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**DISCLAIMER**

This manual may be modified by the Children’s Organ Transplant Association at any time necessary for the purpose of complying with any past, present or future Internal Revenue Service rule, regulation or court decision in order to ensure continued status as a 501(c)3 corporation.
Welcome to the Children’s Organ Transplant Association (COTA)

First of all, thank you!

Thank you for taking the time to help families across the country waiting for a loved one’s second chance at life.

Thank you for your willingness to lead a volunteer team through various fundraising opportunities.

Thank you for giving hope … and making miracles.

You and your COTA volunteer team will not only walk with the transplant family on this journey, but you will gain a greater understanding of how COTA assists families who are waiting for a second chance at life.

As your volunteers begin to implement fundraising activities, communicate with media and develop the COTA community campaign website, rest assured that COTA’s team of professionals will be in frequent contact with you. Any time you have questions, concerns or simply want to talk, please let us know.

We hope this experience is a positive one for you and your volunteers. We also hope that you will gain not just the experience of leading a volunteer team, but an increased understanding and awareness of the transplant experience.
Children’s Organ Transplant Association Mission Statement

The Children’s Organ Transplant Association helps children and young adults who need a life-saving transplant by providing fundraising assistance and family support.

Children’s Organ Transplant Association History

The Children's Organ Transplant Association (COTA) is a not-for-profit national charity dedicated to helping families with their transplant-related expenses and organizing communities to raise funds for COTA.

COTA was established as a volunteer organization in Bloomington, Indiana, in 1986 following a fundraising drive to place a toddler on the liver transplant waiting list. A group of concerned citizens raised more than $100,000, which enabled the child to be placed on the list. Sadly, the boy died while waiting for a donor liver. However, his courageous struggle inspired the group to organize what today is the Children’s Organ Transplant Association.

Since 1986, the Children’s Organ Transplant Association has helped thousands of patients by organizing their families and communities to raise millions of dollars for transplant-related expenses. Additionally, COTA has distributed more than two million organ and tissue donor registration cards throughout the nation.

In the past decade, COTA has become the premier national organization helping families with transplant-needy loved ones. This status is due, in part, to the fact that 100% of all funds raised through COTA community fundraising campaigns go toward patients’ transplant-related expenses. COTA does not charge a fee nor take a percentage of the funds raised for any service.

Children’s Organ Transplant Association staff and volunteers have helped families in every state with individual COTA community campaigns raising a few thousand dollars to more than $1,000,000.

Children’s Organ Transplant Association Community Campaigns

COTA helps organize volunteers in communities across the country who raise funds to help families with their transplant-related expenses. All funds raised must go to COTA and COTA serves as the recipient and administrator of all funds. However, gifts may be made in honor of a specific child.

COTA allocates all funds raised by community campaigns to help individual families. COTA keeps an account for each family and allocates funds to each family equal to at least the amount of funds raised in honor of the transplant patient. In addition, COTA raises funds for transplant patients and allocates them to transplant families with a demonstrated need.
Children’s Organ Transplant Association Services

The Children’s Organ Transplant Association’s national headquarters serves as the central clearinghouse for training, advice and supplies for community campaigns.

COTA services offered include:

*Not-for-Profit Status*
Because COTA is a 501(c)3 charity, gifts to COTA are tax-deductible to the fullest extent allowable by law.

*Community Campaign Development*
The Children’s Organ Transplant Association staff works closely with key volunteers in a community to schedule a personalized training for the volunteer group. Additionally, COTA staff members and experienced COTA volunteers are available to assist campaign volunteers before, during and after a fundraising campaign. Start-up supplies and campaign manuals are provided at no charge.

*Campaign Website*
Each fundraising campaign is provided with a no-cost website to use for fundraising and for communications. A Children’s Organ Transplant Association staff member is available to assist with the establishment and ongoing maintenance of the website. In addition, new tools are added to the site frequently as new technology becomes available.

*Ongoing Campaign Support*
Ongoing assistance is available to all volunteers. The Children’s Organ Transplant Association’s professional staff members assist volunteers in planning and implementing community campaign activities and events. Tools and templates are available on the COTA website in a special section devoted to campaign volunteers.

*Toll-Free Telephone Service*
During regular business hours (8 am to 5 pm EST, Monday through Friday), a Children’s Organ Transplant Association staff member will quickly respond to your needs and requests. All requests receive a response within two business days.

The general email for COTA is cota@cota.org.

These services, and many others, are provided by the Children’s Organ Transplant Association and are customized to each individual community campaign’s needs.
Children’s Organ Transplant Association Contact Information

Children’s Organ Transplant Association Campaign Fundraising Staff

**Kristy Brown**  
**Kristy@cota.org**  
Director of Campaigns  
Trains and assists Community Coordinators, supports campaign events and activities and develops fundraising resources.

**Lauren Wilmer**  
**Lauren@cota.org**  
Regional Development Manager  
Trains and assists Community Coordinators and supports campaign events and activities.

**Kimberly Good**  
**Kimberly@cota.org**  
Campaign Specialist  
Assists fundraising campaign volunteers throughout the fundraising campaign.

**Jim Inman, Jr.**  
**Jim@cota.org**  
Director of Marketing  
Oversees marketing and assists campaign staff in support of volunteers.

**Kim Carter Parker**  
**Kim@cota.org**  
Director of Communications  
Trains and assists campaign Public Relations Coordinators with campaign media and publicity.

**Jordan Lewis**  
**Jordan@cota.org**  
Director of Digital Media and Technology  
Coordinates campaign website program.

**Stacy Clark**  
**Stacy@cota.org**  
Web and IT Assistant  
Assists Webmasters with campaign websites.

**Doug Lippert**  
**Doug@cota.org**  
Director of Development  
Connects COTA partners and volunteers with community campaigns.

For Approvals of Campaign Materials, Assistance with Campaign Fundraising Activities or Ordering Supplies:  
**CampaignInfo@cota.org**

For Assistance with Media and Public Relations:  
**PRInfo@cota.org**

For Assistance with Campaign Website:  
**WebInfo@cota.org**

**Children’s Organ Transplant Association National Headquarters**

<table>
<thead>
<tr>
<th>Phone Numbers</th>
<th>800.366.2682 (toll free)</th>
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<tr>
<td></td>
<td>812.336.8885 (fax number)</td>
</tr>
<tr>
<td>Email Address</td>
<td><a href="mailto:cota@cota.org">cota@cota.org</a></td>
</tr>
<tr>
<td>Web Address</td>
<td><a href="http://www.cota.org">www.cota.org</a></td>
</tr>
<tr>
<td>Mailing Address</td>
<td>2501 West COTA Drive, Bloomington, Indiana 47403</td>
</tr>
</tbody>
</table>
COTA Community Campaign Structure

The Campaign Lead Volunteers

A successful COTA community campaign works best with a core group of three volunteers.

**Community Coordinator (CC)**
The Community Coordinator serves as the lead contact between COTA and campaign volunteers. He or she is responsible for overseeing all campaign activities and supervising committee chairpersons. All campaign events and activities are under the direction of the Community Coordinator. The Community Coordinator recruits and directs the activities of the lead campaign volunteers.

**Public Relations Coordinator (PRC)**
The Public Relations Coordinator oversees all media contacts, press releases and publicity for fundraising activities and events. This individual works with the local media and other publicity outlets to promote activities and to tell the family’s story in order to raise funds. The Public Relations Coordinator also works closely with the Campaign Webmaster to ensure event and activity information is posted on the campaign website.

**Webmaster (WM)**
The Children’s Organ Transplant Association provides every fundraising campaign with a website. The Webmaster customizes the site with patient information and photos, campaign activity and event information, volunteer recruitment and placement directions and contribution information. COTA will supply the website at no cost for one year after the start of the COTA fundraising campaign.

If a website focusing on the COTA patient and/or fundraising exists, COTA staff will assist in using the existing domain name to re-direct visitors to the COTA website or will help in transitioning website information.

Patients with a full-feature COTA website will have no other website devoted to fundraising during this time. After fundraising concludes, the COTA campaign website will be disabled and other websites may be reactivated.

While the individuals filling the three lead volunteer roles do not need to know each other prior to the COTA community campaign training, it is crucial that regular communication is made between each volunteer during fundraising. A consistent message, event updates and an active online presence will benefit the team of volunteers and the community campaign.

More information for all volunteer roles is provided later in this Community Coordinator Manual.
Steps to Beginning a COTA Community Campaign

STEP 1  A family contacts the Children’s Organ Transplant Association for preliminary information and receives a packet of information including the COTA Patient Agreement. The family enters into an agreement with the Children’s Organ Transplant Association.

STEP 2  COTA establishes a community fundraising campaign after the family identifies a Community Coordinator.

STEP 3  The Community Coordinator recruits lead volunteers, including a Public Relations Coordinator and Webmaster. COTA provides these volunteers with additional information about COTA and their roles.

STEP 4  When all lead volunteers commit to the fundraising campaign and additional volunteers have been recruited, a training meeting is held for all campaign volunteers. Ideally this meeting is held in a private room, usually at a church or office conference area. This training is led by a COTA staff member at a location convenient to the campaign volunteers. Following the on-site training, the Public Relations Coordinator and Webmaster receive additional training to cover their specific roles in the campaign and next steps.

Occasionally trainings are held by telephone, if volunteers are located in multiple locations across the country.

STEP 5  The Community Coordinator organizes the volunteer team and meets following the training meeting for a Campaign Kick-Off meeting. The Community Coordinator organizes and leads a campaign organizational meeting for all interested volunteers in the community. The meeting is a way to ensure the following:

a. The family’s financial and emotional needs are clearly explained to the volunteers.
b. The campaign structure and goals are explained.
c. Those present are asked to serve on a committee and to provide information and contacts that will help with the community fundraising campaign.

STEP 6  Under the leadership of the Community Coordinator, volunteers begin the community fundraising campaign under the direction of COTA.

STEP 7  Over the next several months, campaign volunteers raise funds through events and activities held in any community where a group of volunteers has a connection. The Community Coordinator and lead volunteers stay in close communication with COTA throughout the community campaign.

STEP 8  As the community campaign concludes, the Community Coordinator organizes a volunteer celebration activity to recognize the work of the volunteers and to announce the amount the campaign has raised. This is also the time to announce the establishment of an annual COTA activity.
The Children’s Organ Transplant Association Patient Family Agreement

Before a community fundraising campaign begins, the patient or patient’s family must formally enter into an agreement with the Children’s Organ Transplant Association. Lead volunteers should be aware of some of the information included in the agreement.

The agreement includes:

Campaign Fund Accounting
The Children’s Organ Transplant Association pools campaign funds in accordance with Internal Revenue Service requirements. COTA then documents, by patient, those funds allocated to the patient and those funds used by the patient. Statements reflecting campaign income and patient expenses are provided to COTA patients and/or their families.

Transplant-Related Expenses
‘Transplant-Related Expenses’ are those expenses that are caused by the transplant or the need for transplant. While there are some differences depending on the patient’s age, the Children’s Organ Transplant Association tries to ensure the patient’s, and the patient’s family’s, needs are met. The following are considered ‘Transplant-Related Expenses’ for which the funds may be used:

a. Medical bills related to the transplant, or the need for transplant, for the patient and donor.
b. Prescription drugs necessitated by the transplant or the need for a transplant.
c. Reasonable travel, lodging and food expenses for the patient and a caregiver during the patient’s evaluation.
d. Reasonable travel, lodging and food expenses for the patient and a caregiver during the patient’s transplant.
e. Reasonable travel, lodging and food expenses for the patient and a caregiver for the patient’s follow-up medical examinations.
f. Reasonable travel, lodging and food expenses for the organ/tissue donor and a caregiver during the transplant.
g. Other expenses may be considered ‘Transplant-Related Expenses’ if, in the judgment of the Children’s Organ Transplant Association Staff and Board of Directors, the patient’s transplant or the need for a transplant directly causes them.
h. The Children’s Organ Transplant Association Board of Directors has approved that if the patient does not have life insurance, and if the funds are available, COTA may assist with funeral expenses up to $5,000.

Public Scrutiny
The recipient recognizes that the public has donated all funds raised for the transplant-related expenses and that both the recipient and the Children’s Organ Transplant Association will be held strictly accountable by the public for all funds raised in honor of the individual.
Accounting for Funds
In order to help defray the cost of its services, the Children’s Organ Transplant Association will retain the interest earned on all funds deposited. COTA will maintain complete and accurate records of all funds raised and will provide the family with an accounting of all funds donated in honor, or in memory, of a patient.

As part of the patient agreement signed by the COTA patient and/or family, all previous fundraising accounts will be transferred to the Children’s Organ Transplant Association prior to initiation of the COTA fundraising campaign.

At a predetermined time after the start of the fundraising campaign, the Children’s Organ Transplant Association will make a challenge grant available to the community campaign for transplant-related expenses, based on the total amount raised by the campaign at that point. COTA reserves the right to determine the criteria for this program.

The Children’s Organ Transplant Association will supply a website for the community campaign at no cost for one year after the start of the fundraising campaign. No other website dedicated to fundraising may be used by the family or the COTA community campaign during this time.

Payment of Expenses
The Children’s Organ Transplant Association will pay for transplant-related expenses from the Children’s Organ Transplant Association Patient Account after all available insurance benefits and governmental programs have been exhausted. The procedure for paying such expenses will be as follows:

a. The family forwards original invoices, bills and receipts to the Children’s Organ Transplant Association along with a payment authorization form.
b. COTA will determine if the invoice, bill or receipt is a justifiable transplant-related expense.
c. COTA at its sole discretion reserves the right to make the final decision as to whether these expenses are indeed transplant-related expenses and shall be paid from the Children’s Organ Transplant Association Patient Account.

Limit of Liability
It is understood that COTA is not liable for any expenses beyond those which can be covered by the funds allocated to the transplant patient.

Cooperation
It is further understood that the best interests of the transplant recipient can only be served by recruiting a large number of volunteers who will work in concert with the Children’s Organ Transplant Association to provide hope for a transplant family in need.
Timeline for a COTA Community Campaign

Community Campaign Training
After the Community Coordinator has received his/her preliminary orientation, and additional volunteers have been recruited, a Children’s Organ Transplant Association staff member will schedule a training meeting. This meeting is organized for volunteers so they can learn the specifics of the campaign and how it will work, discuss fundraising options, and ask questions related to the campaign and to COTA.

Campaign Website Established
The Children’s Organ Transplant Association establishes a website for the community campaign to be used for fundraising and communications purposes. COTA provides training for the campaign Webmaster and encourages full use of the site. The site is available for one year after the start of fundraising at no cost. No other website devoted to the patient, fundraising or the COTA campaign may be used during that time.

Additional Volunteer Recruitment
Under the direction of the Community Coordinator, campaign volunteers begin talking to organizations, businesses and groups about volunteer opportunities. Volunteers should be invited to the Campaign Kick-Off meeting or to a community campaign organizational meeting to learn about the campaign.

Media Announcement
After the Public Relations Coordinator receives a telephone orientation and his or her resources (including a list of media in the area), the Children’s Organ Transplant Association emails a Media Alert to the local media. The Public Relations Coordinator then contacts the media about the community campaign’s upcoming fundraising activities. Throughout the community campaign, the Public Relations Coordinator should email all media coverage to PRInfo@cota.org.

Kick-Off Meeting
The Community Coordinator, along with the lead volunteers, organizes a meeting for all volunteers to discuss the community campaign and to make plans for events and activities. The Community Coordinator conducts the kick-off meeting.

Community Outreach
The Community Coordinator continues to recruit Committee Chairs and to place volunteers on committees. In addition, clubs, organizations, businesses, churches, etc., are contacted by volunteers about the COTA community campaign. Information about upcoming activities, as well as information about the needs of the campaign (monetary donations, volunteers, assistance with resources, etc.) is made available to these groups.

Events and Activities
Campaign Committee Chairs plan and implement fundraising events and activities. Prior to each activity, the Committee Chair should contact the Public Relations Coordinator and the Webmaster to discuss a publicity plan for the event.
**Media and Publicity**
The Public Relations Coordinator publicizes events and activities as plans are made. The Public Relations Coordinator should be in close contact with Committee Chairs planning events and with the Webmaster about promoting activities.

**Campaign Celebration Activity**
The Community Coordinator should plan an activity at the conclusion of the fundraising campaign to thank the volunteers, to reveal the amount the group raised and to announce plans for an annual COTA activity. The Community Coordinator should work with the Public Relations Coordinator to make sure local media are included in this celebration. This may be a simple activity, like a reception or a potluck dinner.

**Campaign Evaluation**
Each lead volunteer (and Committee Chairs, if possible) should complete an evaluation of the campaign. The Community Coordinator should ask them what they felt worked well and how they would do things differently, and should also ask if they would be willing to help with future fundraising activities and events. Please forward these evaluations to the Children’s Organ Transplant Association.

**Miracle Maker Referrals**
The Community Coordinator should refer to COTA any campaign volunteers who would be willing to help on another COTA campaign in the area, help with statewide activities and events or serve as a spokesperson for organ and tissue donation. Please forward those names, addresses, email addresses and telephone numbers to MiracleMakerInfo@cota.org.
Procedure for Getting an Account Balance

Each COTA patient has a Donation Page that will be available as long as the family is working with COTA. On the Donation Page is a thermometer that shows the amount raised in honor of the patient. The community fundraising campaign volunteers should use this tool to report the amount raised.

COTA Patient Donation Page

- Every COTA patient receives a Donation Page through which contributors can make gifts in honor of that patient.
- Gifts can be made in honor or in memory of a patient, or as a tribute in memory of another individual, on the COTA donation page.
- The Donation Page includes a thermometer that shows current fundraising totals. This should be the primary way COTA community campaigns access current fundraising totals.
- The Donation Page thermometer is updated:
  - Immediately when an online gift is made.
  - Daily with contribution totals from checks and credit card forms that are mailed to the COTA office.

If more detailed information is needed, the Community Coordinator (or one person designated by the Community Coordinator) can email an account update request to FamilyServices@cota.org. The reply will be emailed within one business day.

The account update will include the following:
1. All checks and credit card gifts sent to and processed by COTA (processing usually takes at least two business days after receipt).
2. All online contributions processed by COTA. It takes up to five business days to process these funds. Account updates include only those online gifts that have been processed.

Contributor Lists

Contributor lists will be available by logging into the Volunteers section of www.cota.org. The list will include names, mailing and email addresses of contributors; however, no individual gift amounts will be included on this list. A CSV/Excel file will be available for download. Access to this special log-in is typically provided to the Community Coordinator. More information may be found on Page 23 of this manual.
Ongoing Support … COTA’s Commitment

The Children’s Organ Transplant Association is committed to helping families throughout their transplant journey … before, during and after the transplant. In fact, a COTA patient never ‘ages out’ of the COTA family after the Patient Agreement is signed.

COTA encourages community campaigns to consider holding an annual fundraising event. No matter what the event may be, this is an opportunity to remind caring people of the family’s ongoing transplant-related financial needs and to offer ongoing emotional support. A successful activity held during the campaign may be a place to start when planning a yearly activity.

Keep in mind that the community may wonder why funds are still needed. Think of this question as an opportunity to continue to share the family’s miracle story. In addition, it is an opportunity to ask the community to help maintain that miracle by providing a financial cushion for ongoing needs like medications, check-ups, therapy and return trips to the transplant center.

COTA can provide a semi-annual patient statement to the family to keep them informed of the account balance and reimbursements. The family may email FamilyServices@cota.org to request the statement.

The campaign volunteers may change in the months following the transplant or in the years following the initial community fundraising campaign. COTA understands that time pressures and other commitments may keep a lead volunteer from making a commitment beyond the initial fundraising. Please contact COTA if there is someone who needs training and more information regarding policies, resources or services.
Community Campaign Training Meeting

On-Site Training
When your community fundraising campaign has the commitment of three lead volunteers -- a Community Coordinator, a Webmaster and a Public Relations Coordinator -- and a group of volunteers who have agreed to support the fundraising efforts, a Children’s Organ Transplant Association staff member will arrange a time to lead a campaign training meeting. During this meeting, COTA will answer questions and help begin the process of planning and implementing fundraising activities.

Training Location
The Community Coordinator is responsible for securing a space that is centrally located, has adequate parking, is accessible to all those invited and is available at no cost. Ideal locations include a room in a church, an office conference room or a private meeting room in a library. Please arrange to have the space available for no less than three hours.

Signs at the entrance doors and through any corridors are helpful. Be sure to place signs or provide directions noting where volunteers can park, what door to enter and any other important details. Sample signs and sign templates can be found in the Volunteer Meeting Resources folder in the campaign supply box.

COTA recommends that the campaign training meeting not be held in a private residence. If the meeting is scheduled in a restaurant, please make sure the room is private and not in the main dining area. Additionally, clearly indicate on the invitation that food and drink purchases are the responsibility of the individual, not the COTA campaign. Food and beverages should be ordered and consumed before or after the COTA training.

If a telephone training is scheduled, due to volunteers in multiple locations, please be sure to be in a quiet area with access to a computer. Also, consider using a landline phone for call clarity. If you use a cellular telephone, make sure your phone is fully charged.

Room Set Up
If the training meeting site allows, it is helpful to arrange tables and chairs in a square or U-shape, which allows those attending to more easily hear, and see, the other members of the campaign team and the COTA staff trainer. A room set in classroom style (all chairs in rows facing the front of the room) is also a good option.

The COTA trainer will not need any audiovisual equipment. It is helpful to provide volunteers with an Agenda and copies of other handouts found in the Volunteer Meeting Resources folder in the campaign supply box, a notepad or scratch paper and a pen (provided in the supply box).

Refreshments can be served. An area to the side of the seating area with snacks and beverages is easy for volunteers to access during the training. If a meal is being offered, plan for the meal to conclude prior to the meeting or serve dinner following the meeting. It can be very distracting to have wait staff interruptions during the training meeting.

Do not forget to bring the supply box of materials shipped from the COTA office!
Community Campaign Approval Process

The Children’s Organ Transplant Association requires prior notification of campaign fundraising activities. This includes, but is not limited to, the following:

1. All fundraising activities managed by your community campaign team must follow COTA guidelines and policies.
2. Any materials to be printed on COTA campaign letterhead must be approved by COTA prior to printing and distribution.
3. All promotional materials, including flyers, brochures and ads, must be approved by COTA prior to printing and distribution.
4. Any gaming activity, such as raffles or casino nights, must be pre-approved by COTA -- and state and local laws must be followed.
5. All fundraising expenses that will be paid from the proceeds of the activity must be submitted and pre-approved by COTA using the Budget Worksheet. Budget Worksheets should be submitted at least one month prior to the event to ensure event income exceeds expenses.
6. Once promotional materials are approved, the Webmaster should make every effort to post the information to the COTA fundraising website. COTA can assist with this process as well.

Materials and budgets needing approval should be emailed or faxed to COTA headquarters.

<table>
<thead>
<tr>
<th>Email</th>
<th><a href="mailto:CampaignInfo@cota.org">CampaignInfo@cota.org</a></th>
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<tbody>
<tr>
<td>Fax</td>
<td>812.336.8885</td>
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</tbody>
</table>

Standard response time is within two business days.

Proper planning is a key to successful fundraising. Proper planning will also help build community support for the fundraising effort. However, COTA realizes that occasionally unexpected opportunities may require immediate attention. For urgent approvals, please email or fax the document during regular business hours, and then call 800.366.2682 to request an immediate approval.

Community Campaign Timeline

Generally, COTA community campaigns require six to eight months of active fundraising to reach the campaign goal. However, the goal is not a measure of a team’s success. It should be seen as a way to communicate the patient’s transplant-related expense needs.

COTA urges you to utilize the resources throughout your community, incorporate the templates and tools provided to your campaign and to contact COTA staff members with any questions or supply requests.
Where to Look for Volunteers

1. Talk to the patient’s family members and close friends. These volunteers are typically the most committed because they have a personal connection with the transplant family. Ask each family member and friend to identify 10 additional contacts they can invite to the Campaign Kick-off meeting. Then ask those contacts for five to 10 more contacts. This expanding circle can significantly increase the number of volunteers working on a COTA community campaign.

2. Talk to your friends and relatives or read the community page of your local newspaper to identify people in the community who have been involved in this type of activity. Prepare a list of top prospects. Ask your lead volunteers if they know anyone on the list. If so, they should contact the prospect. Otherwise, ask a chairperson to call.

3. Identify key organizations in your community that have been active with fundraising activities. Focus on larger employers who may want to do a fundraiser in their own business, but do not overlook smaller businesses or non-profit organizations. Many organizations require their employees to do community service work. You may recruit someone with specific skills or contacts that will help the campaign.

4. Look into recruiting from service organizations in your area. Most communities have service club listings in Chamber of Commerce or Convention and Visitors Bureau materials. Have your committee chairs contact local clubs and ask to make a presentation at an upcoming meeting. Most clubs have a guest speaker at each of their meetings. At that meeting explain what the COTA community campaign is all about; talk about the goal of the campaign; give an overview of some of the planned activities; ask for the club’s, and each individual’s, financial support, and ask for volunteers and fundraising ideas. It is best if you have something specific to ask a club to do. If you have any upcoming event or volunteer meeting, take along enough printed invitations or flyers to give each attendee.

5. Call area high schools and colleges. Find out the names of advisors for honor societies, service learning groups, Key Clubs, service fraternities, social sororities and fraternities, etc. Try to meet with the advisor or president to ask for their organization’s support. At the very least, send a letter to the advisor and the president explaining the COTA campaign and asking for their help. Again, be specific about what you want the group to do: plan a fundraiser, volunteer for a specific activity, etc.

6. Look for other organizations in your community. Churches, youth groups, hobby clubs and special interest groups may be excellent sources of volunteers. They may actually want to do a fundraiser for the community campaign. Frequently, fishing clubs will host fishing derby fundraisers, car clubs host car show fundraisers, motorcycle or snowmobile clubs host rallies or runs, while firefighter and police groups host Las Vegas nights or dinner fundraisers. Call these groups to find out if they would be willing to plan a fundraiser for the Children’s Organ Transplant Association or earmark funds from an already planned fundraiser for COTA.
7. Read your local newspaper. Look for club meetings, events and activities and regular fundraisers held by service organizations. These are additional people who need to be contacted for possible community campaign assistance.

Volunteer Training and Placement

1. When recruiting a volunteer, always have plenty of information about the COTA community campaign. Verbally share this information, but also give the potential volunteer a brief, written description so that he or she can read more after the conversation. Then ask for their help. Try to be as specific as possible, including the time commitment, number of meetings, etc.

2. Plan a volunteer meeting. The details for this meeting should be in place before going into the community to recruit volunteers. Ask all volunteers to attend this meeting to meet the patient and the patient’s family, learn about the COTA community campaign and make a commitment to the fundraising effort.

3. Try to place each volunteer where they are most comfortable, and make sure to communicate the appropriate skill set for the volunteer role.

Remember… COTA services are free of charge.
No fee or percentage is taken from COTA funds raised in honor of patients.
Community Volunteer Recruitment

In addition to recruiting individuals to serve as volunteers for the COTA community campaign, consider recruiting community groups. COTA may be able to provide contact information for Kiwanis Clubs, American Legion Posts and Optimist Clubs in your area. Consider these steps as you build your volunteer team:

Assess.
This is the first step in determining what groups or community leaders to approach. The challenge here is getting people motivated, interested and committed to raising funds and building awareness for the community fundraising campaign.

1. Ask each of the COTA campaign volunteers to make a list of the clubs, organizations, churches and other community relationships they have. Be sure to ask everyone to include names and phone numbers for their contacts.
2. Ask a volunteer to review the local paper and media outlets for a week or two. Then, compile a list of upcoming or current events and note who is sponsoring them.
3. Check with your local Chamber of Commerce, library and Convention and Visitors’ Bureau for a Community Events Calendar. This listing will help you review upcoming festivals and other special events.

Plan and Prepare.
After you gather contacts and ideas, determine how and when to approach your community for support.

1. Divide the list of groups and leaders your team members decides are your best opportunities and assign who will contact each.
2. Put together a packet of information that can be used when meeting or contacting your targeted contacts. Be sure to include:
   - Photo of the COTA patient.
   - Copy of the initial COTA Media Alert.
   - Contact information for the Community Coordinator or Committee Chair.
   - Ideas about how they can help you -- free booth space at their festival, proceeds from their upcoming dinner, promotion of activities to their membership and/or use of their membership lists to send solicitations.

Recognize.
With the commitment confirmed, ensure the community group is supported in their efforts. See Page 50 of this manual for ideas on recognizing COTA volunteers.
Community Campaign Guidelines and Procedures

As the Community Coordinator, you will be the key person and leader for the volunteer team. You will also be the team member who is regularly communicating with the COTA patient and immediate family. Remember, above all else, the focus of all efforts is to raise funds for COTA for transplant-related expenses. Your encouragement and communication for the COTA community campaign will result in the community taking action and giving toward the COTA fundraising goal.

Please follow COTA guidelines to help maximize your efforts and to make it easy for people to give.

With the knowledge that sometimes the community campaign will plan an activity where not all expenses will be donated, the Children’s Organ Transplant Association has a procedure in place for paying fundraising expenses. However, COTA strongly encourages no-cost fundraising activities and asks that all community campaigns limit expenses related to fundraising.

**NO fundraising expenses will be reimbursed if an approved budget is not on file at COTA prior to the fundraising activity.** Original receipts or bills documenting expenses are required for reimbursement and must be turned into COTA after the activity.

Ongoing support and encouragement from the team at COTA is always just a phone call or email away. Never hesitate to ask questions.
Guidelines for Cash, Check and Credit Card Donations

Send all contributions made by check or credit card to COTA.

- Checks should be made out to the Children’s Organ Transplant Association or COTA with the ‘In honor of Patient Name’ written in the memo space.
- Use the credit card slips provided to the Community Coordinator. Please complete all the information on the form. The contributor keeps the yellow copy and the white original is sent to COTA.
- If a community campaign member or family member receives checks made out to an individual, that individual may endorse the checks by signing his or her name and adding For Deposit Only COTA. Send these endorsed checks to COTA. A receipt letter is sent to the person who wrote the original check, if the contribution is $75 or more.
- If a large number of checks and/or credit card receipts are being sent, please send the envelope or package via UPS, Federal Express or registered mail.
- Business Reply Envelopes can be provided to the community campaign at no cost.

Convert cash contributions.

- Convert all cash contributions into a money order made payable to COTA. In the memo line of the money order, write ‘In Honor of Patient Name.’ Any fees charged for the money order may be deducted from the cash proceeds as a fundraising expense. Mail the money order to COTA, and email CampaignInfo@cota.org to alert the staff of the expected money order. Do not send cash through the mail.

COTA provides contributors with a tax receipt letter.

- Tax receipt letters are sent within 10 days of receipt for contributions of $75 or more made by check or credit card.
- Online contributions of any value receive an email receipt.
- Online contributions of $500 or more receive a tax receipt letter, in addition to an online confirmation.
- COTA must process the check in order to send a receipt letter.
COTA provides a list of contributors.
- A list of contributors is available to the Community Coordinator. The list includes names, addresses and email addresses as available. No contributions amounts are given for individual contributions.
- The list of contributors is available as a Microsoft Excel file.
- Those who have made anonymous contributions do not appear in the list of contributors.
- No contributor’s list is available until a contribution is made to COTA in honor of the patient.

To access the list of contributors, a unique username and password is provided to the Community Coordinator. Once that information is received, the Community Coordinator logs into the Volunteer area of the COTA website. Once there, click on Community Coordinator, then Contributors List.

Credit Card Form

If you are at an event where wireless internet is not available, or if you have a contributor who does not feel comfortable placing credit card information online*, COTA can provide a community campaign with a Credit Card Form. This form has a duplicate page, so a copy may be provided to the contributor after the form is completed.

Please remember to complete all the information on the form.

A sample Credit Card Form is in the campaign supply box. Additional copies may be requested by emailing CampaignInfo@cota.org.

IMPORTANT REMINDER: All credit card forms must be sent to COTA for processing. Do not process credit cards locally because merchant fees will be deducted from the credit card donation.

* Please know that COTA utilizes secured websites for online contributions made through COTA’s website or COTA community campaign websites.
Guidelines for Using the Budget Worksheet

The budget worksheet should be completed by all fundraising activity chair people and submitted to the Community Coordinator. The worksheet should be submitted to the Children’s Organ Transplant Association in three situations:

- If the community campaign is planning a fundraising activity where you expect to raise a total of more than $5,000, you must complete a budget worksheet and submit it to COTA at least four weeks prior to the event.
- If the community campaign is planning an event that requires any form of registration (dinner, golf outing, run/walk, etc.).
- If the community campaign is planning a fundraising activity and you will be requesting funds to pay expenses, a budget worksheet must be submitted to COTA at least four weeks prior to the event. **If a budget worksheet is not on file with the Children’s Organ Transplant Association, all expense payment requests will be denied.**

Steps in Budgeting for an Activity

- The budget worksheet is made available to the Community Coordinator. The Coordinator should give a copy to each fundraising activity chairperson.
- The chairperson should complete the budget worksheet at least one month before the event and submit it to the Community Coordinator. Larger or more complicated events may require a budget submission eight weeks prior to the activity.
- The Community Coordinator should review the worksheet to ensure all expenses have been calculated and all guidelines and policies (such as those for holding raffles and those pertaining to serving alcohol) are being followed. The Community Coordinator should contact COTA with any questions or concerns about policies and guidelines. **COTA does not pay or reimburse for postage expenses.**
- If the event will require expenses to be paid from the proceeds, the Community Coordinator must submit a budget form to COTA to receive expense payment pre-approval from COTA before any final plans are made. The budget form can be emailed or faxed to COTA.

Budget Details

1. All promotional materials, including flyers, brochures and ads, must be approved prior to printing and distribution. If the activity will have expenses, a Budget Worksheet must be filed and approved by COTA prior to submitting any promotional materials for approval.
2. If the activity budget has expenses of $5,000 or more from any one vendor, a detailed estimate of expenses from that vendor must accompany the Budget Worksheet.
3. If the proposed expenses for an event are $10,000 or more, the Budget Worksheet must be submitted and approved by COTA at least eight weeks prior to the event. No Budget Worksheet will be approved where the admission/registration/ticket sales proceeds do not offset all of the activity expenses and/or when an open bar or a host bar is offered.
4. As approved expenses are incurred, COTA will work with the Community Coordinator and activity chairperson to manage reimbursements, deposits and invoice payments to vendors. All requests for expense payments must be made in writing along with original vendor invoices that have been reviewed by the community campaign for accuracy. Allow at least 10 business days for processing of payment requests.
5. Activities sharing profits with another non-profit group are allowed. However, COTA must receive at least 50% of the activity proceeds. COTA will be responsible for up to the percentage of expenses equal to the percentage of income COTA will receive. A Budget Worksheet must be approved at least eight weeks prior to the event showing all income and expenses, as well as COTA’s share of the income and expenses.

Activity Budgets should be emailed or faxed to COTA headquarters.

**Email** CampaignInfo@cota.org  **Fax** 812.336.8885
## SAMPLE Budget Worksheet

**COTA for Patient Name**

<table>
<thead>
<tr>
<th>Event Name</th>
<th>A Mud Run for COTA in honor of Patient Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Date</td>
<td>__________________________________________</td>
</tr>
<tr>
<td>Event Description</td>
<td><em>Include location and other important details.</em></td>
</tr>
<tr>
<td>Event Chairperson</td>
<td>__________________________________________</td>
</tr>
<tr>
<td>Chairperson Phone</td>
<td>_________________________________________</td>
</tr>
<tr>
<td>Chairperson Email</td>
<td>_________________________________________</td>
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### EXPENSES

#### FACILITY EXPENSES
- **Facility Rental**: $2,500
- **Lighting**: ______________________
- **Audio/Visual**: $250
- **Equipment Rental**: ______________________
- **Other**: ______________________

#### EVENT EXPENSES
- **Food and Beverage**
  - **Food**
    - Donated
    - _______ people @ $______ per person
  - **Beverage**: $200
    - _______ people @ $______ per person
  - **Gratuities**: ______________________
  - **Entertainment**: ______________________
  - **Music**: $150
  - **Decorations**: $250
  - **Other**: ______________________

#### SECURITY
- ______________________

#### INSURANCE
- **Insurance**: $100

#### GRAPHICS/PRINTING EXPENSES
- **Invitations**: ______________________
- **Program**: ______________________
- **Tickets**: ______________________
- **Brochures/Flyers**: ______________________
- **T Shirts**: $150
- **Posters/Signs**: $300
- **Prizes/Plaques**: ______________________
  *COTA does not pay for postage.*
- **Postage**: ______________________
- **Publicity/Ads**: ______________________

#### MISCELLANEOUS EXPENSES
- **COTA Bracelets**: $50

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**EXPENSE TOTAL**: $3,950
INCOME

EVENT TICKET SALES
Event Tickets $15,000
300 people @ $50.00 per person
Food Tickets $1,500
300 people @ $5.00 per person
Beverage Tickets Included in Food Ticket Sales

OTHER SALES
Sponsorships $25,000
Raffle Tickets None
Decoration Sales None
Program Advertising Donated
Other Income

ACTIVITY INCOME
Live Auction
Silent Auction
Raffles/Games
T Shirts 50 @ $20.00 = $1,000
Other Sales
Other
COTA Bracelets 100 @ $2 = $200

INCOME TOTAL $42,700

EVENT BUDGET SUMMARY
TOTAL INCOME $42,700
TOTAL EXPENSE $3,950
EVENT PROCEEDS $38,750

PLEASE NOTE: Excel and Word versions of this Budget Worksheet are available online.

* COTA does not pay for postage. For planning purposes you need to review and note the costs that would be incurred for mailing invitations, solicitation letters, etc. Your committee will need to consider how they will cover postage costs. For example: each volunteer agrees to mail a certain number of pieces at his or her own expense, a business agrees to run the pieces through its postage meter, etc.
Guidelines for Tax Receipting

When planning an event, the following rules apply for IRS charitable gift deductions:

- The IRS requires that a charitable gift receipt be provided to contributors for gifts of $250 or more. As a matter of policy, COTA provides a charitable gift receipt letter for contributions of $75 or more.
- For the purchase of event ticket(s), there is no charitable gift receipt issued to the purchaser in any situation.
- For a purchase of a good/service (at an auction, for example), the total amount paid may not be tax deductible. Only the amount contributed beyond the fair market value of the good/service is tax deductible. A charitable gift receipt letter will be sent from COTA to both the good/service contributor and the participant.

For your convenience, please use the Event Income Summary form provided by COTA (available in the Volunteers section of www.cota.org, and on the following page). This summary includes the name of the participant, the value of the good/service, the amount of the contribution and the total amount paid.

The checks/credit card receipts and In-Kind Donation Form(s) must be sent to the Children’s Organ Transplant Association within seven days after every event. Do not include any other checks in this packet. Attach a note of explanation with the event description, campaign name and the event chairperson’s name and telephone number.

Checks and Cash Collections

If a check is written in honor of a patient, the check should be made payable to COTA. In the memo line, the contributor should write “In Honor of Patient Name.” If possible, a COTA volunteer should confirm the address information on the check. COTA will record the contribution based on the name of the person writing the check (or the business, if applicable).

Cash collections should be consolidated, a money order purchased and mailed to COTA.

Receipt Letters

Receipt letters are sent to contributors who make donations via check or credit card of $75 or more. Receipt letters must go to the person who wrote the check. COTA can send an acknowledgement letter to someone other than the check writer, indicating that a gift was given in their honor, but COTA may not receipt any gift without proof (copy of a check) that the gift was actually given by that person.

If there are any questions regarding contributions, the receipting of contributions or to request additional Event Income Summary forms, please go to the Volunteers area of www.cota.org or email CampaignInfo@cota.org.
Event Income Summary

Children’s Organ Transplant Association®
2501 West COTA Drive · Bloomington, Indiana 47403
800.366.2682 · www.cota.org · cota@cota.org

COTA for

Event Name

Event Date

Event Location

Event Chair Name

Event Chair Phone

Event Proceeds $$______$$

<table>
<thead>
<tr>
<th>Contributor Name</th>
<th>Payment Type Cash, Check or Credit Card</th>
<th>Value of Goods/Services Received</th>
<th>Campaign Donation</th>
<th>Total Amount Paid</th>
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<tbody>
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*COTA gift acknowledgement letters will be provided for check or credit card donations of $75 or more.
Guidelines for Gift In Kind Donations

An in-kind gift is any non-monetary item or service donated to a COTA community fundraising campaign.

Examples of an in-kind gift include:

- Items donated for an auction, drawing or raffle.
- Printing of fundraising materials.
- Services donated for an event.
- Venue donated for a fundraising event.

Gift-in-kind donations are tax deductible and can be acknowledged with a receipt letter from the Children’s Organ Transplant Association. A Gift In Kind Donation Form must be completed and the white original must be sent to COTA.

A sample Gift In Kind Form is included in the campaign supply box. Additional copies may be requested by emailing CampaignInfo@cota.org.

The white original of the Gift In Kind Form should be sent to COTA’s headquarters for contributor acknowledgement. The yellow copy of the Gift In Kind Form can be given to the contributor or retained by the campaign to track gifts-in-kind. Please be sure to complete the form, so COTA may provide a receipt letter. The last three lines of the form are for COTA in-office use only.

Please note that a receipt letter generated from the COTA office will not specify the monetary value of the item donated. It is the responsibility of the individual making the contribution to report the value to his or her tax preparer.

Please contact COTA at 800.366.2682 or via email at CampaignInfo@cota.org if there are any questions regarding in-kind gifts or the receipting of in-kind gifts, or if you need to request additional Gift In Kind forms.

Always remember to have the contributor provide the declared market value.
Fundraising Guidelines and Policies

Rarely is there one single fundraising event/activity that will meet the community campaign’s fundraising goal. The following pages explain how to utilize multiple fundraising sources and explain the guidelines to follow in soliciting contributions.

In addition, COTA policies regarding alcohol, use of letterhead and contracts are included in this section.

“…we were so impressed that 100% of the funds raised would be available for transplant-related expenses and we liked the fact that those who donated received a tax deduction.”
Comment from a COTA Family
Guidelines for Auctions

Before planning an auction, please review these guidelines:

1. Any auction planning must be communicated to COTA before event plans are finalized.

2. The IRS requires that a charitable gift receipt be provided to contributors for gifts of $250 or more. As a matter of policy, the Children’s Organ Transplant Association provides a charitable gift receipt letter for all donated items with a value of more than $75.

3. For the purchase of an item at a charitable auction, the charitable gift value is the amount paid by the purchasing party that is greater than the ‘Fair Market Value’ of the item purchased. A charitable gift receipt letter will be sent from COTA to both the contributor and the purchaser.

4. For the purchase of an item where the amount paid by the purchasing party is less than the ‘Fair Market Value’ of the item purchased, there is no charitable gift value to the purchaser.

5. In the case of a donated item that is used or reconditioned, the ‘Fair Market Value’ is determined by a third-party source such as the Kelly Blue Book for vehicles or an independent professional appraiser.

The checks/credit card receipts from the event must be sent to the Children’s Organ Transplant Association immediately after the event. COTA asks that all proceeds and receipts be postmarked within seven days of the event. This ensures that contributors receive their tax receipt letters in an appropriate timeframe of the fundraiser.

Please do not include any other checks in this packet. Attach a note of explanation with the event description, campaign name and the event chairperson’s name and telephone number.

If you have any questions, please contact the Children’s Organ Transplant Association at CampaignInfo@cota.org or 800.366.2682.
Guidelines for Raffles and Gaming Activities

Call COTA before planning ANY raffle or game of chance (like a casino night) to discuss rules and gaming laws.

*Note: Auctions are not games of chance and do not fall under these guidelines.*

- Before planning a raffle or game of chance, contact COTA for an event planning discussion.
- COTA community campaigns must follow all state/municipality/local gaming laws. In some locations, raffles or other gaming activities may not be used as a fundraising tool.
- No tickets or chances may be sold online or over the internet.
- The activity can be mentioned on the COTA campaign website, but only with the information about the activity with contact name(s) and/or locations of where to purchase tickets.
- There is no charitable gift value or receipt provided for the purchase of a raffle ticket or charitable lottery ticket.
- Another organization may have a gaming activity or raffle on behalf of the community campaign. In this case, COTA can be the beneficiary only and may not be mentioned in any printed materials or in any promotion of the activity.
- If requesting payment of expenses, a completed budget form must be on file at COTA at least four weeks prior to the event. If there is not an approved budget on file, no expenses can be paid.
- Donated raffle prizes are the key to the success of the raffle. If prizes must be purchased, or if the prize is a cash prize (a 50/50 raffle), you must first discuss this with COTA.

Ticket Design and Sales

Raffle tickets should usually be printed with following information:

*Date/Time/Location of Drawing*  * Ticket Price or Suggested Donation*  * Top Prize(s)*

*License Number* *(When issued by the municipality where the drawing is held.)*

- Tickets must be consecutively numbered. This usually requires tickets to be printed by a printer.
- You are required to track how many tickets are printed, how many tickets are sold and the total ticket sale income. Please send this information to COTA within seven days of the drawing. If you will be requesting payment of expenses, a budget form must be on file at COTA prior to the sale of tickets. Some states require further reporting, and COTA will assist you with this.
- Ticket price should be in the $1-5 range. Even for a large, valuable item, do not price tickets too high. It is difficult to sell a raffle ticket for more than five dollars.
- All proceeds from ticket sales must be sent to COTA headquarters (if payment was made by check or credit card) within seven days of the drawing. Checks should be made payable to COTA with the patient name and the word ‘raffle’ in the memo space. Any cash proceeds should be consolidated into a money order and included with the mailing.
- **Raffles cannot be held without COTA’s prior approval.**
Guidelines for Third-Party Fundraising

If your COTA campaign will be the beneficiary of the proceeds from an event or activity conducted by another group, business or organization, please follow these guidelines:

Activity Promotion
1. The Children’s Organ Transplant Association name cannot be used in the activity promotion. However, the activity sponsor may mention COTA as the beneficiary of the proceeds if the organizers use one of the following options:
   - Proceeds from this event will go to Children’s Organ Transplant Association to assist patients like Name of Patient.
   - Your ticket purchase helps support Children’s Organ Transplant Association patients like Name of Patient.
   - The Name of Event will benefit the Children’s Organ Transplant Association.
2. COTA campaign supplies and other COTA resources cannot be provided or used for third party activities.
3. The campaign should not provide the activity organizer with any COTA contributor information.
4. The COTA campaign website may include a link to the organizer’s site. This link must be located under the Activities tab. The COTA campaign website can mention that the campaign will be the recipient of the funds from an event and include the date, sponsor and basic information. The COTA campaign website may also be used to thank the third party activity organizer for the gift.

Activity Logistics
1. COTA will not pay any costs or be responsible for any liabilities associated with a third party event.
   - If licenses or insurance is required for the event, it is the responsibility of the organizer to pay for and obtain the necessary documents.
   - All expenses of the event or activity are the responsibility of the organizers.
2. Campaign volunteers should not help plan or implement the third-party fundraising event or activity. A representative of the campaign or the patient family may attend the fundraiser but only to receive the donation or to answer patient transplant-related questions.
3. All proceeds should be sent to the Children’s Organ Transplant Association and should include the patient’s name on the memo line or noted in correspondence sent to COTA with the donation.
4. Third party activity organizers can access materials and information in the Miracle Maker area of the COTA website.

Acknowledgement of Donations
1. The event organizer is responsible for knowing general IRS rules and regulations.
2. COTA cannot acknowledge any gifts-in-kind as they were solicited, received and used by the organizer and not by COTA.
3. COTA will acknowledge gifts of $75 or more that are sent to COTA headquarters and that include the contact information of the contributor.
Guidelines for the COTA Challenge Grant Program

The Children’s Organ Transplant Association provides a challenge grant to any community fundraising campaign that meets the program requirements, which are noted below. These funds are allocated for the benefit of transplant patients six months after the start of the community fundraising campaign. There is no need to apply for the funds as they are automatically allocated, and each COTA community campaign is immediately eligible for funding when they begin a fundraising drive.

The COTA Board of Directors has made the commitment that funds raised for the benefit of our patients are to be used only for patient and transplant-related expenses. The challenge grant program exists to re-allocate funds as a means to assist all COTA families.

Challenge Grant Program Levels
COTA campaigns are eligible for challenge grant funds of either $2,500 or $5,000. A grant of $2,500 is awarded to COTA teams that reach $25,000, and a $5,000 grant is awarded when a team reaches $50,000 within the specified time period.

Volunteers will receive email notification when the challenge grant is allocated.

Note: These Challenge Grant Funds are not reflected on the COTA community campaign website’s fundraising thermometer.
Activity Insurance

Occasionally venues used for campaign fundraising events require a Certificate of Insurance from COTA.

Insurance coverage should be requested only when necessary. In most circumstances COTA can help secure this supplementary event insurance at a reasonable cost that will be part of the event’s overall budget. Please note the following:

- Insurance is not available for third-party activities.
- COTA cannot provide liability insurance for events serving alcohol.

Activity Insurance Application Process:
1. The Event Chairperson submits an event planning worksheet and budget to the Community Coordinator for review.
2. The Event Chairperson visits the venue and discusses contracts and rental guidelines. The venue should notify the chairperson if activity insurance is required. Note: COTA approval is necessary before signing any contractual agreements or making any deposits to the venue.
3. If insurance is required by the venue, the Event Chairperson completes the COTA Activity Insurance Application and sends the application and the budget to COTA. Applications must be submitted at least four weeks prior to the event.
4. COTA reviews the application and discusses any issues with the Event Chairperson and/or Community Coordinator.
5. The Certificate of Insurance is sent to the Event Chairperson.

An Activity Insurance Application form is available online in the Community Volunteers area of www.cota.org, and also on Page 36 of this manual.

You may copy the form on Page 36, complete it and submit it one of the following ways:

Email       CampaignInfo@cota.org
Fax         812.336.8885
Mail        COTA, 2501 West COTA Drive, Bloomington, IN 47403
Children’s Organ Transplant Association®
Activity Insurance Application Form

Campaign Name______________________________________________________

Contact Information for the Activity Chairperson

Activity Chairperson______________________________________________________

Address______________________________________________________________________

City_________________________ State ________________ Zip __________ County________

Phone ______________________________ Email Address_______________________________________

Information about the Activity

Name of Activity____________________________________________________________

Brief Description of Activity____________________________________________________________________________________

Will alcohol be served or sold? Yes    No

Will participants be using a pool or body of water for the activity? Yes    No

Date(s) of Activity_________________________ Start Time ________________ End Time________________

Activity Location/Venue Name____________________________________________________

Venue Address______________________________________________________________________

Venue Contact Person ________________________________ Contact Phone________________________

Anticipated Attendance___________________ Number of Volunteers________________________

Please remember:
• Allow 10 business days for application review and processing.
• Certificates will be sent to the Activity Chairperson listed above.
• COTA Campaign volunteers must not make a commitment to the venue prior to approval of the activity insurance application. All contracts must be reviewed by COTA.
• The cost of the insurance policy will be considered a fundraising expense, so please list the quote as a line item on the budget worksheet.
• Insurance is not available for activities sponsored, hosted or presented by other organizations.

Submit the Activity Insurance Application Form and a COTA Budget Form via:
• Email to CampaignInfo@cota.org
• Fax to COTA at 812.336.8885
• Mail to COTA, 2501 West COTA Drive, Bloomington, Indiana 47403

FOR OFFICE USE ONLY: Rec’d: Approval: Staff: Requested: Sent:

2501 West COTA Drive • Bloomington, Indiana 47403 • 800.366.2682 • CampaignInfo@cota.org • www.cota.org
Grant Application Procedures and Tips

Begin the Grant Process
Make lists of foundations that make charitable gifts or sponsor activities in your area. You may need to conduct research to identify foundations in your community or state. Check your local library for foundation directories. Matching grant criteria with your situation can be time-consuming.

Research
Research each foundation or grant-making organization to discover:

- Who can make the decision to give, and what are the timelines for applying?
- What and to whom has this foundation given in the past?
- What is a reasonable amount to ask them to give?
- What are the criteria for applying for grant funds?

Foundations usually will not give to individuals, but they may give to the Children’s Organ Transplant Association as a 501(c)3 non-profit organization. If this is the case, contact COTA to discuss the application process and how these funds may be reallocated to the campaign.

Compile the Information

- With the Children’s Organ Transplant Association’s approval, write a letter asking to apply for funds or request and complete an application for funds. COTA will assist you with any grant application. Typically, COTA’s information is needed to qualify for grant funds.
- If needed, set up an appointment with the grant officer. Have all necessary information and materials ready to share in a brief but effective manner.
- Make sure the foundation understands that the Children’s Organ Transplant Association is a 501(c)3 non-profit organization. COTA’s official IRS documentation is available if needed.
- Try to contact the decision makers through a respected officer or Board Member of the foundation and expect to make at least one follow-up call.
- Check the intent of the foundation fund. If it is locally based and supports local initiatives, you may be able to apply for the grant on your own. If it is a regional or national foundation, ask the COTA staff to work with you to complete the grant application.
COTA Policies

The Children’s Organ Transplant Association has a set of fundraising policies. These policies are in place not to deter community campaign efforts, but rather to protect campaign volunteers and enhance the community fundraising campaign.

As with all campaign resources, please contact COTA with any questions regarding COTA policies.

Alcohol Policy
Children’s Organ Transplant Association events cannot have alcohol served, in any circumstance, without a liquor license and liability insurance in effect. COTA does not have a liquor license, and will not apply for a license, or allow a COTA campaign to apply for a license. COTA does not provide liability insurance for any event, including those serving alcohol.

To serve alcohol at any COTA activity, alcohol must be served and/or sold ONLY under a liquor license and liability insurance held by someone else, AND their personnel must serve the alcohol.

COTA Campaign Letterhead Policy
All materials printed on the Children’s Organ Transplant Association’s campaign letterhead must be approved by COTA staff prior to printing and distribution.

Make photocopies of letterhead sent in the Community Coordinator’s materials, or download letterhead from the COTA website.

Contract Policy
Campaign volunteers should not sign contracts of any kind without COTA knowledge and approval. If the community campaign needs to sign a contract for any reason, please contact COTA for more information.

Printed Material Policy
All materials printed for campaign activities, including press releases, brochures, posters, flyers, etc., must be approved by COTA prior to printing and distribution. Usually edits are made within two business days of submission, but if faster approval is needed, call COTA to discuss the timeline. Typically the Community Coordinator or Public Relations Coordinator submits approval requests. Materials may be submitted via mail, email or fax.

Raffle and Gaming Policy
Call COTA before planning ANY raffle or game of chance (like a casino night) to discuss rules and gaming laws. COTA campaigns must follow all state/municipality gaming laws. Therefore, in some locations, raffles or other gaming activities may not be used as a fundraising tool. Please refer to Page 32 of this manual for COTA’s policies on raffles.
COTA Website Program

To make full use of the website tools, each campaign must have a Webmaster. COTA will train the Campaign Webmaster to use all of the website tools.

The Children’s Organ Transplant Association offers each campaign a customizable website. Each site offers a variety of tools to help volunteers maximize their fundraising efforts, as well as provides communications tools to share information about the transplant journey, volunteer opportunities and fundraising activities.

Website Features

- Unique domain name for the site.
- One click to Donation Page.
- Journaling tool for updates about the patient’s status.
- Pages for fundraising activity information and volunteer recruitment.
- Event pages where participants may register for fundraising events.
- Photo album and email update system available to registrants.
- Guestbook.
- Media Coverage.

Timeline and Fees

The COTA campaign website will be available for a minimum of one year at no charge. On an annual basis, COTA, together with the campaign and the family, can decide if the website needs to be renewed for an additional year.

Patient Donation Page

In addition to the campaign website, COTA provides each COTA patient with a Donation Page. This page is the portal for contributors to make contributions in honor of that patient (see Page 43). The patient Donation Page is available as long as the family is working with COTA.

Community Fundraising Campaign Information and Fundraising on the Web

If a website and/or domain exists that is used for fundraising purposes or updates about a COTA patient, COTA staff will assist you in using your old domain name to re-direct visitors to your COTA campaign website or help you in transitioning your website information. This includes websites devoted solely to a COTA patient and immediate family.
Website Guidelines

The Children’s Organ Transplant Association requires COTA community fundraising campaigns to utilize only the campaign website provided by COTA. This site supports the activities of the community fundraising campaign and informs campaign volunteers and the public about the patient and their situation. COTA campaign website services include:

- **Secure Donations** - Contributors can feel confident using COTA’s secure donation tool. Contributions can be made using VISA, MasterCard, American Express or Discover. Online contributions are acknowledged and are tax deductible to the fullest extent of the law.
- **Reciprocal Links** - COTA will do a reciprocal link from the COTA website to each COTA campaign website so anyone accessing either site can seamlessly access the other site. This is especially important as you will want to have a way for people to make online contributions, which they can do through the COTA website. There is no fee for this service and all contributions made to campaigns through the COTA website will be available for transplant-related expenses.
- **Ongoing Webmaster Support** – COTA will provide ongoing support and resources for every COTA Campaign website and Campaign Webmaster.
- **Website Content Review** - COTA periodically reviews the content of all sites to ensure that messages are consistent with COTA guidelines. COTA contacts Campaign Webmasters (and, if necessary, the Community Coordinator) to discuss any modifications.

COTA Web Services

Campaigns must have a Campaign Webmaster to utilize the full COTA campaign website. An ideal candidate would be an individual with some familiarity and experience in template-style websites, such as WordPress, Blogger and Facebook. When a Campaign Webmaster has been recruited and the lead campaign volunteers have completed the training process:

- The COTA campaign website will be made available with all current website features.
- COTA will provide training and a manual for the Campaign Webmaster.
- COTA will work with the Campaign Webmaster throughout the campaign.
- The campaign website will be available for a minimum of one year at no charge. On an annual basis, COTA, together with the campaign and the family, can decide if the website needs to be renewed for an additional year.
- COTA retains full oversight and editorial control of all COTA campaign websites.

COTA Campaign Website Timeline

- COTA provides a COTA campaign website at no cost for up to one year after the training date.
- After the first year, COTA staff and the patient family may decide to continue the website. The COTA campaign website may remain active for an additional year based on the status of the patient and fundraising.
- If a patient passes away while an active COTA campaign website is in use, the website is available for three months. A PDF version may be provided by COTA.
- The family and Webmaster are notified when the site is nearing expiration. At the family’s request, a PDF copy of the website may be made available.
If the Campaign or Patient/Family Already Has a Website
COTA patients and/or immediate family may not maintain any other website during the active fundraising campaign. If the family or campaign has a website, the Campaign Webmaster and/or family must contact COTA with the following information:

- The address of the site.
- The name, address, phone number and email of the webmaster.
- The date the site was (or will be) deactivated (must be within two weeks of the training meeting). If the site is not deactivated, a posting must be made linking to the COTA campaign website, with a note stating all transplant-related information will be found on the COTA website.
- A previously-used domain name may be redirected to the COTA campaign website. This option is only available if the previous site was active and has been disabled.
- The COTA URL (typically www.COTAforFirstNameLastInitial.com) must be used on all community campaign materials.

COTA Campaign Website Content Review
COTA will periodically review the content of the site to ensure that messages are consistent with COTA’s guidelines. COTA will contact your Webmaster to discuss any modifications.

- Campaign Webmaster Responsibility
  ✓ Regular updates to the campaign website, including adding event/activity dates, times and locations; soliciting gifts and volunteers; and encouraging the use of the site by the family and volunteers.
  ✓ Regular audits of the campaign website to ensure appropriate and accurate information in all parts of the site.

- COTA Webmaster Responsibility and Authority
  ✓ Regular audit of the campaign website for inconsistent, inaccurate or incomplete information and for spam.
  ✓ Notification to Campaign Webmaster when editorial changes need to be made by the Campaign Webmaster or have been made by COTA staff.

Use of the COTA Campaign Website for Sales of Merchandise and/or Tickets
- Campaigns may not use the COTA campaign website to sell merchandise due to tax-related issues and interstate commerce issues.
- Campaigns may be able to sell tickets to activities using the COTA campaign website, but only with COTA knowledge, approval and assistance.
- Campaigns may not have a PayPal account linked to the community fundraising campaign, as this requires a bank account and no other bank accounts are allowed during the COTA campaign.
Links

Links allowed on the COTA campaign website include:

- Links to newspaper, television and radio coverage of campaign activities.
- Links to third-party sites. See policy below for details.
- Link to the hospital where the patient will be/has been transplanted.
- Link to one medical website for more information about the patient’s condition.

Links to other groups not allowed on the COTA campaign website include:

- Links to businesses, churches, community groups, etc.
- Activity sponsor listings can be posted on the COTA campaign website, as well as photos of gift presentations, but no link should be provided to sponsors, etc.

Links from other websites to the COTA campaign website are allowed.

- Other organizations are allowed to establish a link to the COTA campaign website. Churches, businesses, workplaces, clubs and organizations may direct their members and employees to the COTA campaign website.

Third-Party Websites

A community campaign may have an individual or group, but not the campaign, operate and maintain a separate website solely for the purpose of selling merchandise or tickets (but not for any gaming activity including raffles) or for activity participant registration. *(This policy is subject to change, if necessary, based on legal issues.)*

- Definition of Third-Party Activity
  ✓ An activity planned and implemented by another party where COTA’s involvement in the activity is limited to accepting proceeds from the activity. COTA and COTA volunteers are not involved in the planning, implementation or promotion of the activity. COTA cannot accept or acknowledge any contributions made for or to support the activity.

- Mention of COTA
  ✓ A third-party website may mention COTA only as the beneficiary of the proceeds of the activity. Please see Page 33 of this manual for more details on third-party events.

- Proceeds from Third-Party Activities
  ✓ Proceeds are donated to COTA through a check, money order or credit card that comes directly from the third party event sponsor/organizer. The proceeds must include the campaign name (on the memo space on the check, for example) so the funds can be allocated appropriately.

- Links between the Third Party Website and the COTA campaign website
  ✓ A link from the COTA site to the third party site is allowed. This link must be located under the Activities Tab of the COTA campaign website.

- Other Information
  ✓ COTA is under very precise and strict federal and state statutes concerning fundraising and how description of activities are worded and presented to the public. COTA and the Community Coordinator must be aware of all fundraising activities.
  ✓ COTA reserves the right to review all Third-Party Websites and, on a case by case basis, to ask for modifications and/or to disable the link. Community campaigns will be notified should action be taken, but COTA reserves the right to disable any link in question at any time.
Other COTA Campaign Website Information

Copyrighted Materials
- Professional photos, sponsor logos and other copyrighted material can be included only with permission from the original source. COTA reserves the right to remove or edit any such material.
- Materials provided by COTA can be used without permission.

Social Media
- Social media websites are a good way to promote the community campaign website. Campaigns are encouraged to mention and provide a link to the campaign website and the Patient Donation Page.
- COTA’s Social Media Guidelines may be viewed on Page 45 of this manual.

COTA Patient Donation Page
- Every COTA patient receives a Donation Page from which contributors can make gifts in honor of that patient.
- The Donation Page is available as long as the family is working with COTA.
- Gifts can be made in honor or in memory of a patient from the COTA donation page. Contributors may always enter a patient’s name when making a gift.
- The Donation Page includes a thermometer that shows current fundraising totals. This should be the primary way campaigns access current fundraising totals.
- The Donation Page thermometer is updated:
  - Immediately when an online gift is made.
  - Daily with contribution totals from checks and credit card forms mailed to the COTA office.

For More Information
Contact the COTA Webmaster at 800.366.2682 or WebInfo@cota.org to discuss your web needs. You may also visit www.cota.org to see what COTA has available and to check out what other COTA campaigns are doing online.
Facebook and Social Media

The world is well-connected today thanks to social media. Facebook has proven itself to be the predominate method of instantly sharing pictures, messages and other forms of communication.

If you plan to incorporate Facebook into your COTA fundraising effort, the following page has extensive information about posting. Please read through the COTA Social Media Guidelines for Community Campaigns and distribute this information to your volunteer team. It is not only important to follow COTA guidelines, but also to preserve and respect a family’s transplant journey.

Any questions you may have about social media and your COTA community campaign should be addressed to CampaignInfo@cota.org.
COTA Social Media Guidelines for Community Campaigns

Please read carefully and communicate this information with your volunteers.

A key piece of the transplant journey is communication, which includes sharing health updates, success stories, challenges and COTA fundraising opportunities. Tablet computers, smart phones and wireless internet all simplify information sharing. While email is a great method of directing people to a COTA donation webpage or community campaign website, social media may provide optimal benefit and maximum outreach. COTA’s Social Media Guidelines should be read and reviewed by all community campaign volunteers to maintain appropriate social media updates regarding fundraising, event promotion and patient health status.

**Why is this so important?** Emotions can run high during a transplant journey. Once a Facebook entry or image is posted, it cannot be ‘unseen’. As a COTA community volunteer, consideration of a patient’s family’s wishes must be a priority. Likewise, posting incomplete or ambiguous information may result in questions that take away from fundraising success.

The table below shows some examples to help you understand what social media outreach is appropriate and beneficial.

<table>
<thead>
<tr>
<th>Not To Do</th>
<th>To Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a Facebook page that is not regularly monitored, or does not work in partnership with a COTA community campaign website or COTA donation page.</td>
<td>Use a Facebook page to complement a COTA website or donation page. Regularly monitor postings and updates for accuracy, and include links to the COTA website to encourage donations. Include a link on the “About” section of the Facebook page to the COTA community campaign website or donation page.</td>
</tr>
<tr>
<td>Post photographs the COTA patient and family would not approve of, or share information the family has not personally generated or approved.</td>
<td>Use pictures that depict truth and emotion, but also those that will be catalysts for contributions. Be sure every post is grammatically correct and factual, and communicates an important message to followers and potential contributors.</td>
</tr>
<tr>
<td>Create events or share pictures on Facebook and not duplicate the information on the COTA community campaign website.</td>
<td>Promote the COTA community campaign website as the primary source of information because it also provides COTA donation opportunities. Always remember to pre-approve all event details and promotional pieces through <a href="mailto:CampaignInfo@cota.org">CampaignInfo@cota.org</a>.</td>
</tr>
<tr>
<td>Leave the Facebook page separate from a COTA community campaign website.</td>
<td>Link the Facebook information feed to the COTA community campaign website. For assistance, contact <a href="mailto:WebInfo@cota.org">WebInfo@cota.org</a>.</td>
</tr>
</tbody>
</table>

There are currently many forms of social media, and the list will undoubtedly continue to grow. By using Facebook as your COTA community campaign’s primary social media platform in partnership with the COTA community campaign website or donation page, there will be less confusion and fewer necessary updates as events occur.

COTA shares patient and community campaign stories through its own social media efforts and ongoing communications with contributors, volunteers and supporters. Please know that any photographs or information used by COTA community campaigns on social media or COTA websites may also be used in various online and printed COTA communications. COTA will make every effort to communicate its intention of sharing photographs and patient updates with families and community campaign coordinators.

**Again, please regularly communicate and reaffirm COTA’s Social Media Guidelines with your volunteers.** Before announcements, flyers and details about fundraising events are published in written form, on the COTA community campaign website or in social media, approval is required by emailing the final document to CampaignInfo@cota.org. You may also direct any questions regarding media outreach and coverage to PRInfo@cota.org.

2501 West COTA Drive · Bloomington, Indiana 47403
Phone: 800.366.2682 · Fax: 812.336.8885 · Email: CampaignInfo@cota.org · Web: www.cota.org
Email and Campaign Website Solicitation Guideline

To help maximize your fundraising effort, and to ensure all federal and state laws and regulations are strictly followed, COTA has established policies and guidelines regarding the use of the COTA campaign website for solicitation of contributions and for sales/promotion of merchandise.

When the COTA patient or his/her parents signed the COTA Patient Agreement, they agreed to follow all policies and guidelines. All community campaign volunteers need to abide by the agreement as well. If you have specific questions or if you need clarification, the COTA team is just a phone call or email away. The COTA staff is happy to assist you with your efforts.

**COTA does not allow PayPal accounts.** COTA cannot set up a PayPal account because it needs to be attached to a bank account. COTA cannot do this with the local account or with any other COTA account. If the volunteers would like to establish a PayPal account for a legitimate purpose, they can do it as a third-party activity, which means that COTA and COTA volunteers are not involved, and the community campaign does not promote or plan this as a COTA activity. It is important to note that contributors will not be acknowledged if proceeds are received through PayPal. COTA is the beneficiary of proceeds only.

**COTA does not allow online sales of merchandise or other items using the COTA campaign website.** The only circumstance in which COTA allows online sales using any website is if the organization providing the website is in the business of online/ecommerce, and then only if the service fees are waived or reduced. (This is a fundraising expense that must be approved using the COTA budget process). Due to sales tax issues, IRS regulations and oversight issues, COTA cannot allow COTA campaign websites to be used for merchandise sales.

**COTA does allow activity registration or sale of event tickets using the COTA event pages.** With COTA knowledge, approval and assistance, COTA campaign event tickets may be sold using the campaign website. Please contact WebInfo@cota.org as soon as possible in your planning process to get more information about this option.
Community Campaign Volunteer Web Resources

The Children’s Organ Transplant Association offers a wide variety of resources to assist with raising funds for transplant-related expenses.

Follow these steps to get to the Volunteers login page:

2. Click the Volunteers link located on the COTA website home page.
3. When you access a volunteer resource, the page will open and ask for a password. The password is miraclemaker.
4. After you have logged in, you will be able to access a variety of options and links.

Be sure to check the area frequently as COTA adds and updates community campaign resources regularly.

Each week lead volunteers will receive an email from COTA Communications. This email will have a suggested fundraising idea, an important update or news that is vital to the community campaign. Please be sure to read these brief emails, which often have links to the Volunteers page on the COTA website.

COTA welcomes volunteer feedback and suggestions. Please let COTA know if there is a resource that would help future community campaigns. Based on your comments and suggestions, COTA can continue to add, improve and expand our resource materials.
Ideas for an Annual COTA Activity

Many of the resources needed to help implement these ideas below can be found as templates in the Community Volunteers area of the Children’s Organ Transplant Association website, www.cota.org.

- **Balloon Launch**
  Enlist the support of your park district or school field area and hold a community balloon launch. You may consider selling balloons with note cards attached on which purchasers can write their messages of hope, encouragement and celebration. This can also be a great educational opportunity if you launch green and white balloons and remind attendees that it is to build organ donation awareness.

- **Dinner and Auction**
  Duplicate a popular menu offering or venue you used during the community campaign and host another similar event. As a twist, solicit auction items that have ‘celebration themes’ from party supplies to spa get-a-ways. Follow through with this theme with festive décor and New Year’s Eve type noisemakers.

- **Athletic Event**
  Get your community physically involved in a golf tournament, bike ride, fun or competitive run/walk or bowling event. If applicable, pick a type of activity the patient, now post-transplant, is able to participate in … possibly one he or she could not join in before. In the case of a very young patient this may be a Wagon Pull around the community park or for a teen patient, a soccer tournament. Generate revenue by charging individual or team entry fees or by making the event an ‘A-Thon’ so all participants collect pledges prior to the event.

- **Re-Birthday Party**
  Serve cake and ice cream while your COTA patient blows out one more candle on the cake. Issue party invitations that request in lieu of pretty, wrapped packages you will have a ‘gift box’ to drop financial contributions -- what they would have spent on a birthday gift.

- **A Non-Event Event**
  In this case, DO NOT throw a party. Instead, send invitations sharing your patient’s miracle story and asking for contributions in the amount of what the invitee would have spent on dinner, auction bidding, drinks, a gift for the honoree and perhaps childcare for the evening out. You may also wish to offer contribution amount suggestions, such as $100 for 100 hugs given in the last year; $75 in honor of the 75 days spent at home versus the hospital this past year, or $25 representing the meal the family did not have to eat in the hospital cafeteria. Find numbers that relate to the COTA patient, and make it easy for any age to contribute.
COTA Miracle Makers

COTA Miracle Makers are a group of people committed to helping the Children’s Organ Transplant Association and COTA patients. COTA works to identify and contact campaign volunteers who are interested in continuing their work with COTA.

Miracle Makers help COTA and COTA community campaigns through the following means:

1. Providing resources, advice and support to new COTA community fundraising campaigns in their area.
2. Making presentations about the organ and tissue donation process and COTA to public groups and transplant patient support groups.
3. Planning and implementing fundraising and awareness activities.

COTA Miracle Makers receive materials and communications to support their activities, and are encouraged to seek out opportunities to talk about COTA programs and the organ and tissue donation process.

Please submit names and contact information for campaign volunteers to COTA following the conclusion of the community fundraising campaign.

Please email MiracleMakerInfo@cota.org to learn more about the program and how you can continue to give hope and make miracles for transplant families.
Recognizing Your Volunteers

It is very important to publicly recognize the efforts of those who support the COTA community campaign.

- Use COTA thank you note cards and envelopes to send a quick note of thanks to individuals or groups who have helped your community campaign.
- Work with the Public Relations Coordinator and the Webmaster to publicly thank volunteers and groups. Posting photos on the COTA campaign website can be very effective.
- Tell the media. Community groups can be inspired by the actions of others. Let the public know who made a difference in the life of a COTA patient.
- Ask your Public Relations Coordinator to send a Letter to the Editor to local newspapers thanking businesses and groups for their support. Sample Letters to the Editor are available online.
- Use customizable Certificates of Appreciation, available in the Volunteers area of the COTA website, to recognize key volunteers.
- At the campaign Celebration Event, be sure to thank groups and individuals who made the community campaign successful. Be sure to keep an accurate list, and do not forget a key supporter.

National Volunteer Appreciation Week

April 10 – 16, 2016

April 23 – 29, 2017

April 15 – 22, 2018

“COTA provided tools to help our volunteers plan fundraising events and the COTA staff helped get our volunteers excited about supporting our family. COTA provided our campaign credibility. With COTA’s ongoing help, we met our fundraising goal.”

Comment from a COTA Family
COTA’s Top 10 Fundraisers

Fundraising for your COTA community campaign can take several forms. To help you in your efforts, COTA has assembled a list of Top 10 ideas. Remember, any COTA community campaign fundraising activity is most successful when a group of volunteers works together as a team. One person cannot plan and implement most successful fundraisers, but one person can get the ball rolling.

10 Community Involvement
Community groups exist to be philanthropic. Capitalize on the missions of organizations by inviting them to partner with the COTA community campaign. These groups are looking for ways to help in your community -- provide them with information about your COTA patient and ways in which they can get involved.

To get started, identify inside connections with these potential partners. Be sure to ask your volunteers if they belong to community organizations, or know people who are members. The relationships between members of a club, civic group or religious congregation often result in wholehearted support of another member’s appeal or request. Seek out a member with whom you can share the COTA family story, and then ask them to take it to their group … member-to-member.

Work with your COTA campaign volunteers to compile a list of organizations in the community and then develop a plan for approaching each group. The plan should include who, how and when to make the first contact; what you will ask the group to do, and how you will follow up.

9 COTA Bowling for Life
Family-friendly fundraising events can be an important component of your COTA community campaign. Consider COTA Bowling for Life, which has been a popular activity for COTA community campaigns. Review the COTA Bowling for Life resource on the Fundraising Resources link in the Volunteers area of the COTA website (www.cota.org). This is an extensive fundraising plan to assist volunteers and includes a variety of planning ideas and event templates related to hosting a successful fundraiser at a local bowling center. Also included is information about additional COTA fundraising opportunities during the event, such as rummage sales and silent auctions.

8 Bake Sales, Lemonade Stands, Car Washes and Rummage Sales
In some cases, simpler is better. Try holding one of these classic community fundraisers, which are proven ways to raise funds with minimal expense and planning time. Gather your supplies, which include volunteers. Then pick and confirm a date, time and location. Finally -- promote, promote, promote. These also provide great opportunities to involve students in your fundraising activities.

7 Coin Collections
Pennies, nickels and dimes do add up!
To help communities ‘find’ those coins, COTA provides each community campaign with coin canisters in almost any quantity at no cost. COTA creates a personalized canister sheet featuring a photo of the COTA patient and contact information for the lead volunteer. Place these canisters in businesses throughout the community, and have a plan to manage the canisters. Canisters require frequent emptying. As the proceeds from the
canisters are collected, submit the funds to COTA by converting the cash to a money order.

Consider using this activity in schools and churches, too. Many youth groups enjoy collecting coins -- some even make a coin collection a competition among classes when you add prizes for the most successful group.

6 Restaurant and Retail Partnerships

Businesses, big and small, look for ways to show employees and customers that the company cares about the community. Getting employees involved while representing their employer not only boosts morale, but also has the added bonus of great public relations for the company.

It is not difficult to find a way to benefit the business and your COTA community campaign. For instance, you can plan a ‘Dine Out for a Cause’ activity. The campaign team works with a local restaurant to have an evening where a percentage of each purchase is donated to your COTA community campaign. In return, the campaign publicizes the activity and draws people into the restaurant. This benefits everyone.

Or you can ask a local store to ‘round up’ each purchase to the next dollar. So a $9.15 tab would be rung up as $10. The difference is donated to the COTA community campaign. Again, the campaign promotes the activity and draws new customers to the store.

5 Games of Chance and Auctions

Gaming is an activity that requires payment to play and winning involves chance. Auctions involve competitive bidding among individuals, but only the highest bidder pays for his or her purchase.

Both of these activities may be a good way to raise money quickly, with limited expenses. While games of chance (like raffles) work well, you must allow time to follow COTA’s directions regarding licensing, vendor selection, authorized suppliers and ticket printing. If you do not have a committed volunteer willing to work on the gaming administration details, then do not plan a gambling activity.

Auctions and gaming activities are most successful when campaigns have the support of the community. In order to maximize auction or gaming activity income, campaign volunteers should solicit community businesses for prizes or auction items. Always make sure to recruit adequate volunteers to sell tickets to the auction event or tickets for the drawing.

4 Contributor Challenges

Engage your social network in a friendly competition to raise funds in honor of your COTA patient. Perhaps you can challenge all of your friends to make a $10 contribution and then pass the challenge on to 10 friends. Or maybe you can unveil a challenge to raise $1,000 in a short period of time with the promise that a contributor will match the amount raised in that timeframe. A Challenge can be particularly successful in celebration of your COTA patient’s birthday or transplant anniversary.
Be sure to review the COTA Guidelines for Social Media for suggestions and tips. Remember to encourage your social network to visit the COTA Community Campaign website to make a contribution.

Make a plan for a challenge that you feel will motivate contributors. Then post a Challenge Event announcement on your COTA campaign website as well as the team’s Facebook page. Email the link to the posting to everyone on your team and ask that they forward the message to everyone in their electronic address books. Share the post on Facebook. Spread the word and watch the challenge take off.

3 Golf Outings
Planning and hosting a golf outing can be exhausting, time consuming and somewhat risky because golf outings require a fair number of committed volunteers as well as fair weather. However, the results can be outstanding. In fact, golf outings remain one of the most popular special event fundraisers.

Start by determining whether you have a reasonable pool of potential sponsors and participants. Sponsorships and golfer registrations are the key to the success of the event. But do not forget to plan auctions, raffles and on-course activities, too. Research golf courses and clubs in your area to determine the best location for your event. Review the COTA Golf for Life publication on the Fundraising Resources link in the Volunteers section of the COTA website (www.cota.org) for more tips and instructions.

2 A-Thons
An ‘A-Thon’ event (Walk-a-thon, Bike-a-thon, Dance-a-thon, etc.) can involve large groups of people in an activity that is both fun and worthwhile. It usually costs nothing to join the fun. Event participants ask their friends, neighbors, and colleagues to contribute pledges that ‘pay’ for their participation.

There is a great A-Thon for almost every group and setting. Step one may be to determine what location would be a good fit for an event. Finding a location for your event -- walking track, roller rink or school gym -- might determine the focus of your event. Then make sure your proposed location is inexpensive (or possibly free) to use and available on the date(s) and times that will work best for the COTA community campaign. From there you can start planning and recruiting participants.

1 Viral Fundraising
The Internet allows instantaneous and easy-to-transmit communication. You can successfully harness the power of the Internet for your COTA community campaign.

Social scientists tell us that each person has at least 10 people in their close network of friends, family and associates. When a friend gets an email from you, he or she is likely open, read, and, most importantly, act.

Viral fundraising is easy. Simply provide a message for your community campaign volunteers to email to their family, friends and colleagues. Make sure the message includes information about the COTA community campaign and how to get involved by volunteering, attending a campaign event or making a contribution. Always include a
direct link to the COTA community campaign website and to the Patient Donation Page so recipients can get more information quickly and easily. Take the additional step of providing messages for your volunteers to use on the social networking sites like Facebook, encouraging supporters to ‘like’ and ‘share’ your COTA community campaign Facebook page.

**COTA … For Life**

COTA has three, all-in-one fundraising events available for community campaigns. COTA Bowling for Life, COTA Golf for Life and COTA Football for Life have a variety of event planning suggestions that an active group of volunteers can organize. To learn more about these events, please visit the Volunteers page at www.cota.org and download the files. Be sure to communicate your plans with COTA. COTA’s team of professionals wants to help your volunteer team be successful in any and every way possible.

*COTA’s Top 10 Fundraisers list contains ideas for groups with varying resources. Remember that one group’s best idea may not work in your area or with your volunteer group. Review the entire list and the examples, templates and tips that are available at www.cota.org for these activities. Then, ask your team to choose activities that best match your community’s interests and resources, as well as the personal and business networks of your volunteers.*


**Event Planning**

It is important to have a written plan for each COTA fundraising event. Before any event chairperson begins organizing an event, he or she should submit an event plan and budget to the Community Coordinator for review. If the activity has expenses that will need to be paid from the proceeds, or if the activity will raise more than $5,000, the Community Coordinator must forward the budget form to COTA. **Budget forms should be submitted to COTA at least one month prior to the event for final approval and before any money is spent.**

The event plan should include a description of the event, a list of committee chairs and potential volunteers, and a budget. It is important that the plan be as detailed as possible.

From the plan, the event chairperson should create a task list and a timeline. This will help the committee chairs to make their plans and begin recruiting their volunteers.

All event committee task lists should include:

- Who will be working on what?
- What will each committee person be responsible for?
- When will each person need to complete his or her part of the plan?
- Where will each function be performed (before, during or after the activity)? This will ensure you have volunteers in both the planning stage and the event management stage.

Early in your event planning process is also the time to begin soliciting in-kind donations. Make a list of items you will need. At your first volunteer meeting, distribute a copy of this list. Your volunteers may have connections that will help to get your effort started.

Provide your volunteers with copies of COTA’s Gift-In-Kind Forms (see page 29 of this manual to review how to use this form) and a copy of COTA’s IRS Determination Letter (available electronically in the Volunteers section of www.cota.org) to help them solicit and document gifts-in-kind.

Ongoing support from the team at the Children’s Organ Transplant Association is always just a phone call or email away. Please do not hesitate to ask questions.
COTA Event Webpages

Occasionally a COTA community campaign asks for a fundraising website that can track contributions specific to an event. For example, if a 5k walk/run is held, and a campaign wishes to track contributions related to the event, COTA can assist with an event webpage. These pages are created by COTA staff, and are available with the following provisions:

- All marketing materials must be approved by COTA.
- A budget worksheet must be submitted and approved.
- The event must fully comply with COTA guidelines.

The event webpage tracks contributions separate from individual COTA community campaign fundraising. Once an event is completed, the funds raised on the event webpage will be transferred and added to the COTA community campaign fundraising goal.

Typically COTA needs three business days to create and activate an event webpage.

If you are interested in having an event webpage, please contact CampaignInfo@cota.org for more information.
Children’s Organ Transplant Association

Event Worksheet

Name of the Event

Description of the Event

Proposed Date of the Event

Location of the Event

Number of Participants

Number of Spectators

Publicity Needed

Committee Chairs (list committees and, if recruited, who are committee chairs)

Volunteers (number needed and tentative schedule)

Expenses

Income

Proposed Profit from Event
**Sample Event Timeline**

<table>
<thead>
<tr>
<th>Date to Complete</th>
<th>Task</th>
<th>Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Research and approach event chairperson</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Determine number of volunteers needed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recruit volunteers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Form committees</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Begin regular committee meetings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Meet with committee chairs to review plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hold a walk through with committee chairs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Meet with venue/contractors to finalize arrangements</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date to Complete</th>
<th>Task</th>
<th>Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Visit possible venues</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Check proposed date for conflicts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Get cost estimates for location, food, printing, etc.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Get bids for music, decorations, printing, etc.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Draft and submit budget to COTA for approval</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Compile mailing list for invitations/brochures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Get written contracts from vendors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop alternative plans (bad weather, etc.)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>List items for possible donations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>List potential contributors for items needed for event</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Investigate need for permits, licenses, insurance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sign any contracts (with COTA approval)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Complete mailing lists for invitations/brochures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Solicit contributors and sponsors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Set menus</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finalize audio/visual equipment needs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Select and order trophies/awards</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Confirm sponsors and donations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Secure permits, insurance, etc.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review signage needs for event</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review budget and task sheets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Start phone follow-up calls for contributions and sponsors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assign seats/tables/holes/courts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Give estimate to caterers/food and beverage chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Confirm security needs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Schedule deliveries of rental items</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Confirm set up time with volunteers and site coordinator</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Confirm decoration plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Get revised food and beverage numbers</td>
<td></td>
</tr>
</tbody>
</table>
### Event Publicity

<table>
<thead>
<tr>
<th>Date to Complete</th>
<th>Task</th>
<th>Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Develop press release announcing event</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Get the event on community calendars</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Get brochure/invitation designed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prepare final copy for posters, ads, tickets, etc.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Get all pieces approved at <a href="mailto:CampaignInfo@cota.org">CampaignInfo@cota.org</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Order invitations/brochures, tickets, signs, etc.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mail invitations/brochures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Distribute posters</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Confirm media participation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Release press announcements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Place advertising (if part of a COTA approved budget)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sell tickets</td>
<td></td>
</tr>
</tbody>
</table>

### ONE WEEK BEFORE THE EVENT

<table>
<thead>
<tr>
<th>Date to Complete</th>
<th>Task</th>
<th>Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Meet with all committees</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finish ticket sales</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Confirm numbers of participants</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finish seating/table/hole/etc. assignments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finalize registration procedures and give to volunteers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Double check delivery times and dates</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reconfirm event site, rooms, transportation, supplies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make follow up calls to the media</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Distribute flyers and posters</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hold final walk through at site</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make final volunteer assignments and give to each volunteer</td>
<td></td>
</tr>
</tbody>
</table>

### EVENT DAY

<table>
<thead>
<tr>
<th>Date to Complete</th>
<th>Task</th>
<th>Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Arrive early</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unpack equipment and supplies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assign volunteers as they arrive</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Check with committee chairs that all bases are covered</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Check sound/lighting/etc. equipment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Set up registration area and train registration volunteers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Go over details with food and beverage chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make final calls to the media</td>
<td></td>
</tr>
</tbody>
</table>
As a 501(c)3 not-for-profit organization, the Children’s Organ Transplant Association (COTA) receives contributions to help offset transplant-related expenses. COTA then disperses funds to families to offset those expenses.

A crucial part of the contribution process is to clearly state who is receiving the gifts and how they will be used. Financial contributors must know their gifts are contributions to COTA and not to the patient/family directly. Contributions to COTA will be used to reimburse transplant-related expenses, and are tax deductible to the fullest extent of the law.

**Why is this so important?** While it is highly motivating to promote helping a local patient’s family with expenses, if the family receives money directly it is considered taxable income and the contributor cannot receive a tax deduction. Therefore, the public should not be misled to believe their gifts immediately go to COTA families. It should be clear that transplant families are the beneficiaries of COTA funds, and the community campaign is raising funds that can be used by transplant families as they need them throughout their transplant journey.

The table below shows some examples to help you understand what wording is appropriate.

<table>
<thead>
<tr>
<th>Not Allowed</th>
<th>Allowed</th>
</tr>
</thead>
<tbody>
<tr>
<td>A group of volunteers from Nashville, Tennessee, have been working with</td>
<td>A group of volunteers from Nashville, Tennessee, have been working</td>
</tr>
<tr>
<td>the Children’s Organ Transplant Association (COTA) to raise funds for</td>
<td>with the Children’s Organ Transplant Association (COTA) to raise funds</td>
</tr>
<tr>
<td>Jane’s transplant-related expenses.</td>
<td>for transplant-related expenses for children like Jane.</td>
</tr>
<tr>
<td>100% of the proceeds raised from fundraising go to Johnny and his family</td>
<td>100% of the proceeds raised from fundraising will go to COTA to</td>
</tr>
<tr>
<td>to pay transplant-related expenses.</td>
<td>assist families like Johnny’s with transplant-related expenses.</td>
</tr>
<tr>
<td>Fundraising proceeds will benefit Jean in her campaign with COTA.</td>
<td>Fundraising proceeds will benefit COTA in honor of Jean to assist</td>
</tr>
<tr>
<td></td>
<td>with transplant-related expenses.</td>
</tr>
<tr>
<td>Friends and family members of local boy Sam Doe are hosting a bake sale</td>
<td>A bake sale will be held in honor of Sam Doe, a Chicago-area child</td>
</tr>
<tr>
<td>to raise money for his liver transplant. The group is working with the</td>
<td>who needs a liver transplant. Sam’s family has asked for assistance</td>
</tr>
<tr>
<td>Children’s Organ Transplant Association to raise funds for the family’s</td>
<td>from the Children’s Organ Transplant Association. Funds are being</td>
</tr>
<tr>
<td>expenses.</td>
<td>raised to assist with transplant-related expenses.</td>
</tr>
</tbody>
</table>

*Again, please regularly communicate and confirm this information to your volunteers to make sure there is no question about the path the contributions will take. Before announcements, flyers, and details about fundraising events are published in written form, on the patient’s COTA website or in social media, approval is required by emailing the final document to CampaignInfo@cota.org. You may also direct any questions about responding to media coverage to PRInfo@cota.org.*

The Children’s Organ Transplant Association is a national charity that provides fundraising assistance to transplant families. Since 1986, COTA’s priority is to assure that no child or young adult is denied a transplant or excluded from a transplant waiting list due to lack of funds. 100% of all funds raised in honor of transplant patients are used for transplant-related expenses.

2501 West COTA Drive · Bloomington, Indiana 47403
Phone: 800.366.2682 · Fax: 812.336.8885 · Email: cota@cota.org · Web: www.cota.org
Patient Biography

Patient Name ________________________________________________

Nickname ___________________________ Age ______ Birthdate ____________________

School Grade ______ School Name/Location ________________________________________

Extracurricular Activities/Interests _______________________________________________

________________________________________________________________________________

________________________________________________________________________________

Clubs/Organization/Church/Sports Team Involvement _________________________________

________________________________________________________________________________

________________________________________________________________________________

Other Patient Information _______________________________________________________

________________________________________________________________________________

________________________________________________________________________________

Favorite Things _________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

Family Contact Information

Parent Name(s) ________________________________________________________________

Phone Numbers  Home __________________________ Cell ____________________________

Email _____________________________________________________________

Permanent Address _________________________________________________________

Address at Transplant _______________________________________________________

Sibling Name(s) and Age(s) _________________________________________________

________________________________________________________________________________

________________________________________________________________________________

Grandparent Name(s) and Location(s) ____________________________________________

________________________________________________________________________________

________________________________________________________________________________
Hospital and Transplant Information

Diagnosis__________________________________________________________

Symptoms of Underlying Cause for the Transplant_____________________________________________
______________________________________________________________________________________
___________________________________________________________________

Prognosis______________________________________________________________________________

Proposed Treatment______________________________________________________________________

Date of Diagnosis________________________ Type of Transplant_______________________________

Listed on transplant waiting list?  _____yes  _____no

Already transplanted?  _____yes  _____no  Date of transplant___________________________________

Transplant Center________________________________________________________________________

City________________________________________________  State_____________________________

Estimated Cost of Treatment______________________________________________________________
COTA Community Campaign Information

Your Community Campaign Goal $______________________________

Start Date of Campaign_______________________________

Campaign Website Address______________________________________________

Funds to be Used for the Following Transplant-Related Expenses (check all that apply):

- Lodging/Food at Transplant Center
- Transportation to Transplant Center
- CoPays/Deductibles/Premiums
- Household Expenses while at Transplant
- Post-Transplant Expenses
- Hospital Expenses
- Medications
- Donor Search/Expenses
- Other – Specify______________________________________________________________

Your COTA Community Campaign Goal is an estimate of the need through a transplant and at least two years of post-transplant follow up.

The Goal is not a measure of your fundraising success, but is a way to communicate what a transplant family’s general financial needs are to the community who will be supporting your efforts.

100% of all funds raised are used for transplant-related expenses.

Public Relations Coordinator Contact Information

Name_________________________________________________________________________________

Address_______________________________________________________________________________

Phone Numbers Home___________________  Cell___________________   Work___________________

Email ____________________________________________________________

Webmaster Contact Information

Name______________________________________________________________

Address_______________________________________________________________________________

Phone Numbers Home___________________  Cell___________________   Work___________________

Email ____________________________________________________________
Other Key Volunteer Contact Information

Name __________________________________________________________

Address _______________________________________________________

Phone Numbers Home___________________  Cell___________________   Work___________________

Email____________________________________________________________________

Other Key Volunteer Contact Information

Name __________________________________________________________

Address _______________________________________________________

Phone Numbers Home___________________  Cell___________________   Work___________________

Email____________________________________________________________________

Other Key Volunteer Contact Information

Name __________________________________________________________

Address _______________________________________________________

Phone Numbers Home___________________  Cell___________________   Work___________________

Email____________________________________________________________________

Other Key Volunteer Contact Information

Name __________________________________________________________

Address _______________________________________________________

Phone Numbers Home___________________  Cell___________________   Work___________________

Email____________________________________________________________________

Other Key Volunteer Contact Information

Name __________________________________________________________

Address _______________________________________________________

Phone Numbers Home___________________  Cell___________________   Work___________________

Email____________________________________________________________________