

## **Naming Rights vs. Sponsorships**

Presented by Ed Rossman

Friday, May 19, 2017

Society of Ohio Archivists

Thanks for attending this talk today! Contact information and other resources will be on the last slides of this presentation.

## Ideas on Topic

Book Review: 40+ New  
Revenue Sources for  
Libraries and Nonprofits

More ideas:  
[Facebook.com/rev4lib](https://www.facebook.com/rev4lib)



Book released in August, 2016, combining my 20+ years of library work and 15 years of Broadcast business experience.

Have conducted many webinars and am conducting the 2<sup>nd</sup> 4 week eCourse through ALA Editions about it, began on May 1<sup>st</sup>.

Show of hands, how many have the book?

The way the book is structured is, Part 1 contains 9 Foundational Chapters, which I'll briefly go through today. Part 2 has 40+ mini-chapters on the methods, each one drawing specific information from the foundation chapters suitable to that method. I'll do 2 today.

In the appendix is a "Money Matrix" you can use for brainstorming the methods in a group setting, without everyone needing to read the whole book. The idea behind that is efficiency. A committee could review and discuss the options on the money matrix, as to whether it'd be a good fit for their circumstances, pick 5 – 6 methods, and read each one of those as to what first steps and preparatory exercises to take to set it into action.

I wrote it that way to help people with breaking their inertia and trying something they need to do. To quote Amelia Earhart, "The most difficult thing is the decision to act, the rest is merely tenacity."

## Money woes? Like being in a box!



How do you think she feels?

No vision; can't see

Can't hear; can't be heard?

Loss of direction; confusion, disorientation

Scared; bewildered, disturbed

Perturbed, upset

Lost; adrift, unmoored

Claustrophobic? Restricted, squeezed, tight

Uncomfortable, awkward

## What can put you in a box?

<i>Typical Problem</i>	<i>Typical Reaction</i>
Cuts in State Funding	Cutting Hours
Rising Health Costs	Cutting Personnel
Rising Material Costs	Cutting New Material
Rising Repair Costs	Cutting Expenses in Programming and Services

Chapter 1 lays it out; typical things that happen when traditional money gets tight or goes away.

My solution, **make money not excuses**

In addressing the problems of a revenue drought in a competitive field, where all Nonprofits are scrambling for funds, 2 things spring to mind.

Beefing up your metrics with partnerships (and great product of course)

and stretching the field with technology are the main things I can think of, and I'll be going over both today.

Look outside the box!



Be Creative!

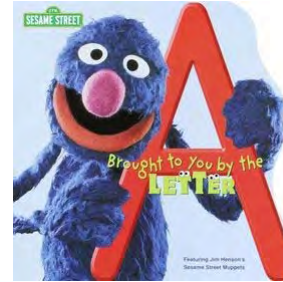
"If the wind will not serve, take to the oars."  
- Latin Proverb

- 1 Sponsorship (SP) In Newsletters
- 2 SP Websites
- 3 SP Podcasts
- 4 SP Cable programming
- 5 SP Calendars & Special Publications.
- 6 SP Digital signage
- 10 SP Book Plates
- 17 SP Events/ Programs
- 24 Naming Rights (NR): Buildings
- 25 NR/SP: Collection Areas
- 26 NR/SP: Furniture
- 27 NR/SP: Materials
- 28 NR/SP: Rooms
- 29 NR/SP: Own –a-Day
- 32 SP Receipts

I'll go over methods number 5 and 29 today!

If your traditional funding starts to go dry, and grants are tight, use other techniques to gain revenue.

Naming rights – how something is known  
Sponsorships – how something is provided



Grover!

The major difference between naming rights (NR) and sponsorship (SP) is a matter of semantics. NR will be how **something is known**. SP is **how something is provided for**. In reviewing the broadcast model, the difference between these would be like having an advertiser's name imbedded in the title, like "Mutual of Omaha's Wild Kingdom," as opposed to "the following presentation is brought to you in part by Mutual of Omaha."

### Differences Between Naming Rights and Sponsorships

The 2 major differences, *length of the contracts and inclusion of sponsorship gift ladders*

Naming rights – how something is known  
Sponsorships – how something is provided

In reviewing the broadcast model, the difference between these would be having an advertisers name imbedded in the title, like “Mutual of Omaha’s Wild Kingdom,” as opposed to “the following presentation is brought to you in part by Mutual of Omaha.”

The contractual terms and setting of value, are pretty much the same.

Sample Sponsorship acknowledgement phrases:

\* for collection areas: “Enjoy this new family biography section, partially sponsored by . . .”

\* for furniture: “Enjoy this bench, chair, or work desk, compliments of . . .”

\* for materials: “This scanner is available thanks to a generous contribution by . . .”

\* for rooms: “The archives thanks ... for helping us maintain this space for your meetings.”

Sample SP acknowledgement phrases:

- \* for collection areas: “Enjoy this new fiction, partially sponsored by . . .”.
- \* for furniture: “Enjoy this bench, chair, or work desk, compliments of . . .”.
- \* for materials: “This book/DVD/Playaway is available thanks to a generous contribution by . . .”.
- for rooms: “The library thanks . . . for helping us maintain this space for your meetings.”

Stewardship—Have a publicity story ready for them. Acknowledge their support and deliver on what you promised. Stay connected.



## Naming Rights Concepts

- Most visible on public sports venues.
- Schools, libraries, and other institutions also supplement their tax and bond monies with naming rights.
- The source of revenue could be from the public, businesses, or foundations, and should generate a significant amount of income.

Everyone reading this probably is familiar with community examples of naming rights, which are most visible on public sports venues. However, schools, libraries, and other institutions also supplement their tax and bond monies with naming rights. One library with a seven-million-dollar bond campaign supplemented that over 10 percent—\$724,000—in naming rights money (O'Connor 2013). This is a traditional approach to naming rights, which can and should evolve to a more proactive and renewable fund-raising method. To use broadcast model verbiage, they can also be sponsorships. The source of revenue could be from the public, businesses, or foundations, and should generate a significant amount of income.

#### Four Factors in Choosing Naming Rights Locations and Value

1. Visibility and prominence of the location (will determine how many impressions are delivered)
2. Size of the location (usually square footage, as used in most real estate estimates)
3. Cost to outfit a particular location with furniture or equipment
4. Importance of the location to the donor

#### Four Factors in Choosing Naming Rights Locations and Value

In another recent example, as part of a \$500,000 capital rights campaign, over twenty-three locations within the renovated Thomas Memorial Library have been selected for naming rights opportunities. There were four factors involved in choosing the locations (Collins 2014):

1. Visibility and prominence of the location (will determine how many impressions are delivered)
2. Size of the location (usually square footage, as used in most real estate estimates)
3. Cost to outfit a particular location with furniture or equipment
4. Importance of the location to the donor

Although it might be hard to do an “apples-to-apples” comparison with other NPs naming rights using the fourth element, which would be subjective based on the prospective donor’s marketing goals, the first three elements are objective numbers that real pros could appreciate and factor into their decision-making formula.

## Naming Rights Contracts

- Contract Type : Legacy
  - \* A specific, long term contract
  - \* A payment schedule taking in the cost of inflation, or specific annual or bi-annual payments
  - \* Well-defined maintenance and escape (moral turpitude) clauses!!!
  - \* Life Insurance



Who is this guy...the answer later!

Contract: Legacy. Used to establish a relationship that will last for a 25 years, a generation or more. It is advised to design

- \* A specific, long term contract
- \* A payment schedule taking in the cost of inflation, or specific annual or bi-annual payments
- Well-defined maintenance and escape clauses as well as life insurance

## Sponsorship concepts

- Sponsorships can be more efficient due to the **scalability of the contract**
- More dynamic
- Sponsorships can use the “ladder” approach.
- For example, a \$5,000 annual sponsorship could cover a specific part of your archive, a display table two times a year and a newsletter article about the collection area they’re sponsoring. \$7,500 could include these plus two special programs.
- The extra funds could be used for guest honorariums, and/or refreshments that will help insure a great draw!

### Sponsorship concepts

Sponsorships have the same benefits and challenges as naming rights, but can be more efficient due to the **scalability of the contract**.

In essence, they can be more dynamic, with various other value added options that can have a more flexible, higher impact on an audience in a shorter period of time.

Sponsorships can use the “ladder” approach whereby various physical areas and other means of exposures can be arranged based on the size of the contract.

For example, a \$5,000 annual sponsorship could cover a Dewey range, a display table two times a year and a newsletter article about the collection area they’re sponsoring. \$7,500 could include these plus two special programs. The extra funds could be used for guest honorariums, refreshments. or talent fees that will help insure a great draw!

# Gift Ladder Example

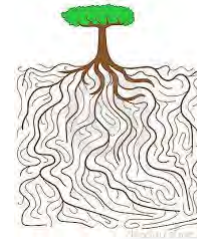
	\$50 Enhanced	\$100 Copper	\$250 Bronze	\$500 Silver	\$1,000 Gold	\$2,500 Platinum	\$5,000 Diamond
Enhanced listing on the <i>Online Community Business &amp; Organization Directory</i> (including business name, type, phone, and link to website)	✓	✓	✓	✓	✓	✓	✓
Your organization promoted as a sponsor on the Library's website and <i>HTFL Connection</i> for 1 year (108,000+ impressions annually anticipated)		✓	✓	✓	✓	✓	✓
HTFL Sponsor Badge for your website		✓	✓	✓	✓	✓	✓
Your organization listed in promotional materials and recognition at major Library events throughout the year			✓	✓	✓	✓	✓
Your organization featured in the <i>HTFL Connection</i> eNewsletter and website in "Spotlight on Local Business" (1 two-week period during the year, 2,500 impressions anticipated)			✓	✓	✓	✓	✓
Complimentary tickets to the Friends of HTFL Garden Tour			2	2	2	2	2
Listing including your organization's logo on promotional materials for major Library events				✓	✓	✓	✓
Complimentary tickets to the HTFL Gala & Silent Auction				2	4	6	8

Limited \$500 and \$1,000 individual event sponsorships are available for Spring Fundraiser, Friends of HTFL Garden Tour, HTFL Comic Con 2.0, 2<sup>nd</sup> Annual Chili Cook-Off, 4<sup>th</sup> Annual Business Breakfast, and the HTFL Gala & Silent Auction. Please see the Event Description page included to learn more about these exclusive opportunities!

In this example sponsorships can range from \$50 to \$5000 dollars! Something for anyone's ad budget!

## Legalities and Contracts

- Who would pay for benches in a disaster?
- Plan for wiggle room in case things go wrong!



In the picture above, yours truly stands next to some memorial benches overlooking a Cleveland Metroparks River, almost crushed by unexpected Ice flows.

Resources page 1 has some info from the IRS you should be familiar with. Page 2 has policy discussion points to review with your boards on partnership issues.

Also have a sample policy page at the end.

## Establishing Value

- How to justify the pitch to the prospect
- Biggest rookie mistake: undervaluing what you have to offer.
- Exercise – Location Audit



Broadcasters use Nielsons, Arbitron and other measurement statistics.

We have our own, and have to establish others! Automated traffic counters can be very valuable here. Most libraries have them at *entrances*; new technology is making closer assessments possible.

**Lets take a show of hands.** How many organizations count how many people walk through their doors every day using a traffic counter or sign in sheet?

Even without hard traffic stats, one can make *observational studies* over time or base estimates on *checkouts* and program attendance.

Exercise 5 involve looking at your spaces and really considering how many people pass by, to give numbers to this next critical advertising tool

## Calculating CPM

\$500 monthly sign cost  
30,000 patrons passing by  
 $500/30 = 16$  CPM

Compare to CPMs in other mediums in your market

Will take work, not common knowledge. Exercise 4 is basically gathering media pricing information.



## Broadcasting Model

- Revenue earned through ads
- Value based on considerations like:
  - ▣ Length
  - ▣ Time of day
  - ▣ Popularity of placement area
  - ▣ Product categories
  - ▣ Impression projection / Value!!!!



Review Screen / next technique is used through the industry, using Product categories to target AND separate advertisers.

For Efficient prospecting / use ReferenceUSA

Exercises 3 and 4 will be Media Audits to help absorb these concepts AND build on the Discovery process. After 2,3 and 4 you WILL be experts on who your local business supporters should be.

Vince Lombardi said, "The measure of who we are is what we do with what we have"...these exercises help crystallize the possible local support you have.

## Advertiser Product Categories

### Top 10 - Great sources of co-op money

**Computers**  
**Telecommunication**  
**Financial and legal**  
**Insurance**  
**Automobile**  
**Food Services (fast food, convenience and grocery store)**  
**Restaurants**  
**Personal care products**  
**Real Estate and landscaping**  
**Travel**



Recognize him? Top 10 product categories for advertising (2014)

Use these to find prospects! Be careful about saturation and separation of competitors

Biggest AND most competitive categories; always looking for new markets, new channels

Co-op in advertising means 2 ways to make money:

Shopping mall, everybody kicks in 10% Shares in ad copy, or not. Complicated.

National manufacturer funding local distributor; Mowers and local hardware stores; simple and lots of \$\$\$

# Product categories

Product categories				
Computers	Food Services	Telecommunications	Automobiles	Travel Services
100	100	100	100	100
200	200	200	200	200
300	300	300	300	300
400	400	400	400	400

Product category game – two 3 person teams, allowed to pick 3 questions

Flip to begin

Computers

- 1 Great computing starts with \* inside - Intel
- 2 Solutions for a small planet - IBM
- 3 Founder of this companies foundation has poured billions into library - Microsoft
- 4 Brand of products begins with an small i - Apple

Food

- 1 Where's the Beef - Wendy's
- 2 Have It your Way - Burger King
- 3 Breakfast of Champions - Wheaties
- 4 The San Francisco Treat - Rice a Roni

Telecomm

- 1 Reach Out and Touch someone - AT&T
- 2 Can you hear me now? - Verizon
- 3 I've fallen and I can't get up! - Life Alert
- 4 Inventor of the telephone - Alexander Graham Bell

Auto

- 1 We Try Harder - Avis
- 2 See the Usa - Chevrolet
- 3 Built \* Tough! - Ford
- 4 Let's go places - Toyota

Travel

- 1 What happens here, stays here - Las Vegas
- 2 Fly the Friendly Skies - United
- 3 Leave the driving to us - Greyhound
- 4 We'll leave the lights on for you - Motel 6

Game causes you to think you know what the other person will say Re-phrasing into a question

In dealing with prospects, no matter what category, you have to listen to them, not talk at them.

<https://jeopardylabs.com/edit/>

## 4 Steps of Sponsorship Development



Many development managers have graduated from the Indiana School of Philanthropy. In basic Fundraising they teach about "Moves Management" Moving through a sales cycle. It's **all about** relationship building!!!! Unless you're legally constricted from only seeking outside money through Requests for Proposals, RFP's, you should practice this exercise in Moves Management!!!

Move 1. The Discovery Process - Staff brainstorms a list of the top 25 businesses who could possibly be sponsors. After that, targeting who within those companies they should approach, and do they already have a connection to that person. Talk to them, share ideas, find out what are their marketing objectives.

One Kentucky library did this as an exercise in my eCourse, and came up with **68 prospects!**

Move 2. Cultivation - make a 2nd appt.... Can we come back and talk about what it is you want to do. *How we can help???* Traditionally librarians are trained to talk about themselves and the good they do in the community. This step SHOULD narrow things down to a one on one situation. How can we help YOUR car dealership, hair salon, restaurant? Don't talk about yourselves, talk about them.

Move 3. Solicitation - Thanks for the conversation! You showed interest in doing X at Y cost. We could do xy and Z! The Pitch!!!

Move 4. Stewardship - Acknowledge their support; deliver on what you promised, professionally. Invite them back to see their results. **Keep connected**. Broadcast stations try to leverage sponsorship with *other events* to.... *engage the client*. Concerts, meals, paid for trips. Not bribes, but gestures of thanks. Our events may be simpler, but good gestures all the same.... introduction of a program, ribbon cutting, personal tour, etc.

Exercise 2 will help you in stage 1, the discovery process.

## Curtains Rising Radio Program



In 1989 when the wall fell, I suggested in a Denver Western Bar a program idea melding music, apolitical news, business coverage, fine arts and charitable efforts int one show, "Curtains Rising"

We **created value**, it developed an audience, a following, **gained a whole new group of prospects**

**Educated, enlightened and entertained**, just like Libraries!

Gained more money, took awards away from KOA-AM, best public affairs in a major market.

<http://www.russianjewry.org/images/home/row1.gif>

## James V. Brown Library \$1,200.000 booked in June '17!

JVBrown Library Open a Day Calendar

Month: June 17, 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Public Access on June 17.

Taken on July 16, 2016, current?

The James V. Brown Library in Williamsport, Pennsylvania won the **Gale Cengage Learning Financial Development Award for 2015**

**\$1,200.000 booked in June '17!**

## Broadcast concepts in play

### Different rates and language for businesses?

\$100 Business rate

10,000 impressions (foot traffic, page views, etc.)

$100/10 = 10$  CPM

Compare to CPMs in other mediums

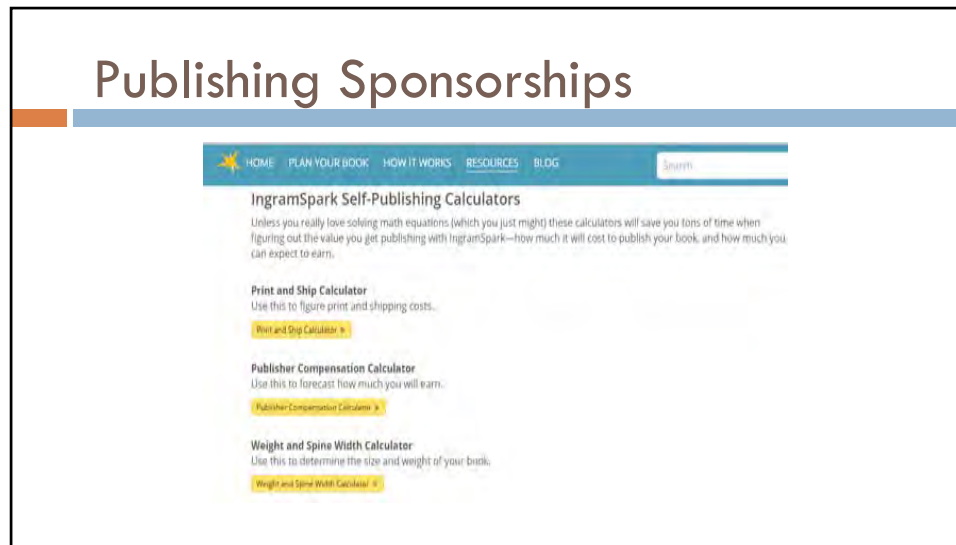
No matter if sales are to public or business, this procedure is useful



Setting value exercise for businesses; Start thinking impression, NOT retention, no long message needed

Imagine bonding power of this with a child; take photos, post on Facebook. Take them to Chucky Cheese and make obese, or Own-a-day and feed their love of the library and literacy?





45 minutes in???

Self publishing has been around for a while, and libraries are uniquely gifted with skilled, creative researchers and writers able to take advantage of this trend.

A long time Library vendor, Ingram, has created a new program located at [ingramspark.com](http://ingramspark.com). For a relatively low cost, less than \$50.00 for a set up fee, libraries can publish their own well researched books and e-books on a wide variety of local topics.

On [ingramspark.com](http://ingramspark.com) is a publishing calculator that can be used to determine the revenue that will be generated prior to dedicating resources to create them. This could be used in offering a baseline when discussing costs with other publishers.

## Publishing – First Steps

Depending on what software you use, start up costs should be low. Labor costs is another story. Perhaps it'll be a volunteer effort, or you'll be able to devote staff time to it. Regardless, the following questions should be answered:

**Who:** Who is the target audience for this publication?

**What:** What's your topic or theme? Local architecture? Recipes?

**When:** Are you timing a release for an anniversary? Seasonal sales? Will it be an Annual publication, perhaps a juried collection with an award?

**Where:** Your distribution channels could include local shops, online platforms, in-house, or schools.

**How:** Publication logistics would include decisions on trim size, the use of color and graphics, binding and page count.

**Why:** Are you spotlighting community history? Are your goals educational or social?

Suggest a **recipe book**. Compile recipes, photos, bio's and anecdotal material.

Use your research and organizational skills to quickly create a valuable product

Book has references to free Calendar and other publishing options.

# Archive Project



[http://www.onelakewood.com/wp-content/uploads/2015/11/WW2\\_A-F.pdf](http://www.onelakewood.com/wp-content/uploads/2015/11/WW2_A-F.pdf)

## Seek to establish value!

"It wasn't raining when Noah built the ark." - Howard Ruff.

Now is the time to build programs, usage, "ratings"!

Craft stories of outputs and outcomes.

Broadcasting is built on drama! Shows, games, sports!

**Be something prospects want to bring to others**



## Exercise 1 – Policies Audit

- A good way to get Staff/Board cooperation rolling!
- Your policies guideline audit
  - ▣ Look through your organizations policies for guidelines on naming rights / sponsorships. Are any product categories prohibited?
  - ▣ Investigate policies for your oversight organization; ex: school board, university, city or county government.

### Exercise 1 Your policies guidelines audit

Look through your organizations policies for guidelines on language for naming rights or sponsorship phrasing of their mentions.

Are any product categories prohibited?

Investigate policies for your oversight organization; ex: school board, university, city or county government.

## Exercise 2 – Discovery for sponsors

Potential sponsor brainstorming/audit joint exercise!

- Come up with top 25 potential local sponsors
- Describe 3 ways, use simple table columns:
  1. Have a close local tie; friend, family y/n
  2. Existing or past sponsor? y/n
  3. Are they a neighbor to your facility but w/ no past use and no personal ties y/n

### Exercise 2 – Discovery for sponsors

Potential sponsor brainstorming/audit

-Come up with top 25 potential local sponsors

-Describe in 3 ways, and then conclude with what you learned from the exercise:

-For all 25 answer 3 questions:

1. Do you have a have a close local tie, such as friends, family y/n
2. Are they existing or past sponsor? y/n
3. Are they a neighbor to your facility but w/ no past use and no personal ties y/n

## Exercise 3: Media audit Part 1

- To help you start off with the 1<sup>st</sup> move, the Discovery process, do a media use audit of your service area:
- Gather a few weeks of local publications (Newspapers, entertainment magazines, etc.)
- Set up a recording device for local TV (PBS and commercial) and cable channels that relate to your mission (if time is precious you might skip the Golf Channel and spend time auditing the History Channel).
- Task people to listen to top rated and NPR radio stations, especially at key times.
- If there are major athletic rides, races or other types of community cause-focused fund-raisers sponsored in part by several companies, review these as well.
- Record the business names, product category (fast food, car sales), media used, number of units (print or broadcast ads), and frequency (guesstimates ok!)
- This environment scan will give you a good prospect list. Who in your community advertises, when and how? You can then use this information to brainstorm about who knows someone in those advertising organizations.
- Also, if you have Reference-USA you could see if that company is there and who is listed in the "Competitors section". Or, go old school and use your yellow pages.

### EXERCISE 3 : MEDIA AUDIT

To help you start off with the first move, the discovery process, do a media-use audit of your service area:

Gather a few weeks of local publications (newspapers, entertainment magazines, etc.).

Set up a recording device for local TV (PBS and commercial) and cable channels that relate to your mission (if time is precious you might skip the Golf Channel and spend time auditing the History Channel).

Task people to listen to top-rated commercial and NPR radio stations, especially at key times.

If there are major races or other types of community cause-focused fund-raisers sponsored in part by several companies, review these as well.

Record the business's names, product category (fast food, car sales), media used, number of units (print or broadcast ads), and frequency.

This environment scan will give you a good prospect list. Who in your community advertises, when, and how? You can then use this information to brainstorm about people who might know someone in those advertising organizations.

Also, if you have Reference-USA you could see if that company is there and who is listed in the "Competitors section". Or, go old school and use your yellow pages.

## Exercise 4: Media audit Part 2

Will take investigative work; call Local Media for their advertising rates, should have an in-house mini-library of these anyway. Print, broadcast, billboard and electronic media, plus any receipt advertising or direct mail companies for your area.

Ask or look for Cost-per-Thousand (CPM) , this will help you establish value.

Part 2 involves a different type of research.

Will take investigative work, local CPMs not common knowledge; call Local Media for their advertising rates, should have an in-house mini-library of these anyway. Print, broadcast, billboard and electronic media, plus any receipt advertising or direct mail companies for your area.

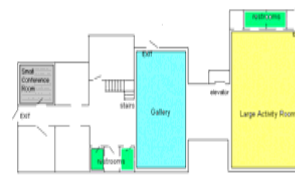
Cost per thousand (**CPM**) is a marketing term used to denote the price of 1,000 advertisement impressions. The "M" in **CPM** represents the Roman numeral for 1,000.

For a \$500.00 monthly sign cost in an area that gives the sign 30,000 views,  $500/30 = 16$  CPM.



## Exercise 5 - Location Audit

- Internal audit for CPM
- Pick 3 areas of your property
- Establish a revenue goal
- Divide the goal by usage (in thousands)



32

Be prepared for your first homework assignment.

Broadcasters use Nielsons, Arbitron and other measurement statistics.

We have our own, and have to establish others! Automated traffic counters can be very valuable here. Most libraries have them at *entrances*; new technology is making closer assessments possible.

Even without hard traffic stats, one can make *observational studies* over time or base estimates on *checkouts* and program attendance.

### Homework:

- Pick 3 areas of your property like a meeting room and estimate usage over time; week, month, annually.
- Establish a revenue goal
- Divide the goal by usage (in thousands); Remember  $\$500 / 30 = 16$  CPM ?

Is that CPM **competitive** to other media in your area? Adjust accordingly. For revenue methods that are determined by CPM (among other things) this is how you can fairly set value, and determine if that method's effort will be *worth trying*.

## Resources page 1

Your fiscal officer should check w/ the rules as to whether or not they need to fill out a *Form 990-T, Exempt Organization Business Income Tax Return*, and pay tax on income derived from the sale of sponsorships or naming rights. *Publication 598* reviews the Tax on Unrelated Business Income of Exempt Organizations.

## Resources page 2

*Common questions to ask about policies and sponsorships:*

- Will the sponsor be able to use YOUR organizations logo on anything?
- Would you make your databases of Friends, etc. *available* to the Sponsor/  
Under what restrictions?
- Will you officially endorse the sponsors products or services?
- Will you collaborate on program or event content?
- Are there business categories **off-limits** ? (firearms, tobacco or spirits?)
- Are there product or service *standards the sponsor must meet*? BBB-Listed?  
Credit Check?

## Resources page 3

Each sales contract should contain these elements:

1. Logistics Confirmation—Who is producing what, and when will it be delivered?
2. Copy Confirmation—What exactly is being said? A screening process should be specified, checking not only for grammatical errors but content that may cross the line into advertising.
3. Billing Process—Document terms and deadlines for down payments, a payment schedule, auditing methods, and billing terms (net payment due in thirty days).
4. Deposits Procedure—This should be outlined, even though under some jurisdictions public entities like libraries may have no say in the process. However, the client should be made aware of what is or is not required of them.
5. Implementation Process—A timeline for all of the above, summarizing all the roles and due dates up until the final product is operational.

## Sample Policy pages

- <http://romanceradio.net/contract-sample/>
- <http://www.jaxpubliclibrary.org/conference-center>
- <http://www.akronlibrary.org/about/policies/sponsorship-partnership-policy>
- <http://fortworthtexas.gov/library/about/namingrecognition-policy.html>

## Good luck! Contact me!

- (216) 392-0200
- [ed.rossman@shakerlibrary.org](mailto:ed.rossman@shakerlibrary.org)
- [www.facebook.com/rev4lib](https://www.facebook.com/rev4lib)
- <https://www.linkedin.com/in/erossman74>

To buy the book:

- <http://www.alastore.ala.org/detail.aspx?ID=11693>



I hope you apply what I've presented here today to give yourself some financial breathing room, in 2017 and beyond.