information on emergency medical assistance. Once the SAG drivers indicate that all riders have passed their site, the rest stop volunteers should pack up and return all materials to the start/finish location. The rest stop site should be returned to its pre-ride appearance. As an

incentive for participation, rest stop volunteers should be invited to participate in any post-ride activities, and could even receive free promotional items if these are to be offered to riders. Separate volunteer t-shirts would only be needed for major events where the costs justify the added expense.

E. VOLUNTEERS

One of the keys to success will be the involvement of individuals who volunteer their time before, during and after the ride. Volunteers are needed during the planning phase, as well as during and after the event. Prior to the ride, volunteers can assemble and distribute marketing materials, pick up and assemble rest stop materials, help with route marking, and assist in pre-registration. Ride day support includes setting up the start/finish line, directing cars to the parking areas, rider registration, distribution of rider packets, manning rest-stops, and serving as SAG drivers.

SAG drivers are especially important as they cover the route to assist those with mechanical problems, pickup and transport those unable to continue, as well as rendering assistance to those with medical problems (first-aid, contacting emergency personnel). SAG drivers would be expected to have a bike pump, spare tubes (multiple sizes), tire changing equipment, bike rack or internal capability to carry at least two bikes, and water. Towels would be needed if rainy conditions occur. In colder and wet weather spare jackets or capes would be helpful if they have to pick up folks who are unable to continue because of the weather. The number of SAG drivers needed depends on the route options and distances. There are several ways in which to deploy SAG drivers – roving over the routes or stationary at the start and one or more intermediate rest stops who can respond if contacted by a rider or the Ride Coordinator. At a minimum one or more SAG drivers need to sweep the routes to make sure all folks are off the courses, and to pick up any signage that may have been placed along the route. Given that most of the longer routes will involve riders traveling on rural roads where traffic is low to non-existent; there is the risk that folks who are not SAG drivers may come upon a rider in need of assistance. Therefore, it is advisable that SAG drivers have some form of identification that would make the rider feel safer in getting into a stranger's vehicle. This could include Volunteers' t-shirt, Ride ID Card, etc. In addition, participants should be encouraged to ride with a partner or in a group. This should decrease the likelihood of the rider being confronted, as well as enable others to contact the Ride Coordinator, SAG drivers of emergency assistance if an injured rider is unable to do so.

SAG drivers should be encouraged to ride the route a day or so ahead of time to identify any rough or unsafe road surfaces that may have not been marked (pot holes, gravel, fresh tar, etc.), railroad crossings, free-running dogs, etc. This will enable them to provide information to the Ride Coordinator who can provide details to riders before the start.

Volunteers also could be used to monitor riders as they pass through busy intersections. While these individuals should not be permitted to impede road traffic, they can warn approaching riders of vehicles coming to an intersection and of upcoming road hazards.

Post ride needs for volunteers include cleanup of the start/finish site, distributing left over refreshments, and sending out surveys to generate feedback from riders and volunteers.

It also is recommended that the Committee acquire assistance from one or more of the local Bicycle stores to provide mechanical assistance at the event site prior to the ride, and if possible to have them visit one or more of the rest stops to render assistance during the ride. This should be considered as a donation and should receive recognition in all marketing materials.

Compensation could be considered for those who incur significant expenses because of their volunteer efforts. This would primarily be for SAG drivers who could be compensated for use of their vehicles.

F. MEDICAL

Organized rides invariably involve the risk of accidents in the form of falls as a result of road conditions, collision with other riders or with other moving or stationary objects (vehicles, fences/barriers, etc.). The extent of the injuries can range from cuts and bruises (road rash), broken bones and worse. Ride planners should be prepared to respond to riders having minor injuries that can be addressed with first-aid kits at the start/finish line and at rest stops; require assistance at the accident site and/or transportation back to the start/finish line; or require emergency assistance and transportation to a medical facility. Other medical concerns on rides include the effects of hot (hyperthermia) and cold (hypothermia) weather, fainting, leg cramps, and even over-exertion (cardiovascular incidents).

While the riders will have signed a release form prior to the ride, there always is the possibility that an injured rider may feel he/she is justified in seeking retribution from the ride organizers. For this reason, it is important to be prepared to assist those who are injured as much as is feasible. This could include having EMTs available if there is sufficient concern about rider safety.

G. LEGAL AND INSURANCE

To protect those involved in planning and conducting the event, it is important to consider that the benefitting organization have the official lead responsibility which could be covered through their Directors/Officers Insurance. Liability insurance for injuries that occur during the ride is offered through various companies.

In addition, riders must be required to sign a Disclaimer (Release from Liability) form that can offer some protection to the benefitting organization, planning committee, volunteers, etc. There are many examples that can be obtained from organizations that conduct fundraising rides, e.g., the MS Society, Tour de Bass, JDORR, etc. It is important to recognize that none of these are guaranteed to completely protect those involved in planning, as well as the benefitting organization.

II. Event Day

The culmination of planning efforts will be evident on the day of the event.

A. SET UP

A volunteer crew is needed for setting up the registration booth, banners, PA system, signage, etc. on the morning of the ride. They should start this process at least two hours prior to the scheduled starting time. At a minimum, a PA system is needed to provide instructions to the rider.

1. Ride Event Coordinator – This individual should be responsible for ensuring that the setup is completed; provide instructions to the riders; serve as the coordinator of information dissemination to rest stops, SAG drivers, etc., and coordinating with the owner/operators of the event location. Depending on the size of the event, it may be necessary to delegate one or more of these responsibilities to other volunteers.
2. Start/Finish Line Materials - barriers, flags, cow bells for the finish, etc.
3. Registration – This includes a form that they complete with name, address, phone number, e-mail address, emergency contact and phone number and signature. This form also could include a disclaimer (release of liability), and signature block and date. Alternatively, the disclaimer would be on a separate sheet to be signed by the rider, or for those under 18 years of age, signed by a parent or legal guardian. A cue sheet for each route should be available, even though it was provided on the website along with gps files of the routes. The cue sheet should also have the cell phone numbers of the SAG drivers, as well as the Ride Event Coordinator at the start/finish line. In some cases, a number could be distributed for riders to mount on their jersey or bike. This can be helpful in linking riders to information provided on the registration/disclaimer form, as well as in checking off riders as they cross the finish line. In addition, measures associated with the serving of alcohol post-ride needed to be incorporated into the registration process (see I.D.4).
4. Rider Registration Fees' Collection – Riders should be able to pay the ride fees either by cash or check. If feasible, a process for using credit cards should be made available.
5. Parking– site selection should include concern for ingress/egress by riders and/or folks who drop them off, ingress/egress by riders, and sufficient parking slots to accommodate riders/drivers, Bicycle store vehicles and trailers, etc.

B. START

1. Instructions to Riders – A PA system may be needed so that the Ride Coordinator can provide the riders with last minute information. This includes the requirement that all riders must wear a helmet, carry water, spare tubes, tire changing gear, and carry personal identification (RoadID or carry info on a card inside a baggy in a weather/sweat protected jersey pocket), use sun screen on uncovered skin surfaces, etc. Also it is important that riders be reminded to use blinking taillights and reflective outerwear in low light conditions (fog, rain, snow, etc.), ride in bike lanes or marked shoulders, never ride more than two abreast, watch for oncoming cars in both directions, defer to turning vehicles, obey all laws that pertain to moving vehicles, etc. If inclement weather is expected, remember that wet roads are slippery (especially the road stripping), bicycle brakes do not work well when wet so anticipate the need for longer stopping distances, and that both motor vehicles and bicyclists have reduced visibility when facing a bright sun, in low light conditions, as well as in fog, and during inclement weather. Riders should also be informed of last minute route changes (marked accordingly) and/or changes in road conditions that have not been published previously including rough road surfaces, fresh resurfacing, dogs along the route, etc. In addition,

there should be a display of what the route markings will look like, and a recommendation that riders watch out for other riders who may miss a turn. Finally, riders should be encouraged to stay well-hydrated by drinking before they are thirsty, to take advantage of rest stops to rehydrate, take in electrolytes, carbohydrates, etc.

2. Law Enforcement – If possible, assistance from law enforcement personnel should be sought for the starting location of the ride where congestion is highest, as well as busy intersections near the start.
3. Communications with SAG Drivers – A Ride Coordinator should be at the start/finish line to provide riders with instructions before the start and to coordinate cell phone communications during the event with riders, SAG drivers and rest stop volunteers.

C. FINISH LINE AND POST RIDE ACTIVITIES

1. Volunteers should be present to welcome the riders at the end. If feasible these could be employees and/or clients of the benefitting organization.
2. At a minimum, water coolers must be available for the riders. If possible other liquid refreshments also should be available including bottled water, sports drinks, sodas, etc. The leftover nutritional products from the rest stops also should be available.
3. Unless a lunch is provided along the route (recommended for rides longer than a metric), a post-ride meal is traditional. As described previously, there will be a need for tables, chairs, possibly tents or indoor accommodations. Food can be provided either cooked on site, brought from a vendor or provided by caterers. Utensils, napkins, garbage bags and other necessary items will also be needed.
4. Clean Up – the site should look like the event never occurred before it is vacated.

III. POST RIDE ACTIVITIES

A. Financial

The benefitting organization should appoint an event treasurer to be responsible for collecting fees prior to and on the day of the event, receiving receipts for all expenses and paying the bills. A formal financial report should be prepared and signed by the Committee chair, the event treasurer and the head of the benefitting organization.

B. Thank You

If the ride is intended to become an annual event, it is recommended that a message be sent to all riders and volunteers thanking them for participation, and inviting their input on a survey that seeks their feedback on what went well and what could be improved. Feedback should be sought on the website/social media information, routes, route markings, registration process, rest stops, post-ride events, etc. This survey could be disseminated with the message or with an online survey site such as Survey Monkey or Google Forms. Requests for suggestions for subsequent events could be included in the message if a survey is not used.

In addition, send a special note to the sponsors and law enforcement, owners/operators rest stop sites, etc. In some cases, it may be advisable to send a contribution to churches or other non-profits that served as rest-stops.

C. Committee Review

Depending on the size of the event and the number of volunteers involved it may be appropriate to have a post event party.

IV. SUMMARY

The information provided in this document should not be considered as definitive guidance, just suggestions as to what has been found important in planning Funraisers and Fundraisers.