



FINANCE IMPACT  
BOY SCOUTS OF AMERICA



# ***Friends of Scouting Resource Guide***

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# Part I

## ELEMENTS OF A SUCCESSFUL FOS CAMPAIGN

### A. FOLLOW THE PLAN

#### The FOS Plan

The Friends of Scouting plan is based on proven fund-raising principles. The plan has evolved from the successful experiences of local councils. Inevitably, when councils are asked to explain dramatic increases in giving, their answer is, "We just followed the plan." This manual describes the basic plan and emphasizes developing trends and techniques that have enhanced the fund-raising capabilities of councils.

#### What Is the Plan?

Councils can use the annual enrollment program to build a funding constituency on a continuing basis. The largest source of income for most local councils is Friends of Scouting ("FOS").

Councils with a well-developed FOS program reap many benefits beyond the income. These benefits include:

- \* An awareness and understanding of the council and its program
- \* A broad base for support of program resources
- \* New prospects as well as current donors
- \* A measure of independence in program and operation
- \* An annual opportunity to tell the council's story
- \* An opportunity for a donor to gain personal satisfaction
- \* A vehicle for growth, providing strength in working together for a common cause
- \* A source of human resources for programs as volunteers become more involved in the council's needs.
- \* An opportunity for personal commitment

Authority for the enrollment is found in the Rules and Regulations of the Boy Scouts of America, Article XI, Section 3, Clause 13:

*"Sustaining. Persons who desire to be identified with the local council through their financial support and influence in the expansion of the council program may be enrolled as sustaining members of local councils..."*

Approximately 84 percent of the philanthropic gifts each year come from individuals (75 percent from living donors and 9 percent through bequests). Scouting must build a constituency by influencing the lives of people who are willing to support a program on a continuing basis. Scouting directly influences the families of youth members, but can be expanded by cultivating individuals who are exposed to Scouting in different ways. These include relatives, volunteers, Scouting alumni, members of chartered organizations, and community leaders. Creating a healthy climate for Scouting begins with a good program followed by effective communications.

Since the earliest days of Scouting, businesses, industries, service clubs, and other organizations have supported it financially. However, Scouting's constituency starts and ends with people – regardless of whether they make their gifts as individuals or through a business or corporation.

Thus, annual enrollment is a program of cultivating individuals in the area served by the council who support Scouting's mission and want to be involved in its financial support. FOS reflects and defines the council's programs and how its constituency perceives their importance to character building,

citizenship training, and benefit to the community. The annual enrollment program must be interpreted to its constituency as the vehicle for achieving the aims and objectives of Scouting.

To be successful, the annual enrollment must have three elements:

- 1. Determining prospective donors' interest in Scouting**
- 2. Analyzing prospect's financial ability to contribute**
- 3. Determining the right person to make the solicitation**

### **Key Elements for Success**

- \* Adequate preparation. Fund-raising is about 90 percent research and preparation.
- \* Recruit the best chairperson, someone who is influential and has a financial commitment to Scouting.
- \* Secure an active steering committee to direct the campaign.
- \* Recruit and use an effective prospect and evaluation committee.
- \* Develop and adhere to a sound plan.
- \* Select quality leadership.
- \* Determine and cultivate potential prospects for major gifts.
- \* Have precise campaign controls and discipline.
- \* Make a commitment to achieve goals on time.
- \* Analyze leadership and giving levels in preparation for next year's enrollment.
- \* Establish a victory celebration date prior to the campaign.
- \* Follow the plan.

### **Timing of Campaigns**

The FOS program typically follows a routine timetable. Campaign momentum and success depends on making the major portion of the goal quickly. Success in the first part of the council enrollment (the executive board and staff pledges) is a good indicator of how rapidly the council will achieve its goal. Raising a major portion of the goal early in the campaign generates great momentum and boosts morale for the remainder of the enrollment period. The general times for the four phases are:

<b><u>Council enrollment</u></b>	November-January
<b><u>District enrollment</u></b>	December-January
<b><u>Community enrollment</u></b>	February
<b><u>Family enrollment</u></b>	September-October -- <i>Troops</i> December-February -- <i>Packs</i>

A council's campaign organization should be tailored to meet the goal. In other words, different plans are needed to raise \$50,000, \$100,000, \$250,000, or more. Other variables include the type, size, and geography of the council. For example, there are different strategies for rural areas than for metropolitan areas, for small councils than for large, etc.

If you follow the fundamental principles of successful fund-raising, you will have a successful enrollment. People give money to people, especially when they're asked by those with similar or equal social or business standings. "Peer pressure" usually leads to trouble in high school; but in an FOS campaign, it usually leads to substantial gifts.

To maximize your chances of success, it is important to involve volunteers at the council, district, and unit levels. A complete organization is developed for each enrollment with calendar, volunteer leadership, and executive direction.

## Levels of Membership

People will enroll in levels of membership based on: a) their ability to participate, and b) their interest in Scouting. A \$50 membership is all that some donors can or want to give. Others will have the interest and ability to enroll for a \$5,000 benefactor membership.

Divisions based upon levels of membership are built into the enrollment organization. Council memberships are normally limited to Patron and above. District memberships usually duplicate council membership levels, but tend to concentrate on Century to Guardian memberships. Community membership levels vary. In areas where district enrollment is difficult to organize, memberships frequently include Century members and above.

The following levels of recognition have been established:

Founder member:	\$50,000
Pacesetter member:	\$25,000
Distinguished member:	\$10,000
Benefactor member:	\$5,000
Sponsor member:	\$2,500
Guardian member:	\$1,000
Honor member:	\$750
Patron member:	\$500
Leadership member:	\$250
Century member:	\$100

Unit enrollment can include Century members and above. In some situations, many councils find that a Century membership is easier to get from family enrollment than by putting parents in the district level campaign.

## Trends in Successful Fund-Raising

While many non-profits have been challenged in today's economy, the problem is not the availability of money. Donors have indicated that they will ***continue to support the organizations that they believe in and they will support new organizations if the right person asks them (2009)***. The challenge is for the council to develop an effective FOS campaign with the right volunteers and make a persuasive case statement to potential donors. More than ever, donors are better informed of their giving potential and options. Also more than ever, other organizations are very sophisticated in their approaches to fund-raising.

Trends in successful fund-raising include:

- \* Active steering committee
- \* Increased upper-level giving
- \* Involvement of top community leadership
- \* Trying to increase the potential giving (more donors, more upgrades)
- \* Shorter campaign time
- \* On-time goal achievement and victory celebrations

Campaigns are organized around the available leadership and their influence – not by a rigid structure. Many councils have had dramatic results using steering committees that are responsible for the campaign success. These committees meet to:

- \* Determine campaign status
- \* Decide what needs to be done
- \* Recruit required manpower
- \* Make assignments for action prior to the next meeting

### **Increased Upper-Level Giving**

Many campaigns have fewer prospects but concentrate on larger gifts. Taking that approach, many councils that previously had 90 percent of their FOS gifts under \$100 now have 90 percent of their gifts over \$100. Also, councils planning a five-year turnaround found they could accomplish their objective in only three years.

The steering committee, working with the prospect and evaluation committee, reviews prospects and determines giving ability and who the right person should be to make the solicitation. Possible cultivation strategies for selected prospects are also considered.

### **Improved Family Enrollment**

Many families would participate in FOS if approached properly. As it turns out, only 25 percent of all potential contributors are even asked to participate. Make sure all parents are approached with an effective I-C-5 (“I See Five”) contact or a structured unit presentation with detailed follow-up to ensure all parents have been asked to give. Family enrollment efforts are vital to the future of Scouting.

### **Victory Celebration**

An increasing number of councils successfully complete their campaigns on time by merely scheduling a victory celebration in the initial campaign timetable. This seemingly simple act creates great expectations of success. Many councils that campaigned all year (or seldom achieved their goal) found that scheduling a victory celebration gave everyone the motivation and enthusiasm needed to make the campaign a success.

## **B. THE STEERING COMMITTEE**

The steering committee is vital to a successful enrollment. Its primary objective is to ensure successful, on-time completion of the campaign and select the campaign leadership. Qualifications of committee members include:

- \* Key council leaders/top business leaders
- \* Committed to Scouting
- \* Positive attitudes

Active participants could be the council president, vice president–finance, enrollment chairman, and Scout executive. Other members could be active past presidents and upper-level contributors. But the key to a successful FOS campaign is broad-based, active volunteer involvement.

Positive leadership is an irreplaceable qualification for each member. The council enrollment chairman should be selected before the committee’s first meeting. If the chairman has not been recruited, a major function of the committee is selecting the chairman. If the proper committee has been selected, the best candidate for chairman is likely to be a member of the committee.

The first committee meeting should be held in July-September at a prestigious place. The committee should meet a minimum of once a month in the fall of the year and once a month from January until campaign completion. Committee meetings should be action oriented with careful planning.

Purposes of the committee meetings are:

- \* Review status of the campaign

- \* Determine action items for the next meeting to ensure successful on-time completion
- \* Make assignments

The degree of any campaign's success depends upon:

- \* Top leadership
- \* Prospecting and evaluation—determining who has ability and interest to give
- \* The right person making personal solicitation
- \* Campaign controls/executive direction

Every district/division should have a steering committee. Every steering committee member should receive a one-page job description when recruited. Here is an example of a job description you can use to create your own local council job description, as well as a sample of a steering committee meeting agenda:

*(Sample Prospect Sheets, Job Descriptions, Agendas Appendix A)*

## **C. VOLUNTEER RECRUITMENT**

### **Recruiting the District/Division Campaign Chairman**

The first and most important item is recruiting the district/division FOS chairman. The district chairman should personally participate in recruiting others as well.

District /Division Campaign Chairman and the district chairman should agree upon the best person for each position and, as a team, recruit them. This dual approach provides a close working relationship between the council and district/division chairman, yet it maintains district or division identity and uses the best people to recruit the best prospects.

When recruiting the campaign personnel, always plan the approach:

1. Discuss the campaign structure.
2. Briefly outline history and goals.
3. Explain how adequate financial support is essential to achieving our mission.
4. Explain district goal and how it is divided for district, community, and family enrollment.
5. Outline the time involved in each of the following:
  - Council-level meetings of district FOS chairmen
  - District steering committee meetings
  - Recruiting personnel
  - Personal leadership to keep enrollment on schedule
6. Detail how the district professional (campaign manager) assumes major assignment in recording personnel recruited, assisting with meeting preparation, and working with auditors to keep updated records and reports.
7. Prepare and present to him/her a one-page job description.

### **Recruiting Campaign Personnel** *(Recommendations for recruiting workers in this manual.)*

1. Before recruiting begins, know the approximate number of prospects you plan to solicit and the campaign dollar goals.
2. Review last year's campaign personnel to select the right people. Recruit individuals of stature, influence, and means. Are they dependable? Getting the right division chairmen will determine your success or failure.
3. For every 100-150 prospects, you will need one major to recruit five captains. Each Captain will recruit five Campaigners who will enroll five prospects.
4. Recruit your campaign personnel using the proper approach by the proper person and record personnel recruiting on "Personnel Enlistment Report" form.

5. When recruiting:  
Outline the job to be done. Do not under-sell the job.  
Get acceptance of the program, the organization, the schedule, and goal commitment.  
See that each person is trained in their responsibility and the steps they must take to do the job.  
Make sure they are committed to seeing the job completed and every prospect worked.  
(*Job Descriptions Appendix B*)

### **Informing Top Volunteer Leadership**

An important element of recruiting "top" campaign leaders is to clearly inform them of their responsibilities.

When a person is asked to serve in a key position, they should be given a written job description. The person is more likely to accept and perform better if, at the outset, they know what is expected and have pertinent information regarding the position.

Job description should include:

- \* *Title*
- \* *Campaign Dollar Objective*
- \* *Specific Duties*
- \* *Key Dates*
- \* *Name of Advisor*

Job description should be limited to one page. Be honest about what is involved, and use language volunteers can understand.

### **Key Points in Recruiting/Orienting a Friends of Scouting Chairman**

1. Steering committee identifies prospects.
  2. Steering committee identifies possible members of the recruiting team.
  3. Two volunteers and the district executive recruit--field director is included if the district executive is a new employee.
  4. Two volunteers should be people to whom prospects cannot say "no".
  5. Provide both volunteers with written bio/background information on prospect.
  6. Script the recruiting plan – who says what.
  7. You have:
    - A. Job description and schedule
    - B. Suggested personnel to recruit
    - C. Overall organization chart
    - D. Other support information depending on experience of prospect:
      - 1) Information on why BSA has Friends of Scouting
      - 2) Job description of personnel to recruit
- (*Orientation Agendas Appendix B*)

### **Friends of Scouting - Steps for Getting Enough of the Right People to Solicit Cards**

**Step 1** – The division chairman, with the help of the district executive, needs a list of **prospective majors**. Call on the most capable people. First, in selecting prospective majors, look towards getting full coverage of the area served by the council, and Scout unit coverage of the entire community. Look at team captains who did a good job last year.

**Step 2** – Then the division chairman, with the help of the district executive, should compile a list of **prospective captains**. Begin with leftover names for majors. Every division in your district must hold a meeting of its majors to get them oriented and trained; then, they should choose the



prospective captains they will invite to be on their team. Prospective captains list should come from last year's good sales representatives. *Note: a major must be trained and a current donor before they start recruiting their captains.*

**Step 3** – The chairman, with the help of district executive and majors, will compile a list of **prospective campaigners**. Begin with leftover names from captains. Every division of your campaign should hold a meeting of its captains to get them oriented and trained. Those captains will then choose the prospective sales representatives they will invite to serve on their team. The list should come from last year's workers, parents, and Friends of Scouting. *Note: A captain must be trained and a current donor before they start recruiting their campaigners.*

**Step 4** – Staff member and division chairman will maintain a master list of prospective majors, captains, and campaigners and to whom they are assigned. If additional names are needed, the volunteer can contact either the staff member or chairman for more prospects.  
(*Job Descriptions Appendix*\_\_\_\_)

### **Deadline--Deadline--Deadline!!**

From the very beginning, every leader in a division must be responsible for every person he recruits, committing him to attend the orientation, kickoff, and report meetings. Study carefully all deadlines for recruiting the various groups of sales representatives. The recruiting schedule must be met.

### **Instructions for Recruiting Majors, Captains, and Campaigners**

The following are the steps to be taken to make the most effective use of the prospective campaigners' list:

**Step 1** – Carefully select the list of people who are potential campaigners from the prospect lists. Do a thorough job. These people should be prospects in their division. Make sure you include people who have a flair for salesmanship. We are looking for sales representatives or 'storytellers' who can get their point across to other people about the Scouting mission.

**Step 2** – Prepare an alphabetized numerical list of prospect campaigners. Include name, place of business, and phone number.

**Step 3** – Run off 25 copies of this list.

**Step 4** – The community campaign chairman uses the list to select majors and captains.

**Step 5** – Your next use of the list will be when the captains are called together to select their campaigners.

Give all captains a copy of the list, and give them two or three minutes to read all the names. Then tell the captains something like this: "We're doing this to save you a lot of time and trouble. First, we'll go around the room five times, and each of you will select a total of five people you will commit to see and recruit as campaigners."

Then, start with the person on the left and have them call out a name he/she wants. Have the next person do the same, and so on, around the room five times. Then, go three more times, explaining that they may need spares.

**Step 6** – Tell the captains, "Now, we want you to agree that in the next 48 hours you won't ask any person on this list to be a campaigner unless he/she is one of the eight you picked today."  
(The people then agree to this plan.)

Then say to the captains, "Don't forget that you have just 48 hours. When that 48 hours is over, the list is wide open and you can ask anyone you may want."

**Step 7** – The captains will then leave this meeting with a self-imposed desire to see their people quickly. They know if they don't see them within 48 hours, some other major will have a right to ask them. They also know that the people they plan to see haven't been asked to be a captain, so there will be no duplication of effort.

**Step 8** – You aren't concerned about "who picked whom" because it is not important at this time. All you're concerned about is that you've marked off your master list the names that have been selected by each one of the captains.

**Step 9** – Occasionally, a captain will call you about two or three hours after the meeting and say, "I have lined up two campaigners, but four have said no, and I need some more names." Your response: "Look at your list and tell me which others you want." As he gives you these names, mark them off your master list, and he/she is then authorized to go ahead and contact these people.

## **D. PROSPECT AND EVALUATION**

### **Prospecting for Donors**

Good FOS campaign prospects must have an interest in or an affinity for Scouting. They must also have the financial ability to give if the right person makes the solicitation. Sources of good prospects include:

- \* Members of the executive board
- \* Council employees
- \* Council, district, and unit volunteers
- \* Families of youth members
- \* Former members
- \* People with a strong interest in Scouting
- \* Past givers

Sources of new prospects can also include:

Vendors - printing company, travel agency, accounting firm, law firm, advertising agency, bank, long distance supplier, janitorial company, real estate firm, guard service, hotel, insurance company, airline, auto leasing company, temporary personal agency, courier service that a volunteer's company uses.

Customer/Clients - Those companies that a volunteer does business with.

Friends/Business Associates - These people are in the volunteer's neighborhood, church, service club, and country club.

Work Associates/Fellow Employees - The volunteer's associates who have probably asked him/her to make a contribution to their favorite charity. As the saying goes.... "What goes around, comes around".

Tenant/Building Companies - You probably are well acquainted with people from other companies located in your building and they are a good source of prospects.

*(Community/District Profile, Donor Profile Appendix C)*

### **Prospect Research Process**

Prospect research requires records available for immediate identification of all past donors.

People have knowledge of many friends and associates among their business and social contacts.

Corporate executives have knowledge of corporate boards of directors and top executives.

Professional people know those within their profession. Bankers have knowledge of the financial community. Therefore, as council and district leaders are called upon to identify prospects to support Scouting, reference materials must be available to expand prospect lists.

A flat list, alphabetically recording all donors and the amount for the past 3 years is essential. This list includes:

1. Name and address of individual
2. Name and address of corporation or foundation
3. Names of clubs and organizations
4. FOS division, phase, activity, event, project sale
5. Amount donated - 3 year record
6. Solicitor (optional)

Guides that should be secured and updated annually to prepare for prospect research and identification are:

- Corporate stockholders' reports listing officers, directors, and salaries
- Financial institution annual reports listing officers and board of directors
- Country Club memberships
- Business directories of corporate leaders
- Industry directories
- Who's Who directories
- Social Register
- Service club membership: local, district, state
- Women's club membership: local, district, state
- Professional athletes
- News media personnel: TV, radio, newspaper
- Personnel at research centers
- Military base personnel
- Government: national, state, local
- Telephone lists
- Labor union officers
- Capital campaign brochures - other institutions. (Use brochures for reference).
- Newspaper reports listing donors to special causes. (Clip daily).
- Radio and TV news accounts of donors and other prospects (make notes for reforms).
- News media reports of new executives, professionals, educators, etc., moving into area.
- Scouting records, including:
  - ✓ Capital campaign donors
  - ✓ World Jamboree participants
  - ✓ National Jamboree participants
  - ✓ Philmont participants
  - ✓ Exploring high-adventure activity participants
  - ✓ National Eagle Scout Association members, Eagle Scout Award recipients and their families
  - ✓ Silver Beaver recipients
  - ✓ Past Executive board and council membership rosters
  - ✓ Eagle recognition sponsor - current and previous years
  - ✓ Scouting membership applications

### **Prospect Cultivation**

One survey shows that 75 percent of upper-level donors are likely to make a gift if they're asked by a person they know well. These same donors have two primary reasons for giving: 1) the charity is a worthy cause, and 2) they feel a close involvement with the charity.

One of the most important ways to improve upper-level giving is to improve the cultivation process, and make this cultivation an ongoing, continuous process. The goal is to:

- \* Increase giving levels of existing prospects
- \* Create desire and motivate new prospects to contribute
- \* Help prospects get to know the council better so they're less inclined to say "no"

Learn as much as you can about potential prospects for gifts and leadership. Ask others if they know them. Use the Internet and find articles through search engines such as Google or Yahoo.

The first step to better, more effective prospect cultivation is to identify 200 possible prospects. Collect information and articles about them, and place these 200 names into four categories:

<b><u>Class A - Best</u></b>	Top 10-15
<b><u>Class B - Medium</u></b>	Next 20-30
<b><u>Class C - Potential</u></b>	Next 20-30
<b><u>Class D - Possible</u></b>	Remainder

Assign volunteers to make cultivation contacts on prospects in class A. Examples of these contacts can include:

- \* "Soft-sell" conversations of Scouting values and progress in an informal setting
- \* Attendance by prospect and spouse at council, district, and unit activities – invited and accompanied by a volunteer and spouse who are close acquaintances

Develop a program of cultivation contacts for a 12-month period. Frequently review prospect classes and attempt to move people to a high class. A recommended number of contacts during the year for each class would be: **Class A – 10; Class B – 6; Class C – 4; Class D – 2.**

The assigned staff member should record all contacts. Contacts for any category can include:

- \* Personal conversations
- \* Attendance at activities
- \* Birthday cards
- \* Anniversary cards
- \* Newspaper clippings of them, their family, or Scouting
- \* Telephone calls to congratulate personal or business achievements
- \* Personal letters highlighting council's progress.
- \* Mailing postcards to them while you're out-of-town on vacation or business
- \* Conducting a cultivation weekend for Class A at a relaxed, prestigious setting
- \* Cultivation dinners

Every person – regardless of prospect class – should receive at least the council newsletter and an annual report with a cover letter from the council president.

Recognition and ongoing cultivation of upper-level contributors should include:

- \* Upon receipt of gift, immediate telephone call from Scout executive
- \* Within a week, letter from president
- \* Within a month, recognition presented by key volunteer, staff, and a youth member
- \* Within three months, letter from Scout executive
- \* Within six months, letter from president
- \* Within nine months, letter from Scout executive, president, or an influential volunteer
- \* Attendance at recognition dinner

For more information regarding cultivation of donors and prospects, see *Donor-Centered Fundraising (Cultivation Control Chart Appendix C)*

## **Prospect Selection and Evaluation**

A large number of persons on most prospect lists are not giving commensurate to their interest or ability to give. Primarily, this is because the proper person has not asked for a specific amount. This is the rationale for establishing levels of giving, i.e., "Leadership Membership", "Sponsor Membership", or "Benefactor Membership", etc.

Prospect lists are prepared for the Prospect and Evaluation committee by the district executive. The district executive will provide:

- \* Names of all past contributors
- \* All family enrollment members who are no longer active within a unit
- \* District committee roster, including merit badge counselors and any other committee members
- \* Commissioner staff members
- \* Last year's enrollment personnel (to be used in selecting leadership)
- \* New prospects that have been identified by each Major, Captain and Worker
- \* The above lists will be compiled into one "master list" in the format of the flat list mentioned earlier with donor history
- \* Giving levels for the campaign

The district executive will also provide the **Campaign Analysis Formula** report, run through MyBSA/Scoutnet. This report will provide an analysis of previous year's historical givers, their likelihood to give and at what level and will help provide for the committee a projection of the number of new prospects necessary to achieve the goal.

It is important that the steering committee or prospect selection committee (individuals knowledgeable of the business and social structure of the community) review the prospect lists before each campaign kickoff. The meeting should be held in quiet, comfortable surroundings, such as a bank board room or conference room. A copy of the "master list" should be given to each member attending. Each copy should be numbered and marked "PERSONAL & CONFIDENTIAL - FOR COMMITTEE USE ONLY". The meeting should be prefaced with a statement such as:

"We are gathered to review and evaluate the giving history of each of our contributors for the last 4 years. What we discuss must remain confidential. Giving is a personal matter, and each donor's gift depends on different circumstances, interest or commitments. It would be unethical to disclose confidential business matters, so we only ask you to review each prospect you know and suggest a giving level commensurate with the person's ability and interest, such as Patron, Guardian, Sponsor, and so forth. It is also important to identify the person most likely to ask for that level of giving. We will mark the master list with your recommendation."

"Based on the highest gift of each prospect over the last 4 years, the total number of prospects are \_\_\_\_\_ and is \$ \_\_\_\_\_. The outcome of this meeting will be to upgrade the levels of giving, where you feel a larger gift is warranted. I will keep a tally of the changes in levels of giving so we can quickly determine the upgraded value of our list at the end of the meeting."

The prospect selection and evaluation committee will determine a minimum level of asking. Prospects for less than \$50 should be avoided as part of this process; it is unfair to ask an enroller to spend time calling on these prospects. (Historical prospects that cannot be upgraded should be solicited in a mail campaign) The committee then proceeds to review the list page by page. As giving levels are suggested, be sure workers' names are also added. Without linkage, it is unlikely that you will receive the gift.

- \* Delete all past contributors who have moved, are deceased, or for some other reason should not be listed as a prospect.
- \* Review district and community goals. Determine approximate number of prospects

needed. Total dollar evaluation of these prospects should be three times the goal.

\* When the list is completed, evaluate all prospects. Estimate their expected gift, if they are properly motivated and solicited by the right person. Use giving levels as a guide.

\* Twenty-five percent of all prospects should be campaign workers. Since all enrollment personnel become contributors, enrollers should be on prospects list. Don't consider people who were ineffective during the past year.

This process then helps you tailor the campaign structure to the number of prospects for each level. It not only determines the number of workers needed at each level, but from the notes on the master list, prospective workers needed to provide linkage to each prospect.

### **Sample Gift Range Table**

<u>Gift Range</u>		<u># of Gifts Needed</u>
\$50,000	Founder	1
\$25,000	Pacesetter	1
\$10,000	Distinguished	2
\$5,000	Benefactor	3
\$2,500	Sponsor	6
\$1,000	Guardian	10
\$750	Honor	21
\$500	Patron	

### **Sample Gift Table for \$300,000 Goal**

<u>Gift Level</u>	<u># of Contributors</u>	<u>Dollar Total</u>	<u># of Prospects</u>	<u>Evaluation Total</u>
\$10,000	3	\$30,000	9	\$90,000
\$5,000	15	\$75,000	45	\$225,000
\$2,500	24	\$60,000	72	\$180,000
\$1,000	54	\$54,000	162	\$162,000
\$500	90	\$45,000	270	\$135,000
\$250	42	\$10,500	84	\$21,000
\$100	180	\$18,000	360	\$36,000
Under \$100	<u>192</u>	<u>\$7,500</u>	<u>384</u>	<u>\$15,000</u>
	600	\$300,000	1,386	\$864,000

### **E. KICKOFF MEETING**

1. The kickoff should be a formal, well-planned, and highly promoted meeting.
2. The chairman coordinates and presides at the meeting.
3. Teams are seated together by majors and captains.
4. Decorations and Scouting displays should be used.
5. Scouts and Explorers can help with registration program, serving, etc.
6. The meeting should include fun, instructions, and inspiration. Use a bright, articulate Scout or leader to make an inspirational talk.
7. Use suggested kickoff agenda and make sure each person understands his program assignments well in advance of the meeting.
8. Captains solicit their campaigners, and the chairmen invite everyone to participate.
9. Majors and captains distribute cards and materials to their teams.
10. The district executive takes care of supplies and campaigners' kits. (An explanation of all materials is required.)
11. Secure the three copies of the checkout forms from everyone who takes prospect cards. Make sure the names of captains and majors are on bottom of checkout slip. Give them their copies. Sort your copies (white original) alphabetically, by major and

by captain, for ease in posting later results and developing written reports to send.

## **F. THE REPORT MEETING**

For many – psychologically, at least – the enrollment ends with the kickoff. In view of this, you need to come up with a way to keep up the momentum and close out the enrollment. Report meetings are the best-known way to keep the enrollment on schedule and facilitate a successful conclusion in a reasonable time. They are essential to any enrollment schedule. One or two report meetings should be held; locations can be rotated among districts. The district that gives the best report could be the location of the next meeting. Whatever it takes to keep up morale and motivation will be time well spent.

A report meeting is a regularly scheduled meeting for the enrollment committee. Majors, captains, and enrollers come to turn in their money. They shouldn't wait until they've seen all of their prospects. They should attend the meeting, turn in what they have, and pick up another enroller's report envelope to use with the cards not yet worked. A well-organized meeting won't take long to post the required information to the master prospects list.

At the report meetings, outstanding cards are revealed. This enables the committee to analyze how the enrollment is going and what's needed to give it a boost. Phone calls can be made when appropriate, and specific assignments can be made for follow-up.

### **Reporting Results**

1. Set report meetings early. The chairman, majors, and captains should attend. The first one should be the day of or the day after the kickoff.
2. Audit chairman audits reports.
3. Make the report meetings appealing; luncheons are usually well attended by captains and majors and are a good promotion tool.
4. Mail written reports from chairman to all campaign personnel at least every other week.
5. Hold report meetings until all prospects are enrolled; get chairmen to make telephone calls to people with cards before and during report meetings.
6. Captains and majors are responsible for un-worked cards assigned to their team.

## **G. VICTORY CELEBRATION**

Announce the date and plans for the celebration at each kickoff. Emphasize these in printed reports and at report meetings throughout the enrollment. It is important that the celebration be held, regardless of the amount raised at that date – it could be used to motivate workers to a successful (if belated) completion.

The celebration program should be a social event appropriate to the area (barbecue, fish fry, etc.). Emphasize fun and fellowship to heighten morale. Each division should enthusiastically report status and, if necessary, make a commitment for a successful completion.

A few advantages of a victory celebration are:

- \* Commitment by volunteer and professional leaders to follow enrollment plan and schedule
- \* Ending a year-long campaign
- \* Creating a positive feeling of success
- \* Providing an opportunity for recognizing workers and contributors
- \* Promoting a healthy climate for recruiting next year's leadership
- \* An evening of fun and fellowship with high morale having a positive effect on the entire council

## **Part II**

### **TYPES OF CAMPAIGNS**

The FOS plan used by the Boy Scouts of America is based on years of experience in council funding. Its design includes principles that ensure success if followed carefully, such as:

- \* Although people give to organizations, they give more if the right person asks. This is called linkage.
- \* People can give only what they have, so search for people with the ability to give.
- \* People give most when they are involved. Look for people with an interest in Scouting.

Other elements include a steering committee of key community leaders, a carefully prepared timetable, a coordinated structure for each phase, and trained and dedicated volunteers.

#### **A. Board Campaign**

The council enrollment starts with the executive board and its known constituents. Prospects are linked to the council through business, social, or political influence. These prospects should have an interest in the council, its goals, and program. They should have the ability to give \$1,000 or more. Some councils include only those with the ability to give \$5,000 or more.

The council enrollment secures upper-level memberships from executive board members, advisory members, and others with a demonstrated interest in Scouting. These members usually have broad interests beyond district, community, or unit.

Prospects on the council level have close business, financial, and social ties with executive board members. People enroll in the upper levels because of their interest, financial ability, and who makes the solicitation.

#### **B. District Campaign**

The district enrollment parallels the council enrollment in structure, but deals with prospects linked to the district. This is especially important in large, widespread councils where the prospect might identify more strongly with the district service area than with the headquarters city. District campaigns will include the district committee, commissioner staff, merit badge counselors.

#### **C. Community Enrollment**

Community enrollment deals with local constituents within a community of a district. It has a broad base of local prospects; most are in the \$50 - \$100 giving range. Many upper-level givers may want their enrollment to count in "their town." A prospect strongly linked to and interested in the community campaign should be assigned there.

Community enrollment is organized to solicit prospects not enrolled within the family enrollment, council enrollment, or district/divisions enrollment.

Districts are usually divided into communities. Boundaries usually conform to some existing division such as election areas, school zones, or communities. A community can be a town or neighborhood within a metropolitan area. The district steering committee identifies where community campaigns should be conducted.

The district FOS chairman recruits the community enrollment chairmen. The community enrollment chairmen attend the district information meeting. At this time, the community chairmen are informed about:

- \* Overall council, district, community, and family enrollment
- \* Designated levels of membership
- \* How to conduct a steering committee and prospect & evaluation meetings
- \* How to recruit needed personnel



- \* Calendar
- \* Kickoff and report meetings
- \* Audit and control procedures

### **Leadership Events**

The leadership breakfast/luncheon/dinner is a quick, effective method of securing membership at all levels of enrollment, including upper-level members.

An influential individual invites close, personal friends and business associates to a breakfast, luncheon or dinner meeting to inform them of needs of youth in the community. After presenting information and holding a discussion with those attending, the host states that he or she has already enrolled and asks those present to enroll.

Fundamentals to success are:

1. Holding the event in a prestigious or impressive location.
2. Recruiting hosts who will invite friends to attend a fund-raising event.
3. The host pre-enrolls on the level of those invited.
4. The council story is presented by a volunteer who can impress the guests with knowledge and dedication to Scouting and/or by an outstanding Eagle Scout who can tell what Scouting means to him.
5. Securing pledges at the meeting.
6. Securing sponsors for expenses.

In areas with many prospects, use a luncheon or dinner for recruiting and training, and invite prospective hosts to it. The standard leadership dinner program is presented up until the hosts are themselves asked to enroll. At that time, ask them each to host a similar meeting.

### **D. Family Campaign**

The family enrollment is designed specifically for parents of youth members and Scouters connected to local units. Many councils experience significant success with their family enrollment program. The family campaign is an integral part of the parents' ability and interest to support the Scouting program beyond the nominal registration fee.

Family enrollment is organized to encourage all parents or guardians of Tiger Cubs, Cub Scouts, Boy Scouts, Venturers, and unit volunteers to enroll. This is a voluntary enrollment and must not be a condition of membership in Scouting. At the same time, parents should be aware the council's budget and be asked to share in their youth members' program costs. Donors respond to a "value received" approach to funding – but they need to have the relevant information.

Family enrollment is growing in many councils. Many parents are prospects for giving levels beyond the normal family membership. The fall season is a great time to review unit rosters, determine prospects with increased giving potential, and identify the best persons to make each solicitation.

To ensure participation of units, the district FOS chairman recruits a family enrollment chairman. The family enrollment chairman organizes the units into zones, and neighborhoods within these zones. All units should be asked to participate.

There are basically three presentation methods used to enroll family members. Each one has its own strengths and weaknesses. The most effective family enrollment method is the I-C-5 program. No person contacts more than five people while working their cards. Its strengths:

- \* Person-to-person contact
- \* Directly asks for gifts
- \* Allows for a donor upgrade
- \* Involves people in the process

If a unit is not able to recruit the personnel needed to run an I-C-5 program, then a combination of a group presentation at a blue and gold banquet (Cub Scouts) or a court of honor (Boy Scouts) and a follow-up phone-a-thon is recommended. The group presentation is usually made up of two-person teams from the district. It allows direct contact with the parents to contribute, and allows the presenters an opportunity to suggest a giving amount more than once during the presentation.

A follow-up phone-a-thon is then conducted by volunteers (using a prepared script) to contact any unworked cards and cover many prospects in a short period of time. It is best to conduct the phone-a-thon at a bank or other institution that offers many telephone lines.

Establish a unit goal. The goal can be in dollars or in memberships or both. Prospects in all giving levels are available in units. The unit committee should carefully evaluate all prospects, and not assume that all parents, committee members, and leaders are minimal givers.

The chairman and his entire team should attend the family enrollment kickoff meeting. The team will be informed, enthusiasm will grow, and better results will be achieved. All of those who attend the kickoff meeting should complete their enrollment at that time.

Parents of boys who have grown out of the movement – and who have been enrolling in the family enrollment plan – can be maintained by transferring their cards to the community or district level.

The family enrollment requires year-round cultivation. Scouting's program services and costs should be explained as each new unit is organized, at annual charter renewals, training sessions, and roundtables.

*(Family Campaign Manual, Job Descriptions, Timetable, Tracking Sheet Appendix E)*

#### **E. Vendor Campaign**

Some councils have received additional income by conducting a vendor's campaign in which corporate leaders with a commitment for Scouting ask their suppliers to make a contribution.

The council identifies executive board members and other individuals who hold top positions with companies that make sizable purchases from any vendors. An influential council volunteer invites these selected people to a breakfast or lunch meeting to acquaint them with the vendor's campaign. The invitation meeting clearly states that they will not be asked for a contribution. The primary purpose of the meeting is to ask those attending to ask their suppliers for a donation in support of the council. Enclosed with the letter is an addressed envelope for mailing checks to the sender, not the council.

## **Part III**

### **Campaign Tools and Support Materials**

#### **A. MATCHING GIFTS – DOUBLE YOUR POTENTIAL**

Corporate matching gift programs are a great, untapped resource. More than 1,000 national corporations match their employees' gifts to nonprofit organizations. Many of them match employees' gifts to higher education, but recent trends show corporate philanthropy including numerous community-serving organizations. Over 250 national corporations make matching gifts to the Boy Scouts of America. Contact the Finance Impact Department for the most current information about participating corporations.

Councils will have to conduct their own research to determine which local companies have a matching gift program, and maintain a complete list of firms in their service area. For more information about how to do this, visit the Research Portal area at [www.fsd.org](http://www.fsd.org).

Matching gift forms are usually available at the company human resources or personnel office. The form is completed and sent to the council service center along with the contribution. The council forwards the application to the address of the corporation listed. Specific instructions are listed on each employee application form.

#### **B. MASTER CALENDAR**

The master calendar is the guide to a smooth-functioning enrollment. It is:

- \* The basis for a work schedule by executive staff
- \* A guide for recruiting deadlines
- \* A timetable for meetings
- \* A schedule for office work
- \* A schedule for preparation of promotion and enrollment material
- \* A calendar of records management
- \* A calendar of kickoff dates, report meetings, and cleanup

The master calendar merges the calendars of all campaigns – council, district, community, and family enrollment – plus the council administrative calendar and all support programs.

There are many advantages to recruiting the council chairperson one year in advance of the enrollment. With this timetable, he or she can observe people in action and select the best people available to become steering committee members.

The master calendar starts by analyzing the previous campaign (hopefully, in the spring) and in preparing the council's campaign manual. The calendar ends with the victory celebration, cleanup recognition, and final audit in April or May.

The master calendar is planned well in advance of enrollment. General guidelines for kickoff dates and key meetings are set early in the planning. The detailed calendars for council, district, community, and family enrollment are coordinated to start with upper-level enrollment and close with family enrollment.

All scheduled enrollment dinners and specific dates from each enrollment calendar are posted on the master calendar.

The calendars that follow take place much later in the year than those located in the *Family Campaign Manual* and the *Community Campaign Manual* in the *Appendices*. Those in the *Appendices* start and finish about 3-4 months earlier. Each council will need to develop its own calendar – the important thing is to have a detailed calendar/timetable for your campaign and to follow the plan.

### **FOS Master Calendar**

August Council Staff Training

September First Council Steering Committee Meeting  
Recruit Council Divisions Enrollment Chairmen

October Recruit District FOS Chairmen  
Planning Meeting

November First District Steering Committee Meeting  
Recruit District Enrollment, Divisions, Community, and Family Chairmen  
Complete Council Prospect List  
Review Unit Rosters for Prospects and Leadership

December Advance Enrollment  
Fireside Chats

Complete District Prospect List

January Council's Divisions Kickoff  
District Enrollment Kickoff

February Community Kickoff  
Family Enrollment Kickoff

April Victory Celebration

Council and District Steering Committee Meetings

Minimum of Once a Month – September/December

Minimum of Twice a Month – January/Until Goal Achievement

## **C. FRIENDS OF SCOUTING STAFF PLANNING CONFERENCE**

### **Purpose**

The purpose for scheduling and conducting an annual FOS campaign conference is threefold.

1. All professionals, whether we have been through 1 or 25 campaigns, should be refreshed and reminded of the essential components that cause a successful Friends of Scouting campaign to happen.
2. To have time to focus on this one subject that is paramount in a Scouting career. To

learn from fellow pros, to team build, to discuss and leave no questions unanswered on the council budget and your role in doing your part.

3. Analyze last year's campaign from top to bottom while taking time to identify the best possible volunteer campaigners. To schedule all key FOS dates, and mentally prepare ourselves for a disciplined successful campaign.

### **Objectives**

1. All professionals, as they leave the conference, have a renewed basic knowledge of Friends of Scouting's principles and basic steps in conducting the campaign. They should also understand the council budget and be able to fully explain their service area's fair share of that budget.
2. Realize the importance of maintaining discipline throughout the entire campaign.
3. Realize the total volunteer work force needed to conduct the Friends of Scouting campaign, and have in mind at least two prospects for each key leadership position needed.
4. Schedule each and every date and step in the campaign (from training seminars through report meetings), with each professional leaving the conference with a dedication to keep this schedule.
5. Know the necessity of Friends of Scouting, and realize that the way to achieve 100 percent on time is to FOLLOW THE PLAN.
6. Utilize trained dedicated volunteers and give them the professional support needed to make them successful.

### **Bring the Following Items to the Conference**

1. List of potential division chairpersons (have two or three prospects per division with their businesses, addresses, and phone numbers).
2. Prospect & evaluation plans by community. Bring resources for new prospect. (newspapers, civic club rosters, unit rosters, country club lists). Note dates, times, and places in your calendar.
3. Be prepared to ask questions and discuss past FOS campaigns in your district.
4. Bring last year's posted master lists of all divisions in your last year's campaign.
5. List of prospective majors and captains for each division including name, name of business, and unit affiliation, and phone number for the following positions:
  - A. 10 prospective majors (if general or special division)
  - B. 15 prospective captains
6. List of 30 prospective workers for each division. That means if you have five divisions, you need 150 prospective workers' names, names of businesses, and phone numbers. (Remember, you cannot have too many workers.)
7. List of potential steering committee members from your district and date of steering committee meeting.
8. Names, addresses, and phone numbers of your top three districts' FOS chairmen prospects.

### **D. CHECKLIST FOR DISTRICT FRIENDS OF SCOUTING TRAINING SEMINAR**

1. All division chairmen are recruited and attending.
2. Script is written and covered with district Friends of Scouting chairmen at least five days before the training date.
3. Work up training booklets for everyone at training seminar. Personalize each booklet by name.
4. Cover reports, comments, invocation, etc. days before the meeting with those on the program.
5. Ensure meeting is in a nice, impressive location where a meal, etc. is provided. Make sure key rings, etc. are provided. Make sure key rings, etc. are available as gifts.

6. The following should be prepared at the meeting:
  - \* Name tags
  - \* Place cards
  - \* Meal taken care of by chairman
  - \* Order of place cards around the table
  - \* Small gifts for participants
  - \* Booklets ready and at place setting
7. Make sure program starts on time and lasts only one hour. Don't let the meal go more than 20 minutes. Let the program begin while dessert is being served.
8. Make sure an American flag is available for the pledge as a part of the opening.
9. Make sure division chairmen's Friends of Scouting cards are worked at the training seminar and collected.
10. Meet with each division chairman (if possible) before the training seminar, and cover the basic ideas and work force needs so the division chairman will be familiar with his/her job.
11. Use the training seminar as a motivational tool to kick off your Friends of Scouting efforts. The entire group should leave the seminar ready mentally to obtain any goal. *(other resources Appendix G)*

#### **E. THE LAWS OF FUND-RAISING**

1. People give to people, not organizations.
2. Recruiting the people for the campaign structure is imperative; the money raised is directly proportional to the people recruited.
3. The higher the level in the campaign structure that we fail to fill a position, the greater is the loss of contributions.
4. Few people make a gift without being asked and . . . no one makes an increase without being encouraged.
5. No one has ever been asked for too much money--many have been asked for too little.
6. Quite often, too much material and information about the organization clouds the decision to give . . . remember, they give to people, not to organizations. Therefore, the more complicated you make the campaign the less the results.
7. Recognition of the gift is best at the time the gift is made; without a thanks, the good feeling of giving decreases at an accelerated pace.
8. Paper only informs, people inspire . . . only people raise money.

#### **Why People Give**

- |         |   |
|---------|---|
| First:  | They are asked  |
| Second: | They believe in the ideals of the organization and care |
| Third:  | Prestige and recognition                                |
| Fourth: | Seek power and influence                                |
| Fifth:  | Peer pressure   |
| Last:   | Tax consideration                                       |

#### **F. COUNCIL ENROLLMENT MANUAL**

Annually, the council should prepare its own FOS manual for use by the executive staff. The manual should be reviewed in depth at the annual staff training and planning conference.

The clearly written manual should include:

- \* Analysis of previous campaign giving by amount of gifts and levels
- \* Next year's budget
- \* Campaign plan and calendar
- \* Job descriptions for key campaign positions
- \* Suggested meeting agendas
- \* Specific guidelines for effective executive direction and campaign controls

#### **G. RECOGNITION**

Recognition is essential to building a constituency of Friends of Scouting who will both continue to enroll annually and increase their enrollment. It is important that the recognition plan provides for immediate recognition.

Recognition helps create a climate of willing participation and helps retain sustaining members on an annual basis. People will buy into a higher level of membership to gain recognition and prestige. The Supply Division of the Boy Scouts of America has a full line of recognition awards suitable for each level of membership.

Recognition for levels of giving:

1. Plaques should be engraved with the member's name and date. Presentation should be made within 30 days after enrollment, and can be presented at the council executive board meeting, a service club meeting, other public meeting, place of business, or at the individual's home. Try to involve youth members in the presentation.
2. Use framed certificates or small plaques for Leadership and Century members.
3. Printed membership card in thank-you folder or with thank-you letter.
4. Recognition of dinner hosts and hostesses when event is held in their home.
5. Recognition of all campaign leaders.
6. Family enrollment banners, streamers, or plaques for units.
  - a. Participation
  - b. Honor unit for all who achieve goal

All Century members and above should receive additional recognitions in addition to the plaque or framed certificate. Be creative, and try to make it both unique to the council and meaningful to the donors.

Some suggestions:

1. A dinner at the Scout camp during the camping season.
2. Complimentary tickets to the Scouting show. (Tickets marked "Special Guest.")
3. Invitation to camporee.
4. Two or three personal letters during the year reporting council progress and thanking enrollers for their part in the success.
5. Mailing of council bulletin.
6. Personal note from a youth member.
7. Invitation to participate as special guest at a court of honor.
8. Special gift presented during Scouting Anniversary Week by youth members.  
(A wide variety of recognition pieces are available from BSA Supply Division.)
9. Thanksgiving card, mailed to donor's home during Thanksgiving week, serves as a reminder of their importance to the council and a subtle reminder that next year's campaign is just around the corner.

All other members should receive a thank-you letter or folder with a membership card. Division and district leaders are awarded an appropriately engraved statuette or plaque (typically awarded at the victory celebration). Each person working in the campaign should receive a thank-you letter signed by the campaign chairman or council president.

Involve your youth members in thanking your campaign donors. Since your youth members directly benefit from the campaign, involving them in the "thank you" process is both effective and important to future gifts. Your donors will greatly appreciate this.

## **FOS RECOGNITION PLAQUES FOR LEVELS OF GIVING**

**Century Member.** Given for contributions of \$100.

6"x 8" walnut-look plaque with engraving plate. 17615

**Leadership.** Given for contributions of \$250.

The 6"x 8" solid walnut wood plaque with engraving plate. 17620

**Patron Member.** Given for contributions of \$500.

The 6"x 8" solid walnut wood plaque with engraving plate. 17619

**Honor Member.** Given for contributions of \$750.

7-1/2"x 10" solid walnut wood plaque with engraving plates. 17621

**Guardian Member.** Given for contributions of \$1,000.

7-1/2"x 10" solid walnut wood plaque with engraving plates. 17618

**Century Member.** For \$100 contributions.

The 5"x 5" black plastic plaque has an easel back; stand or hang on wall. 17627

**Leadership Credenza.** For \$250 contributions.

6"x 6" walnut-finish wood on 2-3/4"x 5/8" base; 6-1/2" high with engraving plate. 17629

**Patron Credenza.** For \$500 contributions.

6"x 6" walnut-finish wood on 2-3/4"x 5/8" base; 6-1/2" high with engraving plate. 17629

**Guardian Credenza.** For \$1,000 contributions.

6"x 6" walnut-finish wood on 2- 3/4"x 5/8" base; 6-1/2" tall with engraving plate. 17630

**Sponsor Member.** For contributions of \$2,500.

8"x 12" solid walnut. 3-7/8"x 3/8" (top) and engraving plates. 17617

**Benefactor Member.** Given for \$5,000 (or more).

11"x 15" solid walnut. 3-7/8"x 5/8" (top) and engraving plates. 17616

**Distinguished Member.** For \$10,000 contributions.

11"x 15" solid walnut plaque with message plate. 17622

**Pacesetter.** For contributions of \$25,000 or more.

11"x 15" solid walnut with cast message plate. 17624

**Founder Member.** For contributions of \$50,000 or more.

16"x 21" solid walnut with cast message plate. 17626

## **H. FOS "YELLOW FLAG" PENALTIES**

These were written as comical examples of the many stories and statements a professional might hear in fund-raising. If you hear these statements – the yellow flag is dropped . . . you need to "stop play" right there!

There are no short cuts to fund-raising. (**Following the plan with discipline is a fundamental that must be adhered to.**)

When we hear those statements, either make the correction with that player – or change players. If you leave it alone, you're out of the game!

"I've raised money before for the YMCA. As a matter of fact, I think I still have the letter I wrote



right here in the file..."

"I'll do the job, but for the first three weeks in February when those briefings are happening, I'll be in Argentina negotiating a union contract."

"Well, we won't do it exactly the way you want, but we will raise the goal!"

"We'll raise the money for you, but we don't believe in things like report meetings – our guys are too busy here, and most of them would have to drive across the city, but we'll raise the money."

"I'll get the people to work. You bring those names from the printout by my office tomorrow. And, hey, bring plenty of those pledge cards with you."

"Let me tell you what. I know two brothers in this city that are good friends of mine – one of them was an Eagle Scout--they've got the kind of money where if we're short of the goal, I can take them out for a couple of drinks and they'll write a check for the difference."

"This damn chart of yours is too complicated. I can't recruit that many people, but I'll do the job for you. I'm having a staff meeting with my people next Friday. I need for you to bring plenty of pledge cards, and I'll let you make the presentation at the meeting."

"Most of the guys did this last year. They know what they're doing. We don't need any briefing meetings. Just bring by the cards and the mugs. Do you guys have anything else to give out this year? My guys love give-aways."

"Mr. Big Time Boss told me about this campaign, and how we do it here. Even though it's my first year, I can guarantee you we'll be successful like we always are. Just drop off the packet with the cards to my secretary at Gate #6. If she's not in, just leave the packet with a note."

Most of the guys can't make a briefing. Our company is in a reorganization process. Frankly, you'll be lucky to raise half of the money we did last year. But, we'll do the best we can. Don't push me. Just leave the cards and when I'm done, I'll call you."

"Don't you guys have a computer at the Scout office? You should be able to crank out a letter to everyone in the metro area and make mucho bucks. Everyone loves the Scouts! Last year my wife did this for the kidney drive... She raised \$2,000 with a mail campaign."

I've got a better idea. I have a friend who owns a skating rink. If I talk to him, I know he'll let us have the rink for half price! We can charge people \$4 to skate for Scouting, and sell tickets all over the city. Wait, you haven't heard the best part. My best friend is a lieutenant in the police department. He has Chief McKinnon's ear . . . we might even get the "Blue Pigs" to play for free!

"I'm the post commander at the VFW #4256. We can raise a bunch of money for you. We'll just put a jar at the end of the bar with a label on it that says, "Help Support Scouting." You can't believe how those pennies and dollars add up ... why, last year we raised \$300 for Jerry's kids!"

"As you might know, I'm Sicilian. My brother was a Scout. He likes you guys. We got some money for you. How much do you need? \$75,000? You want it in \$20's or 100's? Meet me Wednesday at noon at the Red Fox in Bloomfield Hills. We'll have lunch and I'll have your money!"

"Well, I know letters don't work, but I'm going to get Joe Smith to sign these ... and these will work ... no one will turn down Joe Smith."