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MARKETING HANDBOOK

ILRU MANAGEMENT SUPPORT SERIES

BY
KYM KING

WORDS AND IMAGES

By Michael Jones

Fund-raising appeals are one of the most common and troubling sources of inappropriate and potentially damaging portrayals of persons with disabilities. We are all familiar with fund-raising appeals that play on pity or fear to solicit donations from the public. It is a paradox that these efforts to promote public support for programs serving persons with disabilities may do more harm than good by furthering attitudinal barriers to independent living.

The problem with negative, demeaning portrayals of persons with disabilities in fund-raising appeals has been repeatedly and well articulated by IL advocates. Yet, despite repeated criticism, negative portrayals persist. There is no need to account criticisms of negative portrayals here. Instead, it may be more productive to examine why these portrayals persist and to offer suggestions as to how we might discourage use of negative portrayals in the future.

Portrayals in Fund-Raising Appeals

Beatrice Wright (1983) proposed a succumbing-coping dichotomy to describe contrasting strategies for adjusting to a disability. She also suggests use of this dichotomy to distinguish negative and positive portrayals of persons with disabilities. It may be a useful dichotomy for classifying fund-raising appeals, because it helps distinguish positive from negative appeals and offers clear alternatives to negative portrayals.

According to Wright, succumbing appeals portray the person with a disability as passive and dependent. They tend to emphasize a person's disability rather than ability and focus on the pain, suffering, and sadness experienced by the disabled person. Succumbing appeals suggest that the disabled person's only recourse is to deny the disability and lead an unfulfilled, meaningless existence.

A coping framework, in contrast, casts the disability as manageable and nondevaluing. The person with a disability seeks solutions and satisfaction instead of cures. Robert and Christine Harris (1977) describe the coping individual with a disability as someone who plays "an active role in molding his life by appraising difficulties and arranging activities in accordance with his abilities" (p. 70).

Impact of Succumbing Appeals

The HARRISES suggest that most fund-raising appeals portray persons with disabilities in a succumbing framework. Their analysis of fund-raising appeals appearing in three major magazines between 1970-74 indicated that 77% of the advertisements contained succumbing appeals (HARRIS & HARRIS, 1977). Although these data are somewhat dated, it is probably safe to assume that many, if not most, fund-raising appeals are still cast in the succumbing framework to some degree.

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Whether intentional or not, fund-raising appeals serve two purposes. Their intended purpose is to solicit support for a particular cause. But fund-raising appeals also influence people's attitudes and opinions about the cause. What is the impact of succumbing appeals in achieving their intended and unintentional purpose?

Three elements commonly employed in succumbing appeals are depersonalization, fear, and dependency. Depersonalizing appeals emphasize how (unfortunately) different persons with disabilities are from non-disabled persons. Fund raisers assume that donating will be increased by eliciting pity from the "haves" for the "have nots." In truth, we tend to be less supportive of those who are unlike ourselves. Research suggests that those who perceive few similarities between themselves and others tend to dehumanize others (Harris & Harris, 1977).

Fear is often used as a motivating element, assuming people will donate to avoid the plight of disability. Research suggests, however, that while high fear appeals may influence public attitude about disabilities (e.g., they are to be avoided), they do not necessarily increase donations. In fact, as Harris and Harris (1977) note, high fear appeals may lead prospective donors to conclude that the situation is hopeless, so contributing to the cause is a waste of money.

A third common appeal is to portray the person with a disability as dependent upon society for assistance. Wright (1983) describes a study by Harris (1975) in which subjects were asked to donate money to two target groups: One group was reported as too helpless to help themselves, and one was represented as needing help to help themselves. Harris found the subjects actually gave more money to the less dependent group, even though this group was portrayed as less needy. So, not only are appeals portraying persons with disabilities as overly dependent less effective, they may also cast the individual as distinctly inferior to the donor.

Contrary to the opinion of most fund raisers, succumbing portrayals are not the most effective appeal. Of greater importance, however, is the fact that these portrayals continue to foster negative attitudes about persons with disabilities. So why do fund raisers continue to rely on succumbing portrayals to solicit donations?

Reasons for Portrayals Vary

One reason may be that fund raisers are unaware of the relative ineffectiveness and potential harm of succumbing portrayals. This seems unlikely, in light of repeated criticisms directed to fund raisers by IL advocates. Nevertheless, fund raisers may be at a loss for effective alternatives to succumbing portrayals. As I mentioned, Wright's dichotomy may be useful for identifying successful alternatives to negative and demeaning portrayals. Wright (1983) has suggested the following appropriate appeals:

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1. Emphasize the enabling uses of funds raised;
2. Depict the active involvement of those receiving funds in valued activities;
3. Emphasize similarities between the target group and prospective donors; and
4. Make use of modeling of appropriate actions (e.g., identify other authority figures who have donated to the cause).

Another reason for continued use of the succumbing appeal is its self-serving nature. It is in many fund raisers' interest to continue portraying persons with disabilities as dependent and inferior, because it helps to ensure a legion of grateful recipients.

In these cases, our best course of action is to use exemplary models to demonstrate that coping appeals are effective in soliciting funds and public supports. Through positive fund-raising examples and continued strong advocacy of IL philosophy, we may be able to enlighten all persons with disabilities, and, the programs serving them, to the dangers of succumbing appeals. In the process, we may be able to erode the base of support for those fund raisers who continue to perceive persons with disabilities as their underlings.

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FUND RAISING: A CONFLICT FOR ILCs?

By John VanDenBerg

Human service organizations have long been dependent upon some type of fund raising to survive.

Since ILCs are no exception to this rule, fund raising has been a major concern of many leaders in the IL movement. Up until now, many successful fund raisers have been those who have evoked sympathy and compassion in donors so they will want to help those less fortunate than themselves. This may be well and good, but it runs counter to the philosophy of the IL movement. ILCs have had to continually reconcile and the demands of modern fund raising with the goals of the IL movement and their organizations.

The basic tenets of the IL movement involve viewing persons with disabilities as whole, credible, and dignified human beings who are capable of functioning actively in any level of society (Rice, Roessler, Greenwood, & Frieden, 1983). Traditionally, there has been little consumer involvement in service organizations. However, the mission statements of many ILCs reflect service priorities designed to activate consumers. ILCs focus on the importance of consumers as change agents (Jones & Hannah, 1983). Therefore, as a fund-raising organization entering the jungle of fund raising, ILCs are strange beasts, indeed. According to modern fundraising technology, individuals, corporations, and foundations are most likely to donate to organizations who have familiar priorities (Gaby & Gaby, 1979). Because of IL philosophy, it would appear that ILCs are poor candidates for successful fund raising. However, nothing could be further from the truth. Not only can ILCs be strong fund raisers, but they also have a chance to influence the world of fund raising.

The key to overcoming donor bias and promoting the IL movement through successful fund raising is for ILC directors and staff to promote, and promote aggressively, the very concepts that are identified as weak by traditional fund-raising standards. The fact is that the IL movement uses donor dollars to fund consumer-run organizations that do not view themselves as "less fortunate" than others, but rather as those who can use those dollars to attain and maintain independence in the community. This promotional direction also fits into the current era of fiscal conservatism. Dollars spent on moving persons with disabilities into communities to become productive, tax-paying individuals are actually returned to the economy and are a wise investment for society. The IL movement has stressed dignity and self-determination as primary concepts (Bristo, 1983). These principles should be emphasized as basic to American self-reliance.

All of us have seen tear-eliciting performances given by promoters of popular telethons. Because of the popularity and success of this method of fund raising, and its obvious inappropriateness for ILC fund raising, any ILCs have avoided telethons and similar types of fund raising. This may be a mistake.

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A telethon can be done with sensitive portrayals of the way the IL movement has benefitted our society. The telethon could focus on the consumer involvement concept that is central to the IL movement. The message to ILC fund raisers is this: Don't reject potentially successful fund-raising methods, because they have been used in the past to portray consumers as weak. Simply invent new ways to use the same technology and at the same time, promote dignity.

Successful ILC fund raisers need to be aware of the changing nature of fund raising. For example, individuals have always given the bulk of all donated dollars (Gaunt, 1982). However, only 20% of individuals have given 80% of the total dollars. Therefore, a private donor drive must focus on locating, researching, and educating the minority of givers in a community who give most of the money. The fastest growing source of funds in the U.S. is corporations. Many successful ILC fund raisers have taken advantage of that fact and have developed sophisticated methods of informing local corporations about ILC goals. It is important to remember that most corporations are not familiar with the unique goals of the IL movement. It is the ILC fund raiser's job to provide the motivation needed for corporations to fund something new and different.

In summary, the ILC fund raiser faces a real challenge in trying to wean their organizations from the federal dollar. The world of fund raising can be unfriendly toward organizations that push radical ideas about consumer involvement in service provision. However, ILC fund raisers have to sell these strong ideas as the very reasons why donors should give to ILCs. It is encouraging that many ILCs nationwide have met this challenge and are now successfully steering themselves toward meeting their organization's financial needs.

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PLANNING IS THE FIRST STEP

by John VanDenBerg, Daniel W. Dugan,
and Gerald T. Hannah

This issue of the Forum is devoted to the topic of fund raising. The Research and Training Center on Independent Living (RTC/IL) began looking into fund raising in 1982 and funded a project on developing nongovernmental fund-raising alternatives. The project is under the supervision of John VanDenBerg, M.A., and Gerald T. Hannah, Ph.D. The project staff has developed a manual on nongovernmental funding and have researched how successful independent living centers (ILCs) do their fund raising. A manual will be available from the RTC/IL and the project nears completion in September, 1985.

The need for independent living centers (ILCs) to participate in active nongovernmental fund raising has never been greater. Governmental funding for social services programs has recently been under attack, and decreases in available funding for ILCs are expected. The nongovernmental funding project funded by RTC/IL recently conducted a survey of Region VII ILCs to determine the range of current fund-raising activity. The results were frightening. Although many ILCs had some fund raising occurring, most raised only a small percent of total revenues needed to fuel their programs. Several had no active fund-raising programs at all. In all cases, the need for services to persons with disabilities was growing rapidly, and more and more demands were being placed on ILCs. The survey verdict was clear: If massive federal funding cutbacks were to occur, most ILCs would be forced to reduce services drastically or close down altogether. The dilemma is obvious. Increasing need for services spells increasing need for revenues, and current federal funding prospects are unclear at best. The answer to the dilemma is similarly obvious. ILCs must begin immediate and comprehensive programs to raise nongovernmental funds. The first steps toward this process are described below.

Planning for Fund Raising

The importance of planning in the fund-raising process cannot be overemphasized. However, fund raising is often thought of as an emergency procedure. When fiscal emergencies do occur, planning is often the first procedure to be abandoned. As a result, most emergency fund-raising efforts fail. Typically, most comprehensive fund-raising drives take at least 3 years to show a profit, and they succeed only when preceded by careful planning.

The First Step

As the first planning step, we recommend each ILC director look at his or her organization as a group of related services or cost centers. Each of these cost centers follows a planned course of action to achieve specific objectives. For example, an ILC's transportation program may involve administrative time, staff,

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drivers, and vehicles. All of these produce a service: transportation. This program is a cost center. Proceed to lay out your ILC as a group of cost centers. Once you have completed this step, you will have a list of all of your services that require revenue to function.

For the next three years, list minimum and maximum service need levels for each cost center, based on past rates of cost center growth. For example, your transportation cost center for 1983 may involve five hours per week staff time, two drivers, and two vehicles. The cost center in 1984 may have doubled to ten hours per week administrative time, ten hours per week staff time, four drivers, and four vehicles. Your projected needs for 1985 may be doubled in 1986 and 1987, as well. These would be maximum service need levels for a cost center. Your minimum service need levels may be the same as your 1984 cost center levels or whatever levels you need to maintain a minimum level of service.

Next, you need to determine what the costs will be for the projected minimum and maximum service levels. To do this, again look at past costs of a cost center. If your transportation cost center was \$10,000 in 1983, \$20,000 in 1984, you may expect a maximum cost of \$40,000 in 1985, and so on. If the minimum service needs were determined to be the 1984 level of service, you would put down \$20,000 for each of the next three years. When this step is accomplished, you will know what funds will be required to drive programs.

Appoint a Planning Committee

At this point you should appoint a financial planning committee from your staff and board of directors. Because most board members are used to being dispensers of funds rather than raisers of funds, you may have to be very selective in appointing your committee. This committee will serve as the backbone of our fund-raising effort. Be sure you have motivated individuals on it. In our experience, some ILCs have had to reorganize their boards totally at this point. Remember, the future of your ILC is at stake. If your present board is uncooperative and is avoiding fund raising, reorganize and do so swiftly. You may need to bring in outside consultants or members of other successful fund-raising board to give your board a "pep" talk.

At the first meeting of the committee, go over the three-year cost center projections along with your best estimate of funds available during the same time. Make sure that all committee members understand the need for a comprehensive fund-raising program, and begin to lay out your available options. One option to be avoided is the "Lets have a bake sale" plan. The last thing your committee

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needs is to get burned out on such high time cost, low dollar pay-off events. Those types of efforts can be valid but primarily for publicity reasons. They should be handled by another committee.

Hire a Fund-Raising Staff Member

Now is the time to assign or hire a half-time or preferably a full-time staff member assigned only to do fund raising. In our experience, this is a "must" requirement. We have located no ILC with a solid fund-raising program who does not have at least one half-time fund raiser on the staff. It will be necessary to use nonfederal funds to pay this person, since it is illegal to use federal money to raise funds. Several alternatives for paying the salary exist. They include:

1. Have key committee members solicit major individual donors or corporate donations to pay initial start-up costs.
2. Use community or state funds, if you can do so legally.
3. Locate and apply for grant from a private foundation specializing in providing start-up costs for organizational fund-raising efforts.

Be sure that your ILC has a tax-exempt status. If you don't, get together with a good tax attorney. IRS guidelines contain a number of gray areas that can spell future disaster for an organization if not carefully addressed from the outset.

Set Up Bookkeeping

Another important step toward comprehensive fund raising is to set up a restrictive bookkeeping system. ILC books must show how each federal dollar is spent and that all fund-raising activities are clearly supported with other funds. Again, it is illegal to use federal funds to raise funds. The federal guidelines are confusing, at best, but they must be carefully followed to protect the ILC.

Some human service organizations have, at this point, set up private foundations to serve as a primary mechanism for fund raising. Most ILCs raise funds under the umbrella of their own board of directors. Thus, the private foundations option will not be addressed in detail here. However, if you are interested in this option, please contact the authors for further information. A section on developing private foundation resources is being included in the manual currently being produced by our staff.

Assess Your Resources

The final major planning step for your committee is to conduct an assessment of available resources. You will need to know your community strengths and weaknesses. To find out this information, go to other human service organizations, and ask them about their experiences. We have found that other local organizations are very cooperative in helping you access community resources. If necessary, donate to other successful organizations to obtain their materials. In addition, your assessment will list key community leaders, corporations, landowners, foundations, and major private donors in your area. You should hold a brainstorming session with your board to see who knows these key people. These contacts will be a crucial part of your fund-raising effort.

As you move out of the planning stage into actual fund raising, you should carefully consider your options. An initial fund-raising effort should have a high probability of success and involve a minimum of staff time. The biggest mistake a committee can make is to start small and do a very good job with your first effort. You will be raising funds for a long time, and the best way to start is with a success.

**AB CENTER FOR INDEPENDENT LIVING
FUND RAISING COMMITTEE
COMMITTEE COMMISSION (JOB DESCRIPTION)**

GENERAL COMMISSION:

The Fund Raising Committee is commissioned by, and responsible to, the AB Center for Independent Living, Inc., Board of Directors. The Committee assumes responsibility for consulting with the Board on all matters pertaining to the raising of funds through Annual Giving activities such as one-on-one solicitation, special events, gift clubs, membership campaigns, direct mail solicitation, foundation and corporate gifts and deferred giving programs. Under the direction of the Board, the Committee will conduct fund raising activities in conformity with established policies and practices of the AB Center for Independent Living so that all programs and services of the organization may still be carried on in an effective and efficient manner and in harmony with the mission and purpose of the organization.

PURPOSE:

To raise money, in-kind contributions, volunteers and other resources for the AB Center for Independent Living.

To identify consumer and agency needs, either through long range planning or a needs assessment, and then set fund raising goals in cooperation with the Board of Directors.

To determine the feasibility of all fund raising goals.

To develop comprehensive fund raising plans designed to achieve annual campaign goal(s).

To recruit appropriate volunteer and staff assistance for each fund raising activity.

To evaluate each fund raising activity and progress to determine what works well and what must be changed to improve results.

APPOINTMENTS AND COMPOSITION:

1. Appointments to the Fund Raising Committee are made on an annual basis by the Chairperson of the Board of Directors and the Chair of the Fund Raising Committee. Recommendations will be sought from Board members, Executive Director and Development staff.

AB CENTER FOR INDEPENDENT LIVING

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2. The Committee shall not have over 15 members.
3. It shall include members of the Board of Directors, volunteers, community leaders, staff, clients, family members of clients, anyone willing to participate in the development of resources for ABCIL.

RESPONSIBILITIES:

1. Provide overall policy guidance for all fund raising activities, and recommend the goal(s) and purpose of each activity.
2. Submit, for final approval, recommendations to the Board of Directors for the annual fund raising goal and annual fund raising activities and methods.
3. Recruit leadership, volunteers and workers for all annual fund raising activities.
4. Provide the necessary time, energy, action and connections to accomplish the annual fund raising goals.
5. Influence other community leaders and funders to support the organization.
6. Annually review Committee fund raising activities.

DATE APPROVED BY BOARD OF DIRECTORS:_____

The mission of WCIL is to facilitate independent living for people with disabilities through a variety of non-residential programs and services. WCIL advocates, educates and provides primarily peer-conducted services to its consumers and the community.

JOB DESCRIPTION

DEVELOPMENT DIRECTOR

Time:.....

Closing Date:.....

Salary:.....

Starting Date:.....

The Development Director will be directly responsible to the Executive Director. His/her duties will include, but not be limited to the following:

RESPONSIBILITIES:

1. Provide staff support to the Board of Directors and Fund-raising Committee including organizational skills and technical expertise necessary to achieve effective coordination between WCIL's Board of Directors and all other support groups.
2. Provide staff support to the Board of Directors and Fund Raising Committee in their sustaining of existing auxiliary fund-raising support groups and in the formation of new auxiliary fund-raising support groups.
3. Work closely with the Board of Directors and Fund Raising Committee to facilitate solicitation from private donors and special fund-raising events.
4. Responsible for all correspondence, reports, and record keeping related to fund-raising activities, i.e., contributor acknowledgements, donor file updates, analysis of giving patterns.
5. Supervise Grants Specialist, Public Affairs Specialist and Development Assistant.
6. Other duties as assigned by the Executive Director.

QUALIFICATIONS:

1. Bachelor's degree in a related field from an accredited college and five years' experience in effective fund-raising and enlisting the cooperation of others.
2. Demonstrated ability to write clear and grammatically correct copy, letters, reports, and articles.
3. Demonstrated interpersonal skills needed to interact effectively and diplomatically with a variety of staff, volunteers, and support groups.
4. Two years' successful experience in supervising employees, volunteers and students, including delegating responsibilities, organizing work flow, and evaluating performance.
5. Public relations experience helpful.
6. Familiarity with corporations and private foundations related to the awarding of contributions and grants.
7. Life experience with disability as well as knowledge of and comfort with the Independent Living Movement philosophy preferred.
8. Must be able to provide own transportation and willing to travel.
9. Bilingual skills preferred (Spanish and/or American Sign language).

Send resume and cover letter mentioning the position and highlighting your qualifications and experience with working with people who are disabled to:
WCIL, Attention: Executive Director, 12901 Venice Boulevard, Los Angeles, CA 90066.

WCIL IS AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

JK: 10/86 RE 1/82, REV 9/87

The mission of WCIL is to facilitate independent living for people with disabilities through a variety of non-residential programs and services. WCIL advocates, educates and provides primarily peer-conducted services to its consumers and the community.

JOB DESCRIPTION

FUND RAISING COORDINATOR

Time:.....

Closing Date:.....

Salary:.....

Starting Date:.....

The Fund Raising Coordinator will be directly responsible to the Executive Director. His/her duties will include, but not be limited to the following:

1. Supervise Public Relations Manager
2. Supervise temporary fund-raising clerical assistants.
3. Coordinate clothing sale and one other special event - as needed part-time assistant may be hired.
4. Oversee upkeep of donor tracking and donor listing system, correspondence, record-keeping and contributor acknowledgements.
5. Oversee potential rental of banner list to mailing list vendor.
6. Coordinate WCIL's participation in the human race.
7. Oversee direct mail activities - mailing of the \$25,000
8. Attend Board Fund-Raising Committee meetings and take minutes.
9. Other duties as assigned by the Executive Director.

QUALIFICATIONS:

1. Skill in supervising employees, volunteers and students; including delegating responsibilities, organizing work plans and evaluating performance.
2. Ability to use and operate a computer for word processing and retrieving of data base information.
3. Demonstrated ability to write clear and grammatically correct copy, letters, reports, and articles.
4. Demonstrated interpersonal skills needed to interact effectively and diplomatically with a variety of staff, volunteers and support groups.
5. Public relations experience helpful.
6. Life experience with disability as well as knowledge of and comfort with the Independent Living Movement philosophy preferred.
7. Must be able to provide own transportation and be willing to travel.
8. Bilingual skills preferred (Spanish and/or American Sign Language).
9. Non-smokers preferred.

Send resume and cover letter mentioning the position and highlighting your qualifications and experience with working with people with disabilities to: WCIL, Attention: Executive Director, 12901 Venice Boulevard, Los Angeles, CA 90066

**QUALIFIED APPLICANTS WITH DISABILITIES
ARE ENCOURAGED TO APPLY**

WCIL IS AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

The mission of WCIL is to facilitate independent living for people with disabilities through a variety of non-residential programs and services. WCIL advocates, educates and provides primarily peer-conducted services to its clients and community.

JOB DESCRIPTION

DEVELOPMENT ASSISTANT

Time:.....
Salary:.....

Closing Date:.....
Starting Date:.....

The Development Assistant will be directly responsible to the Fund Raising Coordinator. His/her duties will include, but not be limited to the following:

RESPONSIBILITIES:

1. Typing, editing and proofreading.
2. Data collection, statistical reporting as needed.
3. Operation of personal computer for data input, word processing and retrieving of data base information.
4. Provide training to banner project as needed.
5. Use own car to run errands as needed.
6. Other duties as assigned by the Fund Raising Coordinator.

QUALIFICATIONS:

1. Bachelor's degree from an accredited college and three to four years experience in clerical work preferred.
2. Type at least 50 wpm.
3. Ability to learn to use and operate a computer for data input, word processing and retrieving of data base information.
4. Skill in performing duties effectively under the stress of frequent interruptions and distractions.
5. Ability to appropriately handle and screen phone calls.

**Job Description
Development Assistant
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6. Knowledge of office machinery, office methods, and procedures.
7. Demonstrated ability to deal effectively with staff, community representatives, and agencies in a high volume public contact setting.
8. Demonstrated good organizational skills.
9. Bilingual skills (Spanish and/or American Sign Language) preferred.
10. Life experience with disability as well as knowledge of and comfort with the independent living movement preferred.
11. Must be able to provide own transportation and willing to travel as required.
12. Discrete use of confidential information.
13. Demonstrated ability to write clear and grammatically correct copy, letters, reports, and articles.
14. Demonstrated interpersonal skills needed to interact effectively and diplomatically with a variety of staff, volunteers, and support groups.
15. Non-smokers preferred.

Send resume and cover letter mentioning the position and highlighting your qualifications and experience with working with people who are disabled to the Fund Raising Coordinator.

**QUALIFIED PEOPLE WITH DISABILITIES ARE ENCOURAGED TO APPLY
WCIL IS AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER**

HOW TO ASK FOR MONEY:

THE SET-UP

List three things you can do for your prospect before you ask him or her for money:

THE PITCH

1. Smile. Keep smiling. Say the name of your organization often.
2. Say your name, the name of your organization, and your office or job.

Hello. I'm Joan Flanagan, the Secretary of the Board of Directors of Horizon Hospice.

3. Describe your program and its effectiveness.

Horizon Hospice was the first hospice in Chicago. For seven years we have helped dying people and their families. Our patients come from all ethnic and economic groups. 60% of Horizon Hospice's patients are able to die in their own homes; the national average is 20%.

4. Describe your budget and one specific piece.

It costs us \$175,000 per year to run Horizon Hospice. It costs approximately \$40 per day to provide in-home hospice care to each patient.

5. Describe your fund raising strategy.

All Horizon Hospice services are free of charge to the patients. All funds are raised from foundations, corporation, and concerned people like you. We receive no government grants.

THE STING

1. Ask for a specific dollar amount.
2. Ask for a specific part of your program.
3. Say why you need the money now.
4. Say the dollar amount that you want again.
5. STOP TALKING. Smile. Wait for the person to say yes.
6. If your prospect has questions, answer them as briefly as possible.
7. Repeat steps #1 to 5 at least three times, more if you can until you get the money.
8. Never argue.
9. Remind your prospect that you have given a donation yourself, and (ideally) that you are a volunteer giving your time to ask for his or her support, too.

HOW TO ASK FOR MONEY

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PRACTICE

Pair up with another person from a different organization. Ask for money for a current project of your organization. Close your sale: get a check or cash now. Everyone who gets a contribution will also get a prize. Pledges, promises, and IOU's do not count.

**HOW NOT TO ASK FOR MONEY
THE MOST COMMON
MISTAKES**

1. Not asking. It would be nice to think that if you just do a terrific job for a terrific cause, folks will take notice and offer to contribute. Forget it.
2. Not asking family and friends. Remember who bought most of your Girl Scout cookies?
3. Beating around the bush. Don't fall into the stereotypically feminine tactic of hinting at what you want. ("We are so broke I don't know where next month's rent is going to come from. Oh what a lovely diamond ring!")
4. Being dishonest. For heaven's sake, tell the truth about what you're doing and what you really need the money for even if it's to bail out a mistake. Anyone who's accumulated enough money to give away understands the ups and downs of doing business.
5. Begging, apologizing, or demanding. Funders need to be convinced that you believe in the project, and that their participation would not be charity or an obligation, but, yes, a privilege. Don't forget to mention money that you've contributed.
6. Not knowing the financial side of your program or business. If you're talking money, you'd better know what you're talking about.
7. Having too low a budget. Women tend to ask for less than they know is needed because they can't believe anyone would give them, say, \$10,000. Well, a funder is much less likely to give \$5,000 for a project that obviously calls for more than that to do the job right.
8. Underestimating giving potential. Aim high -- that's what negotiating is all about. They may even be flattered that you think they're so wealthy.
9. Calling yourself out after only two strides. That third person (or the third pitch to the same source) just might be the breakthrough. Try another angle. People admire perseverance.
10. Taking yes for an answer. If they gave money once, pitch them again. They believed in you once, they'll give again. And again....

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A PRIMER ON MAILING LISTS



"I would to God thou and I knew where a commodity of good names were to be bought."

—Shakespeare, King Henry IV

Once upon a time, a small nonprofit publisher called Looking Glass Press was planning a direct mail campaign to promote its publications. A Looking Glass employee named Alice had noticed that Looking Glass was receiving a fair number of inquiries from feminist organizations. Although Looking Glass had never promoted its publications to feminist organizations specifically, Alice concluded that there must be a demand among such organizations for the kind of material Looking Glass published.

So when Alice learned through a trade publication that the Humpty Dumpty List Company was marketing a new list entitled "Eight Thousand Presidents of Women's Rights Organizations," she immediately arranged to rent 3,000 names from that list as a test of its efficacy.

"This list is going to be terrific for us," Alice told herself happily. But when she received the 3,000 labels, her Cheshire-cat smile faded fast, and within minutes she was on the telephone to tell the Humpty Dumpty salesperson that he had sent her the wrong list.

"What's wrong with it?" asked the salesperson.

"I ordered your list of presidents of women's rights organizations," explained Alice, "but over half of these labels are addressed to NAACPs. In fact, fewer than 10 percent are specifically addressed to women's organizations."

"No, you've got the right list," responded the salesperson. "Women, minorities—what's the difference?"

"Are you kidding?" said Alice. "I can't believe this! I've heard that you're a very reputable company, but I think this is blatant misrepresentation! I'm going to write to Humpty Dumpty himself about this!"

So Alice packaged up the labels (and the invoice) and sent them back with a letter to Humpty Dumpty himself, pointing out that it was somewhat misleading to sell a list (apparently intentionally) under the title of "Presidents of Women's Rights Organizations" when, in fact, fewer than 10 percent of the names on the list were primarily concerned with women's rights.

Humpty Dumpty agreed to cancel the invoice but wrote back (in a rather scornful tone), "I guess the whole matter boils down to definition. The list was taken from a

government compilation of women's and minority groups. In my opinion these are women [sic] rights groups. I don't know what you are looking for—but let me assure you that we don't have either the inclination nor the time to misrepresent anything."

"My goodness," said Alice to herself. "I must be having another bad dream."

Unfortunately, "Alice" wasn't dreaming. The story is a true one. When Alice entered the list market for the first time, she did not suspect that mailing lists are sometimes marketed under the description that seems most likely to generate sales, not under the most accurate or precise description. Although some people who heard about Alice's experience agreed that it constituted blatant misrepresentation, others with knowledge of the list market commented that it was not unusual and that if the list was marketed in a misleading way, it was not "technically" misrepresented—no more so, at least, than many other lists.

If you're about to step into the list market, either as a seller (raising money by renting your mailing list to other organizations) or as a buyer (renting mailing lists from other organizations to use in your own direct mail campaigns), you should be aware that Alice's adventures represent but one example of the problems that you might encounter. Although there are any number of ways you can educate yourself about how things *should* work in the list market, both Murphy's Law and human nature operate as inexorably here as elsewhere. Yet the ever-increasing costs of direct mail necessitate that nonprofit mailers exercise good controls over their mailings, and the value of your own mailing list also makes it advisable to exercise good controls over how your list is used. This article outlines some basic procedures that you can follow—and some precautions that you can take—to protect your organization's interests.

WHEN YOU'RE THE BUYER

The primary and most comprehensive source of information about what lists are on the market is a catalog called *Direct Mail List Rates & Data*, which is published

By SUSAN ANDRES

by Standard Rate & Data Service (hereafter referred to as SRDS). You should be able to find this publication in the reference room of your local library, or you can subscribe to it for \$92 a year (1982 price). For further information on how to obtain this catalog, contact Standard Rate & Data Service at 5201 Old Orchard Road, Skokie, Illinois 60077, or call (312) 470-3100.

The first time you pick up the SRDS direct mail list catalog, you'll be fascinated by the variety and scope of lists on the market. In the political and social topics section of the consumer list volume, for example, you'll find listings ranging from "Anti-Moral Majority" to "Nixon's '72 Fat Cats" to "Middle-of-the-Road Zealots." (There's also a business list volume.) Most of the listings in SRDS will provide information such as the following:

- how to contact the list manager (i.e., the person who handles sales of the list);
- the quantity of names on the list;
- the price of the list;
- whether the list can be broken out by certain categories (for instance, by state);
- the method of addressing (in what form or forms the names can be supplied);
- how much time to allow for your order to be processed;
- what restrictions apply to use of the list; and
- how often the list is "cleaned" (or processed to eliminate bad addresses and duplications).

Let's suppose you work for an organization called the California Condor Preservation Committee and you want to send an appeal for funds to environmental activists. While looking through the SRDS consumer list volume, you see a list of 50,000 individuals in the U.S. who have donated money to an environmental action group. You think this sounds like a good list. What steps do you take to obtain it?

First of all, you'll want to note whom to contact to place your order or to obtain further information about the list. The contact listed in SRDS may be either the list owner or a list management company that handles all orders for the list on behalf of its owner.

You should have a number of questions about the list. Some will be answered in the SRDS listing, while others will require that you talk with the list manager. Before you write up your order, you'll want to talk with the list manager, anyway, to verify that the list is still on the market and that the information in SRDS is still current.

Your questions about the list should include the following:

1. What is the method of addressing? In other words, can the list be supplied to you in the form you require? The SRDS listing will tell you in what forms the list can be supplied. The three common methods of addressing are four-up Cheshire labels, pressure-sensitive labels, and magnetic tape. Four-up labels are usually computer

printed on continuous sheets that have sprocket holes along each side and contain 11 horizontal rows of four names each, for a total of 44 addresses per page. Cheshire labels are specially prepared machine-affixable mailing labels; pressure-sensitive labels are those that can be peeled off a mailing piece by the recipient and affixed to an order form or a reply card; and magnetic tape is a computer-created tape containing information that can be "read" by another computer and from which labels can be computer printed. The method that you require will depend upon your mailing plans.

If you are mailing in a window envelope and the mailing labels are to be affixed to an insert that will come back to you with the recipient's response, you'll probably want the list on four-up Cheshire labels, which can be easily and inexpensively machine affixed.

If your mailing piece is designed to encourage the recipient to peel off her mailing label and affix it to the response device (the part of your package that comes back to you), you'll probably want the list on machine-affixable, four-up, pressure-sensitive labels. Your lettershop (i.e., the company that will prepare your mailing and deliver it to the post office) will affix these, *including* the backing paper, to your mailing piece, and the recipient will (you hope) peel the sticky label off the backing paper and attach it to the response device.

If you plan to use a merge-purge service (a computer service that will merge all the different lists you're using into one big list, eliminate duplications, and print one set of unduplicated addresses), you'll want the list supplied to you in the magnetic tape form that your merge-purge service specifies. If they want the list on a nine-track, 1600-BPI tape (BPI, or bytes per inch, signifying how much information is stored on a given length of tape), make sure the list can be supplied in that form. If it's available only in a different tape form, find out whether your computer service will be able to work with the tape and whether they'll charge you for the additional processing that will be necessary because the list could not be supplied in the preferred form. If there are additional charges, you should consider them part of the cost of the list itself.

Your computer service will probably also require a record layout (a "map" of the tape that will show them where each unit of information is stored on the tape) as well as a "tape dump" (a printout of a few records from the tape). So your order should specify that a record layout and dump be included with the tape.

2. When will you get the list? Presumably, you have already selected a date ("drop date") on which you plan to do your mailing. And you'll want to allow enough time for preparing the mailing—both at your computer service (if you're doing a merge-purge) and at your lettershop. Can you get the list in time to do all the necessary work and still get your pieces in the mail on time? Better yet,

can you schedule a delivery that will allow you an extra few days in the event that something goes wrong? The SRDS listing will tell you the normal delivery schedule or turnaround time — i.e., how much time you should allow between the list manager's receipt of your order and your receipt of the list.

3. What kinds of "selections" are available, and what will they cost you? Selections are the criteria used to isolate and print only certain names on the list rather than the full list. Suppose you want to mail only to environmental activists within the state of California. You'll want to order a state select, so that when the list is prepared for you, only California names will be included.

If you want to mail only to environmental activists in the San Francisco area, you'll want to do an SCF select, or a ZIP select by the first three digits only. You can find which three-digit SCF areas you want by looking on the three-digit ZIP code map for the state of California in your ZIP code directory.

The SRDS listing will tell you whether state and SCF selects are available and, if so, what these selections will cost. List prices are usually quoted in dollars per thousand names. For instance, if the basic price of the list is \$40/M, you'll pay \$40 for each 1,000 names supplied on your order. If there is an additional charge of \$3/M for a state select, you'll pay an additional \$3 for each 1,000 names supplied—no matter whether your order is for names from only one selected state or for names from 10 selected states.

Since the SRDS listings don't, as a rule, include state or SCF counts (i.e., the number of names and addresses pertinent to these selection criteria), you'll probably need to call the list manager to find out how many names you can expect to receive if you order a geographic select by state or SCF.

If you're planning to do a geographic select, be sure to keep in mind the minimum order size, which is normally included in the SRDS listing. If you want to mail to California names only and if the minimum order size is 3,000 names, find out from the list manager whether the list includes at least 3,000 California names. If not, are you prepared to pay for the 3,000-name minimum even though you'll receive a lesser quantity?

If you plan to mail your appeal nationally, you'll probably want to do an "nth-name select." Suppose you want to test 3,000 names from the list of 50,000. By requesting an nth-name select, you're asking for a random sampling of names from the entire list. The geographic distribution of the test names should thus be comparable to the geographic distribution of the entire list.

4. Can the labels be key coded (or imprinted with a code specific to a given mailing piece and list)? If so, what will this cost you? The response to your test mailing will tell you whether or not you lost money, broke even, or made money mailing to a list—if you track your responses by

list. A common method used to track response involves designing your mailing package so that the mailing label comes back to you with the response device, and then having the mailing labels imprinted with a code that identifies the list. If you order the list on labels, your order should specify how you want them coded. If you order the list on tape, tell your computer service how to code the names from each list when labels are printed from the merged lists. Either way, you'll be able to record—by code—the responses from each of the different lists you mail to. These records will help you decide whether to order more names from the same list and whether to use the list again in a future direct mail campaign.

If it cost you \$70/M to produce your mailing piece, \$50/M for the labels on a 3,000-name list test, \$10/M for your lettershop to prepare the pieces for mailing, and \$49/M for postage, it has cost you \$179/M, or \$537, to mail to the 3,000 names you are testing.

Does the response to your mailing justify using this list again? When you test a list, presumably you've already decided what you will consider to be an acceptable response. If the response meets or exceeds your expectations, you may want to do a continuation mailing—that is to say, you may want to send the same mailing piece to more names from the same list.

It's never advisable to assume that because the first 3,000 names worked well for you, you should immediately mail to the other 47,000. "Roll out" the list (that is to say, order additional names from it) a little at a time. There are a variety of reasons the response from a mailing to the full list may be significantly different from the response to your test. Perhaps the response, even though acceptable according to the criteria you have set, is too small to be statistically significant. Or perhaps the names supplied on your test order did not constitute a true cross section of the list. (This would be the case if the owner responded to your order by supplying the 3,000 names that were most recently added to the list.)

Suppose your first order was for 3,000 names from California only. This would not be a test of the list. Don't assume that the environmental activists in the other 49 states will be as responsive to your appeal on behalf of the California condor as the California names might prove to be. This is an obvious example, but even if your mailing piece had no regional significance, it would be a mistake to project the response from the full list on the basis of the response from one geographic select.

How to Order a List

By the time you're ready to place your order, you should already have discussed your specifications with the list manager. It is always a good idea to call the list manager before you place a list order. The purpose of the call is to confirm that the list is still on the market (lists are sometimes withdrawn from the market for various

A. Your order should include your name and your organization's name, address, and telephone number. This may seem too obvious for words, but you'd be surprised how many organizations either omit some of this information on their printed order forms or letterhead or else list several branch office addresses and telephone numbers without indicating which of these offices generated the order.

B. Assign a number to your order so that, for example, when you receive an invoice, you'll know immediately which order you are being billed for. Or, alternatively, if you need to call the list manager to change your order, you'll be able to identify it for her easily and precisely.

C. Order the list by its exact title.

D. Specify the quantity of names you are ordering. In some cases—particularly with smaller lists—you may simply want to order the full list. But even in that case, it's a good idea not only to state that your order is for the full list, but also to indicate how many names you expect to receive based on your telephone conversation with the list manager.

E. If you are ordering a special selection of names from the list, note this on your order.

F. Indicate how you want the labels coded. Most SRDS listings will tell whether there is an extra charge for key coding labels. Some listings will give the maximum number of characters they can imprint on the labels. The smaller and simpler your mailings are, the simpler your coding system can be. Some mailers use key codes with six or more characters. A four-character key code is common. Key codes can be alpha, numeric, or a combination of both—that is to say, they can use letters, numbers, or both.

A simple key-coding system may involve nothing more than creating a series of numbers that you will assign sequentially as you order each list. Keep a code book in which the codes are listed sequentially with a brief description of the list each code identifies. You might also want to note the list order number and identify the mailing package that the list was used for.

If you plan to use both alpha and numeric characters in your coding system, consider excluding the numbers 1 and 0 and the letters I and O, since these can be so easily confused.

G. Specify the desired method of addressing. Don't hesitate to state the obvious. If you need to have the labels supplied in ZIP sequence, say so. The more precisely you state your requirements, the more you reduce any possibility of misunderstanding or error.

H. Your order should indicate the price of the list and of any extra services you are ordering. This confirms to the list seller your understanding of her pricing structure and tells her what you expect to be billed. Also, your accountant or business manager probably needs to know how

much of your agency's money you have committed for the lists you are ordering. By giving her a copy of your order with the prices spelled out, you can spare her the unpleasant surprise of suddenly being confronted with a due and payable invoice she never knew you had incurred.

I. You know the date by which you must receive the list if your mailing is to go out on schedule. If possible, however, give a somewhat earlier delivery date on your order to protect you in the event that problems or errors arise—e.g., in case the list is shipped by a method that is slower than the one specified in your order.

J. Note the date on which you plan to mail. Many if not most list owners require this before they will approve your order. A list owner may, for instance, restrict you from mailing to her list around the same day as one of her own scheduled mailings to that list.

K. Your order should indicate the reason you plan to use the list. Most list owners require a sample of your mailing piece and will not release their lists without one. If you fail to enclose a sample with your order, the owner is likely to withhold approval of your order until you have followed up by sending a sample. If your mailing piece is still in production and you can't provide a printed sample, at least enclose a mock-up of the mailing piece, including all the final copy.

L. State how you want the list shipped. If you use a post office box address, you don't want the labels shipped by UPS, and not specifying the shipping method can be expensive. If your order gives a delivery date but no shipping method, the list owner or her computer service may decide to airfreight the list to you—at your expense—in order to meet your delivery date. You, on the other hand, might have preferred to wait an extra day or two for the list rather than pay as much as \$30 to whatever airfreight company the list owner decided to use.

M. Give the ship-to address *and* enclose one of your own self-addressed mailing labels. (If someone else addresses your shipment and makes a typing error, you might have to wait a long time for the list.) Including your own list order number and key code on the shipping label that you enclose with your order makes it easy for you to identify the list as soon as you receive it. This can be a big help if the list is shipped from a computer service you've never heard of (but where the list is actually maintained) rather than from the list owner's offices. You can also instantly verify whether the labels are coded correctly.

When time is a critical factor, some mailers ask to have lists shipped directly to their lettershop. Don't be tempted to make this mistake, as it can cost you more in the long run. Have the labels shipped directly to you. Here's why:—The labels may not have been printed correctly. Key codes, for instance, can be inadvertently dropped or incorrectly printed. This could frustrate your attempts to track responses to your mailings. In one case, a computer

reasons), that the list is still being managed by the organization cited in SRDS, that the list owner can fill the order in accordance with your specifications, and that the mailing address you have for the list manager is still correct. (Since most direct mail campaigns are tightly scheduled, you don't want to risk unnecessary delays by mailing your order to the wrong organization or address.)

It's important to put your order in writing. It's always easier, of course, to pick up the phone and call it in. But even if you happen to be dealing with an organization that will accept a telephone order, putting your order in writing will reduce the possibility of misunderstanding or error. And you'll have a written record of your order in the event that it is not filled correctly.

To illustrate a list order, let's continue to use the example of the list of 50,000 environmental activists in the U.S. Let's assume that you have asked the list manager for a state count for California and have learned that

there are 6,000 California names on that list. This is about how many names you can afford to buy from the full list. You have also made the "common sense" assumption that California names will be more responsive to your appeal than names from the other 49 states. Remember that this is only an assumption. Ideally, you could test it by doing a mailing to a quantity of the California names, doing another mailing to an equal number of names from the rest of the list, and comparing the responses—but budget limitations may force you to play your hunch about Californians, test 3,000 California names, and then mail to the balance of the California names if the response to your test order is good.

You are, of course, left not knowing how other names on the list might respond, but if the response is really good, you can go back to the list and test for other hotbeds of environmentalists.

Here's an annotated example of how your order might look:

(A) THE CALIFORNIA CONDOR PRESERVATION COMMITTEE
3205 Conservation Avenue, Los Angeles, CA 90000

Contact: Mary Smith
(213) 000-0000

DATE: 6/4/82

TO: Mr. March Hare
The Mad Hatter List Company
45 Dormouse Avenue
Tea Party, NJ 07000

- | | | |
|---|--|------------------------------|
| (B) LIST ORDER NO. | L0001 | |
| (C) LIST: | Environmental Activists in the U.S. | |
| (D) QUANTITY: | 3,000 names | |
| (E) SELECT: | California names only (please do an nth-name select of California names only to produce a representative cross section of the California names) | |
| (F) KEY CODE: | 2222 | |
| (G) METHOD OF ADDRESSING: | Four-up Cheshire labels in ZIP sequence | |
| (H) PRICE: | Labels\$40/M
Key code 2/M
State select.... 3/M | |
| (I) DELIVERY DATE: | 6/25/82 | (J) MAIL DATE: 7/1/82 |
| (K) OFFER: | "Save a Condor" (sample mailing piece enclosed) | |
| (L) SHIP VIA: | UPS Blue Label | |
| (M) SHIP TO (please use enclosed label): | Mary Smith (#L0001, Key 2222)
California Condor Preservation Committee
3205 Conservation Avenue
Los Angeles, CA 90000 | |
| (N) BILL TO: | Same as above | |
| (O) SPECIAL INSTRUCTIONS: | Please enclose ZIP counts with labels if no charge. This is a test. Please keep record of names addressed to avoid duplication on continuation orders. | |

service inadvertently dropped the titles from the printed labels. Imagine what would happen to your mailing piece, upon delivery to the mailroom of a large university, depending on whether it was addressed:

DIRECTOR OF DEVELOPMENT
EASTERN UNIVERSITY
500 NORTH STREET
UNIVERSITY CITY, ME 03000

or

EASTERN UNIVERSITY
500 NORTH STREET
UNIVERSITY CITY, ME 03000.

—Lettershops can lose things. By having the labels shipped directly to you, you can verify that the list owner filled your order, and you can have your lettershop sign for receipt when you deliver the labels to them. This is preferable to being caught in the middle between a list owner who claims the list was shipped to the correct address and a lettershop that insists the labels never arrived.

—Unfortunately, the list that is shipped to fill your order may be quite different from what you ordered and expected to receive. If the list went directly from your lettershop and was mailed from there, not only would you be stuck with the cost of the list itself, but you would also be saddled with all the additional costs of mailing to that list and the waste of mailing pieces that might have been put to better use.

If the list is shipped directly to you and is not what you ordered, you can return it for credit. It's not uncommon for a mailer to return an unused list. The reason for the return is usually a change in the mailer's plans. If you return a list for this reason, you should expect to be billed for the "running charges"—i.e., for what it actually cost the list owner to process your order. Normally, the running charges are considerably lower than the rental price. If you return the list because it proved to be significantly different from the advertised description or from what you ordered, you should not be billed for the running charges. If you are, complain.

N. Specify how the invoice should be addressed. In general, you should approve the invoice before your accounting department writes the check, since you are the person who knows whether the order was filled correctly or whether you are being billed at the quoted price. The list manager should usually be instructed to send her invoice to your attention.

O. Under the "special instructions" section, spell out any additional requirements. If you want U.S. names only, say so. (If you're mailing under your third-class bulk rate permit, you don't want to end up paying for foreign and Canadian names that you can't use.)

If you think the list will include enough names from particular ZIP code areas to qualify a portion of your mailing for the five-digit presort postage discount, ask the supplier to include a ZIP count with the labels if this

THE IRS AND LISTS

The Internal Revenue Service recently issued a private letter ruling (#8216009) that seems to indicate a change in thinking on the question of list exchanges. Private letter rulings are not meant to be used as precedents, but sometimes they do indicate shifts in IRS attitudes. According to *Tax Exempt News*, the recent ruling divides lists exchanges into two separate transactions: (1) acquiring names from others, which is for use in solicitation and thus furthers a group's tax-exempt purposes; and (2) renting names, which is to produce income and is thus taxable "business activity."

Since exchanges inevitably involve both transactions, this ruling would seem to conflict with a 1981 ruling (Private Letter Ruling #8127019), which regarded exchanges as an acceptable tax-exempt means of updating donor files. *Tax Exempt News* advises nonprofits that are exchanging lists to "remain wary until the service resolves this apparent conflict" while also noting that the facts in the two cases differ in that the organization involved in the recent ruling rented its lists to nonprofit and for-profit users in addition to its exchanges, thus establishing, in the IRS's view, "a purpose other than exempt—that is, reduction of costs."

is possible. (Find out whether she'll charge you extra for the ZIP counts. They can usually be provided upon request at no additional charge.) Send the ZIP counts and the labels to your lettershop to help them prepare your mailing properly.

If you plan to do a continuation mailing to the same list and do not want the continuation to include any of the names addressed on your test order, state on your order that it is a test and that you want a record kept of the names supplied so that they won't be duplicated on the continuation order(s).

If you have any other special requirements, note them.

Tape versus Labels

You may decide to order lists on magnetic tape rather than on labels in order to merge-purge the different lists you're mailing to. This increases the number of pieces in your mailing that will qualify for the presort discounts on postage. The savings from duplicate elimination and presort discounts can be considerable.

If you are using a list for the first time, however, I would suggest that you order it on labels. That way you

can look it over, and you will have firsthand knowledge of exactly what the list contains. Does it correspond to the advertised description? Does it correspond to your expectations? For instance, if you were expecting a list of professionals at their business address, you might be concerned to find that the list was composed largely of people's home addresses. How "clean" is the list? That is to say, does it contain lots of duplications or obvious errors, such as ZIP codes that don't match the states or other noticeable keypunch errors? If so, you may question the quality of the list and whether or not it is worth mailing to.

Virtually every list will contain some duplications and errors; nobody's perfect, and no computer system is perfect, either. Furthermore, it's possible that a "dirtier" list might perform better for you than a cleaner list, since such a list may contain more responsive names than the clean one. The proof of the pudding is in the mailing. But you should be cautious about mailing to a very dirty list.

Using a List Broker

Many direct mailers order their lists through list brokers. The reasoning behind this is that a professional list broker knows so much more about the market and about the various lists on the market that she can do a more effective job for you than you could do for yourself. Some mailers don't want to be burdened with the paperwork of ordering lists and would rather use an outside agent to handle this aspect of their mailing.

In most cases, the broker will take her commission from the list owner, so it costs you nothing to use her services. For instance, if your broker orders a list with a market price of \$60/M, the list owner or manager will bill the broker for \$60/M less the broker's commission (normally 20 percent). The broker will bill you for the full price of the list. When you pay, she'll take her commission and remit the balance to the list owner. (If an outside agency manages the list for the list owner, the list manager and the list broker may split the commission.)

Here are some suggestions about using a list broker:

- Review your invoices carefully. You should know the market price of the lists you are using and should make sure you are being billed at that price. If you are not, find out why. We know of one instance in which a mailer was charged \$50/M for a list that was on the market at \$35/M, and the discrepancy was attributed to a "clerical error."

- If your broker recommends new lists to test, watch how these lists perform. The performance of new lists that your broker recommends will help you evaluate whether she knows enough about your field to select good lists for you.

Developing New Sources of Lists

There's no reason to limit yourself to the list market in your search for good lists. At the Grantsmanship Center,

we've used a number of mailing lists that aren't listed in SRDS and are not being aggressively marketed.

Keep your antennae out for news of organizations that might have a mailing list, a membership list, or a subscriber list composed of the types of people you want your mailings to reach. Encourage other people in your own agency to let you know if they hear of such organizations or if they receive newsletters or other mailings from such organizations.

Contact organizations and find out as much as you can about their lists. Get the same kind of information that you would seek from an SRDS listing. Maybe the other organization will be as interested in your list as you are in theirs. If so, consider doing a list exchange. Exchanges are normally done on a name-for-name basis—3,000 names from your list, for instance, in exchange for 3,000 names from theirs. The exchange can take place at the same time, or you may use the other organization's list and owe them names, which they'll request from you when they are preparing their mailing. Some organizations may make a point of not renting their lists but might be receptive to the idea of an exchange.

To keep track of your exchanges—i.e., of how many names you owe and how many names are owed to you—keep an exchange log. Reference each transaction either by your purchase order number (when you order their list) or by your job order number (when you order your computer service to print labels from your list for the other organization's use).

Rather than entering the number of names ordered, record the actual number of names supplied on each transaction. The quantity supplied may differ from the quantity ordered, particularly on orders for an nth-name selection. (If you have a list of 21,025 names and your computer service fills a test order for 5,000 names on an nth-name basis, the service will probably select every fourth name, producing a total of 5,256 labels.)

Dealing with Small Organizations

There are some disadvantages to dealing with organizations that do not actively market their lists. First of all, when you contact such an organization, you may have a difficult time finding someone who can answer your questions. To minimize this problem, avoid technical terms or jargon with which the other person might be unfamiliar. Be generous with your own knowledge and sensitive to the feelings of people who may seem irritated at being asked to do something they've never done before or defensive because they don't understand some of your questions. By sharing whatever expertise you have developed and by gracefully accepting the fact that your contact at the other organization may not have the answers to all your questions about the list, you may cultivate a cooperative relationship that will benefit both organizations for years.

If, when you make your initial contact, you are referred to someone who flatly tells you that they don't rent their lists, find out whether this means that they have a stated policy of not doing so or whether it simply means that they have never done so before. If the latter proves to be the case, find out who has the authority within the organization to make the list available to you. The director of an organization that has never rented its mailing list may be delighted to have the opportunity to develop a new source of income.

A more serious disadvantage of dealing with small organizations is that many of them will not be capable of filling your order in accordance with your preferred specifications. For example, they may not be able to provide their list on magnetic tape—or they may even be unable to provide the list on labels that are compatible with your lettershop's equipment. We've received lists in a variety of forms that were not machine affixable at our lettershop, including three-up Cheshire labels and four-up pressure-sensitive labels that were a nonstandard size.

You may have a difficult time trying to determine, over the telephone, whether or not the labels can be supplied in a form that your lettershop can machine affix. If you have time, consider asking whether the list owner can supply you with a small sample of their mailing labels, which you can show to your lettershop.

If the labels cannot be provided in machine-affixable form, your lettershop may be able to hand affix them, but be sure to weigh the benefits of using that list against the additional cost of having the labels hand affixed. (Although you will pay your lettershop for the extra work, you should consider this to be part of the cost of the list itself when you break out the costs of the mailing and evaluate the cost-effectiveness of each list.)

Many small organizations cannot key code their labels for you. There are, however, a few ways to get around this problem. Your lettershop may be able to imprint a code on your mailing piece while they affix the labels from the uncoded list. Expect to pay a small fee for this extra service, and think of it as part of the cost of using that particular list.

If the uncoded list is a small one, you can mark the labels yourself. A colored highlighting pen will serve as an ideal marker, since it won't obscure the addresses. Just draw a vertical line through all the labels with the highlighter, and keep a record of which color you used for which list.

RENTING YOUR MAILING LIST TO OTHER ORGANIZATIONS

Your mailing list is valuable because it consists of a selected group of people who share one or more characteristics. They may be users or purchasers of a service you provide; they may subscribe to your newsletter, which

demonstrates their common interest in the issues your publication addresses; or they may be donors to, or members of, your organization, which again indicates a commonality of interest. Mailers who want to reach these people will be interested in your list.

If you decide to put your list on the market, you should apply to Standard Rate & Data Service for a free listing in the *Direct Mail List Rates & Data* catalog. You should also print up data cards to mail, along with a press release, to list brokers and to organizations that you have identified as potential users of your list.

Here's a sample data card:

THE GRANTSMANSHIP CENTER NEWS

17,000 active subscribers \$60/M
(\$55/M to nonprofit organizations)

The Grantsmanship Center *NEWS* is the most widely read magazine in the nonprofit field. Editorial covers grants, fund raising, planning, and management for nonprofit and government agencies. Subscribers are agency staff, consultants, foundation personnel, and corporate and government officials.

List is updated bimonthly.

Sample mailing piece required. Rental is for one-time use only.

20 percent commission to recognized brokers.

UNIT OF SALE: \$28.00

SOURCE: Primarily direct mail

SELECTIONS: State and SCF @ \$2.50/M

KEY CODING: \$2.50/M (four characters maximum)

ADDRESSING: Four-up Cheshire labels; nine-track 1800-BPI magnetic tape (\$25 nonrefundable mag tape deposit)

DELIVERY TIME: Two to three weeks

MINIMUM: 5,000

Both your SRDS listing and your data cards should provide the following information:

1. The title of your list. This should be a concise and precise description of where your list comes from. Does the list consist of subscribers to a particular publication? Donors to a particular cause? Members of a particular organization? Attendees at an annual conference?

2. The price of your list. One way you can set a price is by finding out what other, comparable lists sell for. Look through the SRDS catalog for lists that are similar to yours.

DUPLICATIONS

To the public at large, a deluge of duplicate appeals from a single organization is an irritant at best, as is the inevitable rush of appeals from other groups that follows a donation to one. These aspects of direct mail solicitation can also call into question the credibility of the soliciting organization, however cost-effective it may be in direct mail terms. The following discussion of these issues is excerpted with permission from the May/June and July/August 1981 issues of Insight, the newsletter of the Council of Better Business Bureaus' Philanthropic Advisory Service, and was written by Candice Von Salzen.

The degree of responsibility fund-raising groups demonstrate toward the deluge of duplicate mailings or requests to be deleted from a list runs the gamut from superhuman, bend-over-backward efforts to honor donor preferences to a decidedly cavalier posture. "Like everyone else, we have no control over who receives solicitations from our group," says one organization, shrugging off any obligation to honor a name-removal request and suggesting that the complainant "write to everything she subscribes to and every group from whom she gets mail and request a nonexchangeable code." While the specifics of this advice may be sound, throwing the responsibility back onto the shoulders of someone who never asked to hear from the group in the first place smacks of a "public-be-damned" attitude, an image from which business is still recovering.

Will charities eventually be tarnished by a similar brush? John W. Cavanaugh, director of ethical practices for the Direct Mail/Marketing Association (DMMA), is concerned that such deliberate decisions to ignore the duplication problem are giving direct mail a bad name. Obviously wanting to maintain an open mail marketplace, he speculates that a continuation of this type of practice may lead to some sort of government intervention. He hopes that more fund-raising groups will include a name-removal option in their solicitation reply cards if the organization's lists are exchanged with other groups.

DMMA operates a "mail preference" service that coordinates individual requests for name deletion from mailing lists. However, this service pertains only to companies who are members of DMMA and gener-

ally does not apply to nonprofit soliciting organizations. (DMMA, 6 East 43rd St., New York, NY 10017.)

What is the obstacle to removing duplications? The most common reasons soliciting organizations give are the difficulty in culling the duplications on rented or exchanged lists and the high cost of the process.

Stan Woodruff, president and chairman of the board of Computer Directions Group, Inc., a company that owns three list houses, notes that this type of name duplication rarely occurs in commercial direct mail. For-profit mailers can afford effective list cleaning, while charitable organizations often cannot afford effective and sophisticated methods.

Factors of cost notwithstanding, many organizations hold a strong commitment to honoring name-removal requests. Ellen Kay Hatch, executive director of the American Kidney Fund, which relies heavily on direct mail in its fund-raising efforts, believes she has devised a workable system to combat the duplication problem. Her organization keeps a list of all persons who have requested that their names not be used, arranged in ZIP code order. When she introduces a new list into a projected mailing (perhaps four or five new lists a month), a staff member sits down with the name-removal list and compares it by hand to the new mailing lists, which are also compiled in ZIP code order. The checker strikes out duplications with a black marker, a signal that can be picked up by computer.

Other organizations handle complaints regarding multiple solicitations by responding to the complainant with an explanation of why duplications occur. Such explanations usually stress the cost of eliminating repeated names and point out that funds could be better spent on program services. Beth Healy, director of direct mail service for the U.S. Committee for UNICEF, noted that part of her organization's multi-step technique for handling complaints includes an explanation of where the name was taken from and a suggestion that the requesting party communicate with that organization directly.

Elizabeth Simms, direct mail director for CARE, noted that name variations are probably the primary cause of duplicate solicitations from her organization. She also confirmed the experience of other charities that many of the people complaining about duplications end up giving money anyway.

That duplications don't seem to reduce donors' re-

sponses inevitably raises the question of how much weight complaints should be given. Some charities believe that such complaints, though highly visible and vocal, reflect the views of a tiny minority of direct mail recipients. The U.S. Committee for UNICEF sends out eight million appeals a year, while complaints about duplications in the mass mailing amount to one one-hundredth of one percent of the total mailing.

But John Cavanaugh of DMMA feels that the problem of mass and duplicate solicitations is greater than is commonly viewed, and that for every articulated complaint, a body of unexpressed irritation is lurking.

HIGHER COSTS...BETTER LISTS?

The significant increase in postal rates for third-class nonprofit mail may affect the problem of duplicate solicitations, making it more cost-effective to clean lists.

Patricia Foster of the Greater New York Salvation Army noted that her organization can no longer afford to make blanket mailings based on telephone directories and other broadly based listings. Now mailing lists are directed toward known givers. To better target prospective donors, most direct mail groups keep donor names on file for a number of years. Specific mail packages are created, with more elaborate appeals directed toward the most recent and largest donors, and less elaborate packages for less recent or smaller donors.

Steve Towman, executive vice president and chief operating officer of Grolier Enterprises, a children's book publisher that uses direct mail, has worked on the development of a more specific, tailor-made mailing list—the type of list that charitable groups may be aiming toward. Describing the use of demographics and customer files to sharpen prospect definition, he commented, "Years ago we took the shotgun approach; now we're a rifle."

That the established donor is the foremost source of future contributions makes an organization's house list of prime importance. Ted Malek, president of Prescott Lists, noted the importance of keeping house lists in premium condition. Advising organizations to begin cleaning their lists, updating addresses, and correcting names, he also cites the importance of really working the house list to retain the known donor. He suggests using the list not just for solicitations, but for maintaining a relationship between donor and charity. Monthly newsletter or data sheets on topical legislation involve donors and keep them informed and committed. Likewise, the idea of a donor becoming a "member" of an organization (generally for a larger gift) is not a new fund-raising concept but is one that is being revitalized.

The dual need for more selectivity and more effectiveness brought on by increasing direct mail costs will, in the opinion of some, make it essential to initiate more merge-purge efforts. Mr. Malek noted that prices for merge-purge programs have dropped and advised organizations not to take high costs for granted.

But other mailers disagree. Ms. Healy states that the U.S. Committee for UNICEF's typical solicitation cost is seven cents per unit, including postage. "Even if we send three of these packages to one person in the same mailing the cost is 21 cents. When measured against a \$35 contribution the extra cost is insignificant." While many charities may agree with the direct mailer who "cannot imagine a point when it would be more cost-effective to do name eliminations," rising mail costs and donor discontent may force a change in attitude—particularly for groups whose average donor gives \$7, \$5, or less.

A NOTE TO THE DONOR

Charitable solicitations are not a one-way street. The solicitation is the first of two steps. The second step is taken by the donor. Wise donors approach a charitable contribution in the same spirit as any expenditure: establish priorities, ask questions, spend wisely. What percentage of funds taken in by the soliciting organization goes to program services (i.e., education, medical assistance, research, etc.) as opposed to the costs of running the organization and raising funds? Also, examine the written appeal for clarity. Do you have a clear idea of how your donation will be used? Or are vague terms such as "immediate aid" or "relief" the only description of programs offered?

Another factor to consider is *how* you disburse your charitable dollars. Do you want to send larger contributions to fewer organizations or modest gifts to many? A \$1 contribution to 20 organizations can place you on endless lists. More focused giving and larger gifts result in more personalized treatment—more respect—from the fund-raising organization. And the smaller the contribution, the larger the percentage of it that must go to pay for soliciting your support.

Jack Oliver, director of development for the American Lung Association, hopes donors will consider giving to fewer charities but will learn more about the groups they support and will give more substantial amounts for each donation.

Subscriptions to Insight are \$30 from the Philanthropic Advisory Service, Council of Better Business Bureaus, Inc., 1515 Wilson Blvd., Arlington, VA 22209.

The source of the names on a list is one factor that you can use to determine the value of that list. A compiled list, for instance, consists of names that have been culled from one or more public sources, such as a directory. A compiled list is usually the least expensive type of list, since anyone can use information that is in the public domain to compile their own lists. Different list companies may sell compiled lists that are very similar because they were compiled from the same source material. Whatever else the people on the list may have in common, there is one vital characteristic that they don't share: a demonstrated responsiveness to a direct mail offer or appeal.

By contrast, a list of people who have responded to a direct mailing by donating money (a donor list) or by making a purchase (a buyer list) is likely to be more expensive, since the odds are better that they will respond again. Furthermore, the list is unique.

Finally, a list of subscribers to a newsletter that costs \$100 a year is likely to carry a higher price tag than a list of subscribers to a periodical that costs \$15 a year.

If you can provide additional services, indicate this and state what you will charge for these services. If you can key code your list, show the maximum number of characters you can include in a key code. If you can make ZIP, SCF, state, or other selections, tell what kinds of selects you can offer. The prices for key coding and for geographic selects are generally quoted in dollars per thousand. The *SRDS Direct Mail List Rates & Data* catalog will give you a good idea of the going rates.

If you can provide your list in magnetic tape form, will you require a surcharge or a deposit on the tape itself? If so, state as much, and also state whether or not this amount is refundable when the tape is returned. (Nonrefundable surcharges ranging from \$15 to \$40 are not uncommon.) In determining what you'll charge, bear in mind what your computer service is going to charge you for the tape.

Pressure-sensitive labels are generally more expensive than Cheshire labels. If your basic price is \$50/M for four-up Cheshire labels, you will probably decide to charge slightly more (\$4.00/M or \$5.00/M) for four-up pressure-sensitive labels, since they will probably cost you more to print.

3. Describe your list briefly. If you publish a newsletter, what types of subscribers does it attract? Professionals in the field of health care? Environmental activists and conservationists? People with an interest in the arts? Do most of your subscribers take the newsletter at a business address or at a home address? Are most of them from a particular geographic area? What is the average price (unit of sale) that these people have paid to receive your newsletter? How did you acquire these subscribers? The more precisely and fully you can define the characteristics shared by most of the names on your list, the more useful

your data cards and your SRDS listing will be to the potential user.

4. State the method(s) of addressing that you can provide. Can you supply your list on nine-track, 1800-BPI magnetic tape? Can you supply four-up Cheshire labels? Pressure-sensitive labels?

Anyone who orders your list on pressure-sensitive labels is likely to assume that you'll supply four-up pressure-sensitive labels, and they will probably specify this in the order. If your list is available only on one-up pressure-sensitive labels, it is probably not very marketable, because the labels will almost certainly have to be hand affixed.

5. State your policy on commissions. A 20 percent commission to recognized list brokers is standard. Once your list is on the market, you can expect to receive orders from list brokers on behalf of the mailers who are their clients.

If the mailer is acquiring your list through a broker, the broker will expect to take a commission on the sale of your list. If you allow the standard 20 percent commission to recognized brokers, here's what will happen when you fill a broker's order for 3,000 names from a list you are selling at \$50/M:

When your order has been filled, the broker will bill the mailer for your list at \$50/M (or \$150 if you supplied exactly 3,000 names). But you will bill the broker for \$150 less 20 percent, or \$120. When the mailer has paid the broker the \$150, the broker will remit \$120 to you. The balance of \$30 represents the broker's commission. (If the mailer does not use a broker and orders your list directly from you, there's no commission. You would bill the mailer directly at the full price.)

6. State your credit policy. If you require that a first-time user of your list pay in advance, say so.

7. Your SRDS listing and your data cards should give the name, address, and telephone number of the person the mailer or broker should contact to order or inquire about your list.

8. State your delivery schedule or turnaround time. How long after you receive a list order will it take for your list to be delivered to the ship-to address?

9. State any restrictions you have placed on the use of your list. It's customary to require that a sample mailing piece be submitted for approval with any list order. This helps you control how your list is used. You have the right to refuse any list order for any reason. It should also be understood that any rental of your list is for one-time use only and that the names supplied can be used only for the purpose for which you have approved them—but you may wish to state this explicitly.

What happens when you receive your first order?

Let's suppose you manage the lists of subscribers to the California Condor Preservation Committee's news-

letter, *Condor News*, and your first order is for a 3,000-name test of your 6,000-name subscriber list. Let's assume, too, that the list is being ordered for the publishers of *Wilderness* magazine by their list broker, the Laundry List Company.

You should set up some kind of list rental log to record and track this and all subsequent orders. Each time you receive a list rental order, log it in, showing the quantity of names ordered, the name of the company that placed the order, their order number, and the name of the mailer.

After you log in the order, look it over carefully. Does it include all the information you need to process it? If not, call the Laundry List Company. If they've requested something you can't provide—a six-character key code, for instance, when you can key a maximum of only four

characters—or if they forgot to include a sample mailing piece, you'll need to resolve these problems before you fill the order.

If the *Wilderness* promotion is scheduled on or close to the date you're planning to mail your subscribers an appeal for donations, you may want to ask if *Wilderness* will agree to use a different mailing date. If the publishers of *Wilderness* take positions on conservation or environmental issues that are antithetical to your own, you may choose not to release your list to them. Assuming, however, that there are no problems of this nature, you should begin to process the order.

First, assign your own reference number to the order and enter this number in your log. Then write up the order. If your subscriber list is maintained by an outside computer service, your write-up might look like this:

THE CALIFORNIA CONDOR PRESERVATION COMMITTEE
3205 Conservation Avenue, Los Angeles, CA 90000

Contact: Mary Smith
(213) 000-0000
DATE: 9/3/82

TO: Jane Doe
Consolidated Computer Services
42 Memory Lane
Terminal Island, CA 91000

LABEL RUN ORDER NO. S0001

RE: Laundry List #995211

LIST:	Active subscribers to <i>Condor News</i>
WANTED BY:	9/20/82
MAILER:	<i>Wilderness</i> magazine
QUANTITY:	3,000 names
ADDRESSING:	Four-up Cheshire labels in ZIP sequence
KEY CODE:	935
SHIP VIA:	Airfreight (for overnight delivery)
SHIP TO (use enclosed label):	ATTN: JOHN JONES (LL# 995211) PO# 8225, Key 935 <i>Wilderness</i> Magazine 536 Backpack Road Trail Mix, CO 80000

FOR MAILING ON: 10/1/82

SPECIAL INSTRUCTIONS: Do nth-name select to produce 3,000-name cross section of full list.
Keep record of names used to avoid duplication on continuation orders.
Use self-addressed, stamped postcard to advise when order has been shipped.
Do not address Canadian and foreign names.

List brokers, as a rule, enclose a shipping label with their list rental order. Besides showing the ship-to address, the label usually contains additional information to help the recipient identify the list when it is delivered. (In this case, the label is marked with *Wilderness* magazine's own reference number, the key code that identifies the *Condor News* list, and the Laundry List reference number.)

Generally, a list broker will also enclose a self-addressed postcard for you to complete as soon as the list has been shipped. On it, you will be asked to indicate the actual quantity of names supplied, the date shipped, the shipping method, and the shipping cost. The broker will need this information in order to bill her client.

Forward the label to your computer service along with your order, but *keep the broker's self-addressed postcard*. Send your computer service your own self-addressed postcard along with the order and shipping label.

If your 6,000-name subscriber list included 50 Cana-

dian and foreign addresses, your service actually had 5,950 names to select from. By selecting every second name, they would have addressed 2,975 labels. The postcard they completed and returned to you should look like this:

REF: CCPC LABEL RUN ORDER #S0001 (Laundry List Order #995211 for <i>Wilderness Magazine</i>)	
QUANTITY PRINTED:	<u>2,975</u>
DATE SHIPPED:	<u>9-19-82</u>
SHIPPED VIA:	<u>Fly-by-Night Di</u>
SHIPPING COST:	<u>\$29.00</u>
SIGNED:	<u>[Signature]</u>

You can now bill the broker. If they have sent a self-addressed postcard, return it along with your own invoice, which in our example might look like this:

THE CALIFORNIA CONDOR PRESERVATION COMMITTEE
3205 Conservation Avenue, Los Angeles, CA 90000

TO: ATTN: Accounts Payable
The Laundry List Company
469 Washington Street
New York, NY 10000

INVOICE #S0001

2,975 active subscribers to *Condor News* @ \$50/M
2,975 names keyed at \$2.00/M
Shipping (via Fly-by-Night Air Freight on 9/19/82)
GROSS
Less 20% commission on \$148.75

Contact: Mary Smith
(213) 000-0000

DATE: 9/25/82
\$148.75
5.95
29.00
\$183.73
(- 29.75)
\$153.98

AMOUNT DUE:

Please make your check payable to CALIFORNIA CONDOR PRESERVATION COMMITTEE.
Please return duplicate copy with payment. Thank you!

Send the Laundry List Company the original invoice along with a copy for them to return with their payment. It's also a good idea to enclose a self-addressed envelope with your invoice to help ensure that the payment is mailed to your correct address.

Keep a file copy of the invoice for your records. Log the invoice amount and date into your list rental log. When you receive the payment, log that in as well. When you receive your computer service's bill for the running charges, enter that amount. The amount of pay-

ment less the running charges is your net income from that list rental.

Use the log to record any other information you feel is appropriate. You might, for instance, log in the date you received the *Wilderness* magazine mailing piece if you have put your own address on every list you rent. This will verify that the mailing went out as scheduled. If you supplied a magnetic tape instead of labels, you could also log in the date the tape was returned to you. This will make it easy for you to tell who's still holding a tape of your names.

The log provides you with a ready reference on the status of any order. The backup documents can then be filed. (At the Grantsmanship Center, we keep all the documents relating to any list rental order in a file of open orders until our invoice has been paid. Then the backup documents are filed under the name of the company that placed the order.)

Using an Outside List Manager

If your organization feels that it lacks the staff or the expertise to manage its list internally, you may decide to use an outside list manager. Or you may be convinced that a professional list manager can market your list more effectively and generate more requests for your list than you could by managing it internally—so many more orders, in fact, that the increased income would more than offset whatever the list manager charged you for her services.

The list manager will be the contact person to whom all inquiries about and orders for your list should be directed. She will forward orders that come to her directly to you for your approval, but she will handle all the other aspects of marketing your list, such as writing up the order for your computer service, keeping records on list rental activity, and doing the billing. She will remit to you, on a regular basis, the list rental income received, less her commission.

Should you decide to use an outside list manager, she will probably ask you to sign an agreement or contract giving her the exclusive right to manage all sales of your list for a given period of time, after which you will both have the option to renew the contract. The contract will specify the list manager's responsibilities, commission, and conditions of remittance.

Once you have turned your list over to an outside manager, you should monitor the activity on your list carefully. This is the only way you can evaluate how well the list manager is performing for you and how well she is complying with the terms of the agreement.

For instance, you should keep track of pay-up. One disadvantage of dealing with list managers and list brokers is the slowdown in remittance. If a mailer orders a list from you directly, you will bill the mailer directly and can reasonably expect to receive payment within 30 to 45 days of issuing your invoice. On the other hand, if

your list manager bills the list broker, who then bills the mailer but does not remit any money to you until the mailer has paid the broker and the broker has paid the manager—well, you get the picture.

In keeping track of how long it takes you to get paid for an order, you may discover persistent patterns of delay that are unacceptable to you or that cannot be explained by the failure of the mailer or the broker to pay promptly. You may find your list manager to be unresponsive to your inquiries about the delays or that each delay is attributed to a "clerical error" or to a "computer error." If you see such patterns forming, you may decide to find a new list manager or to manage the list yourself.

Protecting Your List

Whether or not you use an outside list manager, you should take steps to protect your list and to make sure it is not used for unauthorized mailings.

"Salt" your list—that is to say, add a few phony (or "decoy") names to your list, and tell your computer service to include these names on every list order it fills. You might, for instance, add the following addresses to your mailing list:

1. Your own organization, under the name of a nonexistent person with your title. (Make sure your receptionist or mailroom knows that all mail addressed to that person should go to you.)
2. Yourself, with your name slightly altered or misspelled, at your home address.
3. A friend or relative in another part of the country, again with her name slightly altered. Send your friend a supply of self-addressed, stamped envelopes for her to use to return all mailing pieces (marked with the date of receipt) that she receives addressed to the decoy name.

My cat has been a decoy on the Grantsmanship Center's mailing list for years. Every time Sleepy receives a piece of mail inviting her to buy a new book or to attend a seminar, I look it over to make sure the use of our list has been approved for that particular mailing.

For extra protection, you might also salt your list with a few additional decoys that have not been identified as such to any outside organization, including your computer service. These will not be included on every list rental, since your computer service needs to know which names on your list are the decoy names to be included on each list order, but they will increase the security of your list.

As a courtesy to those on your mailing list, you should also offer them the option of being excluded from any list rental orders you process. Make sure your computer service has a system whereby these names will be passed over every time you print labels for another organization's use.

Susan Andres is circulation manager for the Grantsmanship Center.

A GLOSSARY OF MAILING-LIST TERMINOLOGY

The glossary that follows is excerpted from the text of this article and from the March 2, 1982, edition of the Direct Mail List Rates and Data catalog (published by Standard Rate & Data Service, 5201 Old Orchard Rd., Skokie, IL 60077).

Assigned mailing date: The date on which the list user has the obligation to mail a specific list based on prior agreement between the list owner and the user. No other date is acceptable without the list owner's approval.

BPI: Bytes per inch—a measurement of the amount of information that is stored on a given length of tape.

Business list: Any compilation or list of individuals or companies based on a business-associated interest, inquiry, membership, subscription, or purchase.

Cheshire labels: Specially prepared paper (rolls, fanfold, or accordion fold) used to reproduce names and addresses to be mechanically affixed, one at a time, to a mailing piece.

Cluster selection: A selection routine based on taking a group of names in series, skipping a group, taking

another group, etc. For example, a cluster selection on an nth-name basis might be the first 10 out of every 100 names or the first 125 out of 175; a cluster selection using limited ZIP code might be the first 200 names in each of the specified ZIP codes.

Commission: A percentage of sale, by prior agreement, paid to the list broker, the list manager, or another service arm for their part in list usage.

Compiled list: Names and addresses derived from directories, newspapers, public records, retail sales slips, trade show registrations, etc., to identify groups of people with something in common.

Computer compatibility: The ability to use data from one computer system on other computer systems.

Computer service bureau: An internal or external facility that provides general or specific data processing services.

Consumer list: A list of names (usually at home addresses) compiled or resulting from a common inquiry or buying activity indicating a general or specific buying interest.

Continuation mailing: The process of sending the same mailing piece to additional names from a list following the testing of that list.

Cross section: A group of names and addresses selected from a mailing list in such a way as to be representative

of the entire list.

Decoy: A unique name inserted into a mailing list for verification of list usage.

Delivery date: The date on which a specific list order is to be received from the list owner by the list user or by a designated representative of the list user.

DMMA mail preference service (MPS): A service provided by the Direct Mail/Marketing Association that enables individuals to have their names and addresses removed from or added to mailing lists.

Drop date: Date on which an organization plans to do its mailing.

Four-up (or four-across) labels: Labels that are computer printed on continuous sheets and that contain 11 horizontal rows of four names each, for a total of 44 addresses per page.

Fund-raising list: Any compilation or list of individuals or companies based on a known contribution to one or more fund-raising appeals.

Hot-line list: The most recent names available on a specific list, but no older than three months. Use of this term should be further modified by weekly, monthly, etc.

House list: Any list of names that is owned by a company as a result of compilation, inquiry or buyer action, or acquisition, and that is used to promote the company's products or services.

Key code: A group of letters and/or

numbers or other markings used to measure the effectiveness of lists, advertisements, offers, etc. (or any parts thereof).

Lettershop: A company that will prepare a mailing in accordance with postal regulations and will then deliver it to the post office.

List broker: A specialist who makes all necessary arrangements for one company to make use of the list or lists of another company. A broker's services may include most or all of the following: research, selection, recommendation, and subsequent evaluation.

List cleaning: The process of correcting and/or removing a name and address from a mailing list because it is redundant or no longer correct. Addresses may be corrected as a result of information furnished by the Postal Service or by the individual. Removal may be effected as a result of the return of a mailing piece by the Postal Service.

List exchange: A barter arrangement between two companies for the use of a mailing list; it may be list for list, list for space, or list for comparable value other than money.

List maintenance: Any manual, mechanical, or electronic system for keeping name and address records so that they are up to date at any point in time.

List manager: One who, as an employee of a list owner or as an outside agent, is responsible for the use, by others, of a specific mailing list. The list manager generally serves the list owner in several or all of the following areas: list maintenance (or advice thereon), list promotion and marketing, list clearance and record keeping, and collecting for use of the list by others.

List owner: One who, through promotional activity or compilation, has developed a list of names having something in common—or one who has purchased (as opposed to rented, reproduced, or used on a one-time basis) such a list from the developer.

List sequence: The order in which names and addresses appear in a list. While most lists today are in ZIP code sequence, some are alphabetical by name within the ZIP code, others

are in carrier sequence (postal delivery), and still others may use some other (or no) order within ZIP code. Some lists are still arranged alphabetically by state (and by city within states), alphabetically by name, or chronologically.

List sort: The process of putting a list in a specific sequence (from another sequence or no sequence).

Magnetic tape: A storage device for electronically recording defined bits of data that can be read by a computer and from which labels can be computer printed.

Mailer: The organization whose offer or appeal is being mailed to a given list.

Merge: The combining of two or more lists (or two or more segments of the same list), usually in a predetermined sequence.

Merge-purge: The combining of two or more units or lists and the elimination of duplication at the same time.

Nixie: A mailing piece that is returned to a mailer (under proper authorization) by the Postal Service because of an incorrect or undeliverable name and address.

Nth-name select: A process by which a random sampling of names is generated from a list. For example, in an "every-tenth" sample, one would select the first, eleventh, twenty-first, thirty-first, etc., records—or the second, twelfth, twenty-second, thirty-second, etc., records.

Package: A term used to describe, in toto, all of the assembled enclosures (parts or elements) of a mailing effort.

Package test: A test of elements (in part or in their entirety) of one mailing piece against another.

Pressure-sensitive labels: Labels that can be peeled off a mailing piece and then affixed to an order form or reply card.

Purge: The process of eliminating duplicates and/or unwanted names and addresses from one or more lists.

Pyramiding: A method of testing mailing lists in which one starts with a small quantity and, based on positive indications, follows with larger and larger quantities of the balance of the list until one finally mails the entire list.

Record layout: A simple map of the data included in each record and its relative or specific location.

Reformatting: Changing a magnetic tape format from one arrangement to another, more usable one. Also referred to as list or tape conversion.

Response device: The part of a package that comes back to the mailer.

Roll out: To order additional names from a mailing list that one has tested.

Running charge: The price charged by a list owner for names run or passed but not used by a mailer. When such a charge is made, it is usually to cover extra processing costs; however, some list owners set the price without regard to actual cost.

Salting: Deliberate placing of decoy names in a list to trace list usage and delivery.

Sample package (mailing piece): An example of the package to be mailed by the list user to a particular list. Such a mailing piece is submitted to the list owner for approval prior to commitment for one-time use of that list.

SCF select: The process by which entries are isolated from a list on the basis of the first three digits of their ZIP codes and are then printed as a separate list.

Selections: Criteria that identify segments of subgroups within a list.

Selection routine: The process by which specific segments or subgroups within a list are isolated and printed separately.

State count: The number of names and addresses in a given list for each state.

State select: The process by which only those names from a given state are isolated from a list and printed as a separate list.

Tape density: The number of bits of information (bytes) that can be included in each inch of a specific magnetic tape.

Tape dump: A printout of data on a magnetic tape for checking correctness, readability, consistency, editability, etc.

Tape record: All the information about an individual or company contained on a specific magnetic tape. 

BUILDING A MAILING LIST

AN INTRODUCTION

By RICHARD ENSMAN

Virtually all nonprofit organizations have mailing lists. Whether they are kept in compact loose-leaf notebooks, filed on three-by-five index cards, or recorded on metal addressograph plates—or even if they are not really lists per se but are instead a series of binary codes stored inside a computer—lists are always present in some form within nonprofits, and for good reason. Mailing lists, after all, contain names, addresses, and personal information pertinent to everyone who makes an agency's work possible—including donors, community leaders, board members, staff, and volunteers, as well as all those who ultimately benefit from that work. And lists are necessary to nonprofits in that they enable such organizations to communicate their activities to others, disseminate important public information, market their services and programs, and, of course, raise funds for their own support.

Far too frequently, however, nonprofit administrators do not recognize the power or full potential of the mailing list. Too many organizations allow lists to lie dormant in file cabinets, their names and addresses rapidly becoming outdated, while others use lists injudiciously. Some may use a list of community leaders just once a year to announce an annual open house. Another agency may use a list of top donors as the basis of yet another ineffective mimeographed fund-raising appeal. What these agencies fail to recognize is that a mailing list is rather like an expensive automobile: it can be used without much effort, but it must be fine-tuned and serviced regularly if it is to achieve maximum performance. This article will attempt to outline ways in which such maintenance can be accomplished.

SEGMENTATION

Before we proceed any further, however, it is important that we clear up one important misconception: the notion that the term *mailing list* is essentially a generic one. In fact, a nonprofit may have dozens or even hundreds of mailing lists, even though only one collection of names and addresses graces the addressograph storage box or computer memory.

Let's suppose that the Be-Well Community Health Clinic has a list consisting of 2,000 names, all stored on computer tape. This list may include previous donors to the agency, prospective donors, friends within other community and health organizations, and perhaps present and former clients. It is now evident that we have four lists, not just one. In addition, because various services of the clinic are geared toward specific age groups, the clinic has a record of all clients under 25 and over 65. So two more lists are in evidence. And because the clinic conducts blood drives within the community on a regular basis, the blood type of each mailing-list client is kept on record. That means even more lists.

The Be-Well Clinic's list is not unique. Any mailing list can be split up into two, three, four, or—with the aid of a computer—*hundreds* of sublists. This process, which is known as segmentation, allows list administrators to

Whatever the scale of your operations, fund raising by mail is more effective if "segmentation," "prospecting," and other techniques guide your list-development process.

categorize members, donors, staff, residents, or anyone else on a list in an almost infinite variety of ways.

Nonprofits have found ten segmentation variables to be particularly useful in their fund-raising and promotional efforts. *Prior giving level*, the first variable, allows list administrators to gear mailings toward people with specific giving histories. For instance, individuals who usually contribute more than \$100 to fund-raising appeals can be sent personalized letters signed by the chairperson of the agency's board, while those who have given under \$5 can be sent letters asking for larger contributions.

Segmentation by *place of residence* can be a useful means of recruiting membership or financial support for outreach programs in particular communities. And since place-of-residence segmentation is usually based on ZIP codes, it can also help list administrators sort the mail for postal processing.

Ideology is fast becoming a popular segmentation variable among many political and religious organizations. In recent years, several nationwide political fund-raising efforts have targeted special groups of prospects with letters addressing individual interests and concerns; for example, environmentalists have been sent appeals stressing the pro-wildlife position of various political candidates; antinuclear activists have been sent appeals stressing candidates' disarmament views; and union members have been sent appeals emphasizing pro-labor legislative proposals.

Segmentation by *donor typology* is crucial for almost all nonprofits. In the case of a school, for instance, donors might be categorized as alumni, area residents, past parents, current parents, friends, board members, or business and industrial donors. A settlement house might classify its donors as city residents, suburban residents, institutional donors, former clients, and former staff. Typology may vary from agency to agency, but it is always an important classification variable.

In study after study, fund raisers have also found that both the willingness to give money to charitable causes and the amount that is ultimately given may be influenced by a person's *sex* and *marital status*. Business executives have known about the relationship of sex and marital status to

buying habits for years, as thousands of appliance, detergent, and automotive advertisements will attest. But a more pertinent example, for our purposes, would be the finding that the vast majority of direct mail donors to religious fund-raising efforts are women. It has also been found that a substantial amount of the bequest revenue that is generated each year for nonprofits comes from the estates of single people. So it is not surprising that many organizations carefully segment according to the sex and marital status of donors or prospects.

Age is yet another important segmentation variable. It has been found, for instance, that older people tend to make contributions more frequently—and at higher levels—than do younger people. Similarly, individuals in their 50s and 60s might be more interested in making gifts of appreciated stock than would those in their 20s. And those individuals who are of parenting age might be more interested in making special gifts to a new youth program than would elderly people.

Most nonprofits also offer tangible services and programs, and this introduces a number of additional segmentation possibilities. The *program interests* of individuals can be a highly effective segmentation variable, especially when it comes time for an agency to expand a program, a building, or a staff. For instance, former clients of an alcoholism rehabilitation effort sponsored by a multipurpose social agency might be all too willing to support the renovation of a halfway house for recovering alcoholics, while clients of the same agency's day care center, senior citizen nutrition program, and home health service might not be quite so eager. Remember—an agency is usually just a vehicle for delivering a specific set of services; it is nothing more than an abstraction to its clients or members, who relate only to its specific activities and programs. So if an agency provides a variety of activities, chances are it has a lot of distinct constituencies, each with unique interests. And this is all the more reason that it should segment its list according to program interests.

Agencies that make extensive use of volunteers will usually find those volunteers to be a source of substantial financial support. For this reason, the nature of *volunteer in-*

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volvement can be an important segmentation variable as well. Is the volunteer involved in program activities on a regular basis, or is he or she "on call"? Does the volunteer have special program interests that he or she would like to see advanced? How long has the volunteer been associated with the agency? All of these factors can be recorded and stored in the list file.

Finally, agencies that are engaged in extensive fund-raising research may want to segment lists according to *prospective level of giving*. It is not uncommon for members of agency boards, staff members, volunteers, and even clients to suggest the names and addresses of prospective financial supporters. Nor is it uncommon for someone to do a little "intelligence gathering" on prospective donors, especially if an agency has some type of ongoing development effort. Which potential donors, for example, have high incomes? Which ones live in "wealthy" neighborhoods? Is an executive employed by a major corporation? Has he or she given support to similar organizations in the past few years? These questions may seem very basic, but they do illustrate an important point: if time and money are limited, an agency fund raiser must focus on prospects who are known to be capable of making substantial gifts. Segmentation by prospective giving level allows fund raisers to do just that—with a minimum of effort.

But agency administrators with an eye on a quick buck and a few days in the agency mailroom should beware—for even the simplest direct mail segmentation program requires a considerable amount of preparation. Since every agency has a unique set of members and donors, each must examine its own segmentation needs, bearing in mind that there are hundreds—even thousands—of ways to segment a list. Suppose that after careful analysis, an agency decides that it must have the capability to reach out to prospective donors between the ages of 40 and 50 who live in homes larger than 3,000 square feet, have conservative political beliefs, have no more than two children, and wear size seven shoes. Certainly one might wonder what possible use an agency could make of such an aggregate of characteristics. But the fact is, it is no more difficult to segment by shoe size, hair color, spare-time hobbies, or preferred salad dressing than it is to segment by age, sex, or degree of volunteer involvement. A careful examination of all demographic and personal characteristics that might be relevant to fund-raising or membership drives must be conducted before the first appeal letter is written.

KNOWING YOUR MARKET

But segmentation is useful only insofar as it helps link up someone's message with an interested and eager recipient. Therefore, before a list owner can even begin to segment a

list, he or she must know something about the interests of the people whose names appear on it—as well as the reasons each of them might be inspired to make a gift.

The first such reason might be related to *life experiences*. An urban youth agency might help its prospects recall their own youth. Or a university alumni association might remind its audience of what they themselves once experienced in that context. Most people feel gratitude, joy, or sadness when they recall significant events in their lives. And it is this sentiment that motivates giving in direct mail campaigns.

People may also give as a result of *involvement* in particular causes. A woman who is active in a local block club, for instance, might easily be persuaded to make a contribution to that club's efforts to revitalize the neighborhood playground. And an elderly man who tutors immigrants in the English language two afternoons a week would probably make a gift to the sponsoring literacy association with little or no hesitation. These people have seen and experienced the needs of others firsthand, and so the appeal for funds serves only to confirm to them what they already know of the needs of their fellow human beings. In addition, donors often sense that their gifts will somehow personally benefit the individuals whom they have known and have tried to help.

People often give to their *peers*. As United Way volunteers across the country have learned, many donors are unaware of the services and activities that United Way-sponsored agencies offer in local communities. But this should not discourage volunteers from conducting a fund-raising drive. As long as neighbors solicit funds from neighbors, workers solicit funds from workers, and friends solicit funds from friends, one can be certain that a considerable amount will be raised—for if this is done, prospects will feel a kinship with the individual who is doing the soliciting, and thus they may not only feel uncomfortable about turning the individual down but may be genuinely happy to help.

Personal motives are another primary source of inspiration to donors. Such motives may, of course, be noble, based on self-interest, or anything in between, but they are almost invariably powerful. A group of neighborhood residents who are concerned about the rising crime rate within their community, for example, might be especially inclined to support a private, not-for-profit security association. And parents who are concerned about a paucity of activities for youth in their city are likely to be more willing than most to lend financial support to a new youth center. Personal motives have led the way to the establishment of a variety of services and organizations throughout the country—including food coops, private schools, community health clinics, and neighborhood associations.

Altruism may also play a part in giving. And it is irrele-

vant whether such altruism is an expression of genuine concern for humankind or simply a way individuals can fill a need to achieve recognition. Whatever the initial psychological impetus, wealthy suburbanites may be delighted to give to central-city settlement houses, and members of a growing church might be more than willing to contribute to a hospital that is being built in South America.

Certainly, too, many charitable gifts are prompted by the love of an individual for family and friends. The memorial plaque on the front door of the local hospital serves as testimony to the countless donors who helped purchase furnishings and medical equipment for that institution. And the endowment fund that was created to heighten public awareness of drug abuse might have been motivated by a family's personal experience with a drug-related death.

But what do these giving motives have to do with direct mail solicitation? Why should such noble but technically vague virtues be important for anything other than the general theme of a fund-raising campaign or appeal?

Put simply, *the entire segmentation process is based on the giving motives of donors and prospects.* The manner in which an institution decides to segment, the time frame within which it segments, and, ultimately, the actual uses of the segmented list are all rooted in the institution's perceptions of its donors.

To illustrate this, let's return for a moment to the "life experiences" motive for giving. Crown University, a hypothetical institution of higher education, offers more than 20 degree programs to undergraduates and, over the past 30 of its 75 years of existence, has initiated 11 graduate programs. Over 60,000 Crown undergraduate alumni and 7,000 graduate alumni are scattered across the country, many of them living in New York and in Pennsylvania. So let's say that a fund raiser wants to remind Crown graduates of their years on campus in order to motivate them to support the university.

The fund raiser must first determine what kinds of life experiences can be considered to be motivating. First, since we have 75 years of history, we are really dealing with 75 different sets of experiences—so perhaps our list should be segmented according to year of graduation. But even those experiences may be too general; after all, the university offers more than 20 degree programs and courses of study. Perhaps the study areas of past graduates should serve as a segmentation variable as well. And since graduates holding masters' degrees or doctorates have still another range of life experiences at Crown, the level of past graduates' degrees can serve as yet another variable. Similarly, students who attended the university with the help of scholarship funds might recall their early attempts to obtain a college education, and so scholarships, financial aid, and work-

study involvements might constitute another segmentation variable. So might extracurricular activities, high grade-point averages, and commencement awards and honors.

When the segmentation process is complete, the university should have a mailing list consisting of the stories of its 67,000 potential donors. With it, the university can now target its appeals—that is to say, it can appeal to its math and science graduates for financial assistance in developing a new technical library, appeal to members of its past basketball teams for funds to construct a new gymnasium, or appeal to graduates who received degrees prior to 1940 for funds to construct a university museum.

And the institution can target its direct mail appeals as specifically as its needs warrant. For instance, if the hypothetical university we've been discussing is seeking help in establishing a scholarship fund for engineering students, it can easily appeal to people who graduated between 1950 and 1960 and who received financial assistance in completing undergraduate engineering degrees. The more closely the desires of the university parallel the real experiences of its donors, the more successful its appeals will be.

Once the concept of segmentation is fully understood, the agency can go on to compile lists and put them to use.

THE HOUSE LIST

Every nonprofit agency has its own natural constituency and donor base consisting of a "family" of clients, donors, prospects, and friends within the larger community. The first mailing list that an organization composes should contain names, addresses, and identifying information pertaining to these natural prospects. And this house list, as it is called, deserves the closest attention of agency administrators and development staff.

Who should be on this list? To begin with, former and present donors should be included, as should any individuals who have expressed interest in the work of the agency. Staff, former staff, board members, former board members, and key volunteers who have worked with the agency over the past five years should be included as well. And if the agency has a membership, an affiliate, or some other community-support group, the names and addresses of members should be on the list. In addition, staff should be given the opportunity to refer names of potential friends of the agency, as should board members and friends within the community. If clients tend to remain associated with an agency for an extended period of time, they might also be



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put on the list. And an agency should always include former clients as well as participants in agency programs.

Before such a list is composed, however, agency administrators should ensure that several important questions have been resolved. These are as follows:

First, how should the house list be segmented? It is essential that the list administrator try to envision all potential uses of the list—because once data on prospects have been collected and stored, *only these data can be used to target a financial appeal*. If there is even a remote chance that an agency might eventually wish to segment a list according to a certain variable, it's best that the organization include that variable in its data-collection effort. A university, for instance, might already have collected all sorts of information about its parent constituency—family income, scholarship needs, parent occupations, parent degrees, and the like—but on the off chance that the list might later be used for student recruitment, the university might also elect to include data on the number and ages of nonuniversity children. "Over-segmenting" might lead to an abundance of worthless data, but "undersegmenting" can result in the *absence* of data. It's better to collect too much than too little.

Second, how can the list be used as an information system for the institution? All nonprofit institutions thrive on information; indeed, the development, marketing, and recruitment personnel who work for nonprofits base almost all of their decisions on constituent information. Thus, the house list should contain—at a minimum—information on prior giving history, on donors' capacity for future giving, and on special program interests of donors, and it should also include a record of prospects' past involvement with the institution. In addition, it should be noted that a list is not a static document; as donor activity changes over the years, data on the list will change as well. An up-to-date list can provide the basis for important management decisions. How many donors made gifts in the past year? How many donors per segmentation category (e.g., sex, marital status, political affiliation, and place of residence) made gifts? What was the average gift? What was the cost of obtaining an average gift? How many new donors made gifts last year? How many "old" donors "expired"? How many donors increased prior-year giving levels? How many contributed to each appeal produced by the agency? With a well-arranged and up-to-date list, the list administrator should be able to find out exactly who is supporting the agency and the extent to which they are supporting it—and perhaps he or she can also make some assumptions about why donors are lending their support.

Third, how will the list be physically arranged? A list that is small enough (i.e., one with 500 names or fewer) and whose segmentation scheme is not too elaborate can probably be maintained on three-by-five index cards. Volunteers

or clerical staff members can hand-research information from such a list and can hand-address all direct mail to it. Once the list gets beyond 500 names, however, an agency should consider investing in an addressograph. An addressograph is essentially a mechanical addressing machine that imprints names and addresses contained on metal or paper plates onto envelopes. Some of the newer addressograph machines can sort address plates into various categories; that is to say, the list administrator who wishes to mail only to elderly donors can direct certain machines to address only to those donors who are coded as such.

Unfortunately, an addressograph can quickly become obsolete as a list grows—so agency administrators should bear in mind that for less than \$5,000, anyone can buy a computer system with which they can not only store tens of thousands of names and addresses but also segment these items in hundreds of different ways. And if a nonprofit does not wish to make an investment in a computer or is not prepared to do so, it can contract with a service bureau to maintain its entire list; dozens of these organizations can be found in any large or medium-sized city. With these firms, data entry can run as low as 10 to 15 cents per name, and a printout or gummed labels can cost as little as two or three cents per name.

Fourth, how will names be added to the house list? The list administrator should have a technical process by which names can be added to the list and by which donor information can be updated. It is even more important, however, that the list administrator promote the list on a regular basis. Once a year or so, clients should be asked to submit the names and addresses of potential benefactors. Staff, too, should be reminded to submit such names and addresses to the agency's house organ. And note pads bearing the development program's logo together with a brief message about new prospect names can be circulated throughout the agency's office.

Of course, as time goes on, the agency may decide to engage in "prospect mailings." Although many valuable new contributors can be found by this means, members of the agency's "family" should always be considered the primary source of new names.

USING THE LIST

Once the aforementioned questions have been resolved, an agency can begin to use its list immediately. And although there are no hard-and-fast rules pertaining to direct mail appeals, most fund raisers would probably cite nine points that nonprofits should remember as they enter the world of direct mail fund raising.

First, any appeal for funds should, under ideal circumstances, be preceded by a series of newsletters describing the work of the institution. Certainly many people will make

gifts to an organization with which they are familiar solely on the basis of an appeal letter. But a newsletter that describes the ultimate uses of the agency's funds is certain to engage the interest of many more prospective donors. The mission society that is about to solicit funds for a new hospital, for example, will probably find it beneficial to tell a few stories about the children whom the hospital will serve. And the church that is about to undertake a building-improvement appeal may find it useful to distribute brochures replete with pictures of decaying roofs and chipped sidewalks.

Giving, in other words, never happens by itself. The more a prospective donor knows about the cause and the organization, the more likely it is that he or she will give.

Second, appeals for funds should be based on specific themes. Yes, the local YMCA may have an annual deficit-reduction appeal. And the community's ecological action group may indeed have produced a direct mail appeal asking for funds "to get started." What's more, these appeals might well have been successful and might have yielded enough money to fill the immediate needs of these agencies. But for longer-range purposes, a theme should focus the prospect's attention on a worthy project, on some compelling human need, or on *other people*. As an example, if the aforementioned mission society organizes its hospital appeal around a story and picture depicting Roberto, a seven-year-old leukemia victim who needs expert medical care, donors will no longer merely be giving to a mission society or to a hospital; they will be giving to a human being—a child who is capable of giving and receiving love. And because the theme is presented in highly personal terms, it is far more likely to live on in the donor's mind even after the check has been written and the appeal letter discarded.

Third, appeals must be viewed as selling tools. The fund raiser must realize, without being overly cynical, that he or she is trying to obtain scarce resources in a highly competitive environment. After all, prospects don't *have* to give up their hard-earned dollars for a new youth center, for the transportation of disabled children, or for new private-school library books. Therefore, the appeal must use its text and graphics to create a very real desire on the part of the donor for the product being offered—and it must then stimulate the donor to act on that desire.

Fourth, the appeal should be as finely segmented as possible. If some donors are former mental health patients, an appeal might be geared toward the needs of people who are recovering from emotional illness. If other donors are simply residents of the community, the appeal might instead stress an awareness of the mental health agency and its work. Remember, a single appeal might include more than one set of letters and materials if the constituency that is to receive the appeal is diverse.

Fifth, the fund raiser should decide whether prospective donors will respond best to appeals based on the intellect or to those based on the emotions. Donors who respond well to appeals to the intellect might be especially impressed with statistics on the organization's work as well as with annual reports, details of the organization's structure and history, and statements of future goals and objectives. On the other hand, donors who react well to appeals to the emotions might respond best to stories about clients, tales of the organization's struggles, testimonials from leading citizens, and even "success stories" written by the clients themselves.

Sixth, direct mail appeals should consist of five standard elements. Although some experimentation has been done in the direct mail field, 95 percent of all appeals still follow the same basic format in that they all include a reasonably attractive exterior envelope (often No. 10 or "business size"); a letter from the director of the agency (or from its board member or program director); a brochure that expands upon the message contained in the letter (which can include photos, newspaper clippings, and other motivational material); a response card with the name and address of the prospective donor imprinted on it; and a postage-free return envelope.

Seventh, most appeals should rely heavily on text. It's true that a picture is worth a thousand words. And it's also true that a picture can dramatically illustrate the work of a nonprofit institution. But the written word is still the only means of getting a message across to people who must make decisions about the allocation of their material wealth.

Eighth, any uncertainty about the legality or propriety of a direct mail piece should be clarified before the piece is printed. The U.S. Postal Service is the place to start for problems such as these. Certain kinds of mailings may, for example, be illegal—as is the case with those promoting lotteries or raffles. Some mailings may be of an unusual size, in which case the postal service should always be consulted to ensure that the piece will get through the mails. And if there is any question about the phrasing or content of an appeal, the local bulk-mail center will usually be happy to have a postal inspector review the material before it is printed.

Finally, special donors should be given special treatment. If John Jones gave \$500 to the agency last year, chances are the agency will be much better off if it calls Mr. Jones personally this year and requests a repeat gift. Or, at a minimum, the agency should send Mr. Jones a personal letter. Direct mail is the cheapest and most economical way to raise funds if a large mailing list exists—but it is never the most effective way to solicit large donors.



MAILING LISTS

MAINTAINING THE MAILING LIST

If a mailing list is recorded on index cards or on address plates, it will offer few opportunities for creative use of technology. If, on the other hand, names are contained on a computer tape, the agency has some very powerful fund-raising tools at its command.

One such tool, *word processing*, can best be defined as the production of "personalized" letters through a combination of phrases, paragraphs, and names contained in the memory of a computer. Through the use of word processing, an agency can easily personalize virtually all of its fund-raising mailings. The computer can even insert or delete certain phrases, paragraphs, and suggested gift levels for specific classes of donors. For instance, if the segmentation scheme separates donors according to giving level, the computer might be programmed to tell each of last year's \$50 donors that a \$60 gift would be appreciated this year.

Word processing can also be used to compose thank-you notes as well as any number of reports generated within the fund-raising office. Any standard phrase, paragraph, letter, or section of a report can be stored in the computer's memory and can then be printed out with facility.

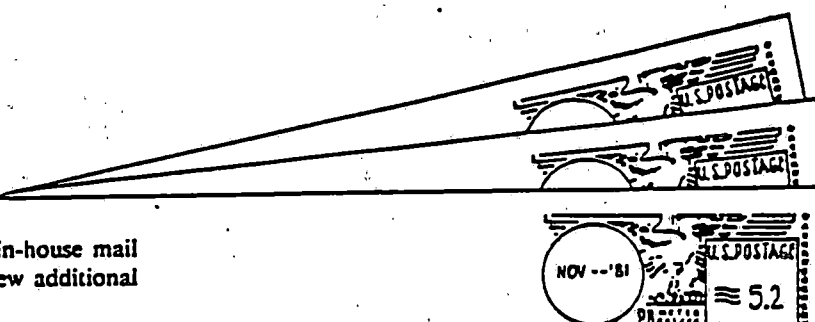
The use of a computer can, in addition, help eliminate a variety of "bugs" common to most manual systems. For example, a series of simple programming procedures can prevent the duplication of names on a mailing list. And updating a list—i.e., adding new addresses or changing segmentation codes—involves nothing more than keypunching new data at the time gifts are received. As an example, the name and address on a donor response card need only be typed into the computer; if the address is already contained in the computer's memory, the information will automatically be discarded, whereas if the address is new, it will simply replace the old one.

The computer also allows the fund-raising administrator to obtain, at any time, a printout indicating giving levels and donor volume. And though performance-data needs often vary from agency to agency, there are some basic statistics that almost always prove to be helpful. These include the size of the average gift (in total or by segmentation category); the number of donors who gave (in total or by segmentation category); the gross and net revenue per appeal; the number of new donors obtained per appeal; the giving frequency, or annual donor giving (i.e., the total gifts of a class of donors over a one-year period); the timing of giving (i.e., the months, weeks, or even days of heaviest gift receipts); renewal rates (i.e., the percentage of donors, in total or by segmentation category, who make repeat gifts); and year-to-year performance statistics.

It should be remembered, however, that in-house computerized equipment is not essential to a direct mail program inasmuch as agencies can readily obtain the services of mailing firms at a relatively low cost. Agencies that lack extra clerical personnel, equipment, and volunteers but that have a wide geographical dispersion of donors might be wise to investigate the use of a mailing firm, whose costs are often charged on a per-piece basis (say, three cents per mailed piece or ten cents per list update). Although mailing and processing costs may, under these circumstances, be 25 or 30 percent higher than in-house costs, a mailing house can alleviate all of the organizational headaches that would otherwise beset the list administrator; it will collate entire mailings, fold letters, insert materials into envelopes, sort and affix labels, and mail. Some firms will even handle the printing and layout of direct mail appeals!

If an agency does decide to handle its own direct mail program in house, however, it should probably set up a mailroom. Any small or medium-sized room (perhaps 250 or 300 square feet) should suffice for this purpose. But the mailroom should always contain nine basic elements:

1. Mailroom equipment (i.e., addressing machines, folding machines, collators, and, if necessary, typewriters and adding machines);
2. Storage areas that are sufficiently large to hold four or five "raw" appeals;
3. Postal supplies (including rubber bands, bulk mail stickers, bulk mail registration forms, and postal manuals);
4. Cubbyholes and mail slots that can be used for sorting the mail by ZIP code, sectional center (an aggregation of local ZIP codes sorted to the first three digits of the ZIP code), or state (remember, *all* bulk mail must be elaborately sorted to qualify for special third-class rates);
5. A copy of the mailing list, either on cards or on a computer printout (volunteer or secretarial personnel may have to refer to names if addressograph or computer information is not printed out clearly or completely);
6. Volunteer amenities, such as a few comfortable chairs, a coffee pot, and room for volunteers to stretch their legs without bumping into mailroom equipment;
7. Agency manuals and procedure guides for mailing (the entire mailing process should be in writing, and samples of each appeal should be available for mailroom personnel to use if necessary);
8. Plenty of work-table space; and
9. A location near the exterior entrance of the building (since a large mail program will necessitate many trips in and out of the building, with someone carrying heavy mail sacks).



Agencies that decide to set up their own in-house mail operation will also have to contend with a few additional needs.

First, the agency will have to deal with the U.S. Postal Service. At times, this can be as difficult and as frustrating as dealing with the Internal Revenue Service. Postal regulations are elaborate, and enforcement within the past two years has been stepped up significantly.

This is especially true of direct mail fund-raising campaigns that make use of third-class bulk mail—for bulk mailers, more than anyone else, must *earn* their discount rates by sorting, labeling, coding, and packaging their mail in accordance with USPS requirements. Local post offices check almost every bulk mailing for conformity to postal regulations, and if irregularities are found, stiff penalties, refusal to mail the material, or even cancellation of bulk permits can result. Fortunately, local postal centers frequently conduct seminars for bulk mailers, and customer service representatives will work closely with bulk mailers to help them meet USPS regulations. Every bulk mailer should also have a copy of USPS Publication 113, *First Class, Third Class, and Fourth Class Bulk Mailings*, which gives detailed instructions on mail preparation. And if a mailer uses business reply envelopes (i.e., postage-paid envelopes that can be used to make a response to the mailer), he or she should also obtain USPS Publication 115, *Business Reply Mail: Regulations, Applications, and Annual Renewals*.

Second, lists must be updated regularly. Updating usually involves changing the addresses of donors who have moved, changing names of donors in the event of marriage or divorce, correcting spelling or address errors pointed out by donors, and deleting the names and addresses of donors who are "lost" or who have died. In any event, there are a few rules that list administrators can follow in efforts to keep lists up to date:

1. At least once a year (and perhaps more frequently), direct mail fund raisers should send out a communication with an address-correction endorsement on its envelope. The phrase "address correction requested" simply instructs the post office to send the mailer the new address of the donor rather than sending the direct mail piece on without comment.
2. Occasionally, direct mailers should include a note on their response cards asking donors to correct any misspellings or errors on their name/address label. Nothing is more personal to a donor than his or her name, and so no effort should be spared to get names right.
3. Local donors who move without leaving an address correction can be tracked by means of telephone directories and city directories. Many direct mailers ignore these simple but valuable tools.

4. Either a staff person or a volunteer should be assigned the task of handling list updates. Spreading the work around may seem like a good way to relieve monotony, but it can easily result in duplicate updates, additional errors, and mass confusion.

Third, the mailroom operation must be integrated with other agency departments. Above all, mailroom personnel must be concerned with getting the material needed to make list updates. Gifts are usually received in the accounting and business office, and it is here that they are initially recorded—but they are then circulated to many different departments. For this reason, a tracking system for all gifts is absolutely essential. When gifts are initially received, they should be entered on a log or on a master control form. Copies of this form should then be routed to personnel handling development functions such as reconciling the stated gift amount with cash received; thanking the donor; checking donor names, addresses, and ZIP codes for accuracy; updating list changes; encoding donor characteristics (such as size of gift) on the development record-keeping system; and maintaining gift statistics and information for evaluative purposes.

The control form should identify each gift received with a unique serialized number. This allows each user of the form to be certain that all gifts have been processed in a timely fashion. Users can simply check off each gift as processing proceeds, and if any numbers in the serialized sequence are missing, they can backtrack.

PROSPECTING

But there is more to building mailing lists than segmentation and maintenance. Above all, it should be borne in mind that a mailing list is not a static entity. Ours is a highly mobile society, and even the most elaborately constructed list-updating procedures cannot trace every donor who moves. In addition, death, social controversy, and apathy can easily turn significant numbers of donors into non-donors within a relatively short period of time.

Therefore, if a mailing list is to remain viable and expand, the nonprofit agency must attract new donors. And since the membership, clientele, and natural constituencies of most agencies are limited in number, these new donors must usually be approached "cold." This is where prospecting programs come in.

Unlike direct mail efforts aimed at the house list, prospecting efforts attempt to accomplish five goals.

First, they test the receptiveness of the constituencies of other organizations to new direct mail appeals. A local con-

MAILING LISTS

servation group might borrow or rent the mailing list of a local ecological awareness group in an attempt to expand its own membership. Prospecting reaches out to other constituencies and donor groups that have a history of giving to related causes.

Second, they attempt to educate a certain segment of the public with respect to the value and work of the nonprofit agency. A hospital that is reaching out to new donors will attempt to describe the history of the hospital, its current needs, its patient population, and its future plans, while a little-known youth society will attempt to point out the differences between its program and those of other agencies in town. Name recognition, a sense of worth, and an understanding of the mission of the institution are all important elements of a prospect appeal.

Third, they attempt to link the values embodied in a certain institution with the values and emotions of potential donors. Of course, there is no way a nonprofit institution—especially one that is not well known—can bring its entire message to the public simply by means of a two-page letter and a brochure. But a moving photograph, a catchy slogan, or a warm phrase can create a lasting impression in the mind of the reader. For example, while it might be impossible to describe the funding needs of a five-year program in a home for wayward children, it is easy to capture the delightful smile of a ten-year-old client. The agency's five-year plan may well be forgotten, but the memory of the child will live on—as will the attendant feelings of care and concern on the part of the prospective new donor.

Fourth, they often attempt to find new audiences and constituencies for the work of nonprofits. Charitable organizations should not be content to rest on their laurels. Even an organization with a large house list, a well-run and expanding prospect program, and adequate funding should attempt to find new audiences. It is not uncommon for nonprofits today to rent the names of magazine subscribers, electrical hobbyists, or farmers in an attempt to find some demographic characteristic that might endear a certain group within the population to their causes. A few years ago, one religious group began testing direct mail appeals to readers of men's magazines. Creativity and careful market analysis are the key words here.

Fifth, they attempt to find new donors—not necessarily to raise funds. The house list is the principal fund-raising vehicle in a direct mail program. As names and addresses of prospects are identified over the years, they are added to the house list. But the primary purpose of list rental and list exchanges lies in reaching individuals who will become regular donors in the future. For this reason, many prospect programs do not raise any money; indeed, many operate at a loss. Prospect programs are, quite literally, a form of investment in the future; while acquiring new donors may

necessitate a significant initial investment, new donors will repay the agency many times over in subsequent years.

Nonprofit organizations that plan to initiate prospect programs have at their disposal a variety of sources for names and addresses of potential donors. The "best" source will, of course, vary from agency to agency, but some common sources of prospects are the following:

1. Mailing lists of other nonprofit organizations (which are usually obtained through list exchanges with other organizations);
2. Trade, professional, and civic directories (a nonprofit business service program, for instance, might obtain prospect names from the local chamber of commerce directory);
3. City directories (which can provide a useful means of obtaining names and addresses of residents in unique geographical areas);
4. Groups of names referred by board members, staff, or interested friends;
5. Individuals who have had some fleeting contact with the agency in years gone by (arts organizations, for example, often keep the names and addresses of people who signed guest books at musical or theatrical productions); and
6. Commercial lists rented from national or regional organizations, often through a list broker.

Rented mailing lists are probably the most common and conventional source of prospect names for nonprofits. Thousands of mailing lists are available to the direct mail fund raiser. These can include lists of donors to other causes—religion, environmental, labor, or medical, for instance—as well as lists of magazine and journal subscribers, occupational and professional lists, and lists of businesses and industries.

One very complete listing of mailing lists available nationally can be found in the annual Polk's *Standard Rate and Data Directory*. This volume categorizes mailing lists by industrial and product classifications. An entire section of the volume is devoted exclusively to fund-raising lists.

Mailing lists can sometimes be rented directly from the source listed in the Standard Rate directory. More typically, though, nonprofits rent lists through *list brokers*. A list broker is simply an individual or a firm that arranges rentals between list owners and potential list users. Because brokers are specialists in the direct mail field and thus know what kinds of appeals have been successfully made with particular lists, their services and advice can be very valuable. List owners and list brokers almost always charge the same price for their lists; the broker simply receives a commission on all transactions he or she arranges.

Before renting a mailing list for a direct mail prospect appeal, however, the nonprofit organization should learn something about the list itself—and about the people whose names appear on the list. For instance:

1. How recently has the list been "cleaned"? Is it up to date, with new addresses? If a list has not been cleaned for more than two previous years, beware.

2. Does the demographic breakdown of the list appear to be similar to that of "regular" house donors? For instance, if the list and the house constituency contain the names of upper- to middle-income suburban homemakers, the list buyer has a clue that the individuals on the rented list will be receptive to the agency's appeal.

3. Can the mailing list be broken down into states, sectional centers, or even local segments? Prospects who live close to an agency are more likely than others to want to support it, and so it is important that people living in the general geographical area be identified and solicited.

4. How were the names obtained? Did names on the prospect list actually donate money to other charitable organizations? Did they buy something? Were the names obtained from inquiries?

5. What was the "unit of sale" or "unit of giving" of people on the mailing list? Did the average gift exceed five dollars? Ten dollars? Twenty-five dollars?

6. Does the list owner note any successful uses of the list? Has the list been successfully used for fund raising in the past? By what type of organization? Has it been used constantly? Occasionally?

7. How much does the list cost to rent? Generally, non-profits can rent lists with a minimum 5,000-name order. Rental costs can vary, but generally they range between \$30 and \$40 per thousand. Small additional charges can be made for selection of state or local ZIP code segments (usually \$2 or \$3 per thousand) and for printing the list on pressure-sensitive labels (between \$5 and \$8 per thousand names). Pressure-sensitive labels are a must unless the organization has the ability to handle Cheshire (uncoated) labels or names on magnetic computer tape.

Once a mailing list has been obtained, the agency should probably start looking for another list. And another. And still another. Nonprofit organizations do not know which lists will be most responsive to their appeals, so testing is essential.

Two kinds of tests are of particular relevance to nonprofit direct mailers.

First, the lists themselves must be tested. List testing essentially involves setting up a comparative analysis of several lists. The organization might, for example, mail 25,000 pieces of mail to five different lists. Each 5,000-name list would thus receive the same appeal at the same time and in the same type of envelope. As gifts are received, they are logged and coded in the agency's office; and after an interval of several months, the results of the five-cell mailing are

analyzed to determine which list pulled the most gifts, which yielded the highest average gift, which pulled the most revenue, which made a net profit, and which lost money.

Second, variations in the content and format of the appeal might be tested. Should the appeal letter be one page or two pages long? Should the exterior envelope be white or yellow? Should the appeal be based on a story, or should it describe the agency's programs? Only by answering these questions can one determine whether a particular approach might increase the number of donors and the size of their gifts. To test these variables, an agency might rent 10,000 names of a proven mailing list and mail two versions of the same appeal to the list; thus, 5,000 names would receive version A, and 5,000 names would be sent version B. Again, responses could then be logged in, and gift size, number of donors, average gift, and net revenue could be calculated for each section of the list.

In both cases, the purpose of testing is to identify lists that can serve as optimal fund-raising tools. Once a test has established the utility of a certain list, larger portions of the list (25,000 or 100,000 names) can be rented.

Coding, by the way, is an essential element of testing. Generally, agencies code response cards with a small number or letter in a lower corner of the card. For instance, "1" might be used to designate the first list, "2" might designate the second list, and so on. When gifts come back, it is easy to see which appeal produced them.

It should be remembered, however, that prospect fund raising by direct mail can be both costly and risky. Consider for a moment the costs that a five-list test would entail:

Rental of 25,000 names @ \$35/M	\$ 875
SCF selection and sensitive labels @ \$8/M	200
Mailing piece:	
Exterior envelope @ \$20/M	500
Appeal letter @ \$20/M (two pages)	500
Brochure @ \$30/M	750
Business reply envelope @ \$20/M	500
Response card @ \$15/M	375
Bulk mailing fees @ \$52/M	1,300
Total costs	\$5,000

And this \$5,000 doesn't even include the costs involved in preparation of appeals or the operation of a mailroom. Nor does it include the agency's overhead—or reflect the fact that the agency might have to retain a consultant to help set up the direct mail fund-raising program.

Few agencies, of course, would spend \$5,000 without first building in some safeguards—but fortunately, there are sev-

MAILING LISTS

eral such measures that can be taken. An agency might, for example, try to attract a foundation grant to help support its initial direct mail program; enlist the help of a local industry to provide printing services for the appeal; rent one list at a time (although this reduces the validity of a five-cell test); or seek a donor to make a challenge grant to individuals who are to receive the direct mail piece.

In any case, before a direct mail fund-raising program is initiated, the board must decide whether the agency should risk an early financial loss for a long-term financial gain. It should thus consider the potential revenue associated with a 25,000-name test, which can be expressed as follows:

25,000 prospects x .01 return = 250 donors
250 donors x \$5 average gift = \$1,250 revenue
250 donors x \$10 average gift = \$2,500 revenue
250 donors x \$20 average gift = \$5,000 revenue

Since the appeal cost \$5,000 and successfully solicited 250 donors, at least \$20 must be raised from each donor to underwrite the full cost of the appeal. Chances are the average gift will be less than \$20, but the board may still choose to undertake the program because those 250 "successful" donors may give again. Let's say the average gift was \$10 and that 75 percent of the donors repeated their gift in the second year. Then:

250 prospects x .75 repeat rate = 187 second-year donors
187 donors x .20 per mail piece = \$37.00 cost
187 donors x \$10 average gift = \$1,870 revenue

The agency must bear in mind that once the names of donors have been added to the house list and cultivated through newsletters and other contacts with the nonprofit agency, they usually become the source of repeat gifts. With careful planning, the nonprofit agency can encourage donations of a steadily increasing size. The donor, too, gets something out of this process: he or she begins to identify with the work of the organization.

Only the board can decide whether to begin a prospect program. And because such an effort will always entail some risk, the board must view a prospect program essentially as an investment. The decision to begin a prospect program should not, however, be based solely on judgment calls—for some organizations reap financial benefits from such programs very quickly. What are the characteristics of such organizations?

First, nonprofit agencies with a long and distinguished history will find it easier to solicit prospect funds. Name recognition and an image of social responsibility help ease the minds of potential donors who may question the purpose or legitimacy of the organization. The older the organization, the easier the prospect program becomes.

Second, agencies that deal with highly publicized problems will find it easier to initiate prospect programs. The disaster-relief agency that lends assistance to victims of floods or hurricanes will derive almost instant support from many potential prospect groups. This is especially true if the problem—be it a flood, a fire, or a famine—is a current, timely, and widely reported concern.

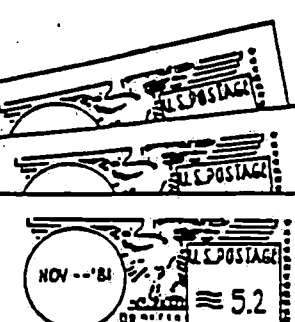
Third, it helps if the agency's work is highly successful. Fund raising is ten times easier for agencies that frequently receive plaques, awards, and public commendation for their work. Everyone wants to be part of a success story.

Fourth, it helps if the agency's work is significant from a regional or a national perspective. A large metropolitan hospital will probably have an easier time initiating a prospect program than will a community health center that serves a single neighborhood. Similarly, a statewide advocacy organization will find it easier to begin a prospect program than will a community advocacy agency serving a one-square-mile area. Prospects often feel that the needs of regional and national organizations are more compelling and socially significant than those of neighborhood groups. But smaller agencies that are considering a prospect program should not hesitate to advertise unique or unusual facets of their programs. Even tiny community-service agencies with a novel philosophy or service technique can attract support from a large number of people.

Fifth, the agency with a "ready-made" constituency will find it much easier to begin prospect programs. A national Lutheran service organization can find a ready-made constituency in members of the Lutheran faith. A citywide business affairs commission might find such a constituency in members of the local chamber of commerce. Of course, ready-made prospect groups do not guarantee success, but they do guarantee a potentially receptive audience for the agency's message. In such instances, prospect programs are rarely just a "shot in the dark."

Sixth, an agency whose "ready-made" constituency lives close by will probably have greater initial success with its prospect program. Fund-raising professionals always look in their own backyards for funds before they look elsewhere. Donors often feel much more comfortable making a gift to an organization that is headquartered nearby, for they know that they can drive by its buildings, talk to its staff on the telephone, and see its programs in action. Most donors do not actually do these things, but they feel reassured if they can do so if they so choose. The more distance between the prospect's place of residence and the location of the agency, the less likely it is that the prospect will donate funds.

A final caution is in order for any agency that is consider-



ing a new prospect program: it is unwise—indeed, next to impossible—to base a direct mail prospect program on a direct mail house-appeal program. The constituencies that receive a prospect solicitation know little of the agency's work and need a special introduction to it. And while there are no hard-and-fast rules about prospect programs, there are some differences between house and prospect appeals.

First, prospect-appeal letters tend to be longer than house-appeal letters. It's true that some prospects may be "turned off" by long letters. But it's also true that cold prospects will rarely—if ever—be "turned on" by short letters. It takes time and text to explain an organization's work to a new donor. Letters on the order of two (or even three or four) typewritten pages can do this.

Second, most prospect-appeal packages contain a brochure introducing the work of the organization to the prospect. Not only should the organization attempt to portray its clients, financial needs, and mission in the most effective light, but it must also explain and justify itself! How long has it been in existence? Who directs it and runs its programs? How many people does it serve? How is it accountable for funds? Is additional information available to the prospect? Agencies that attempt to base their prospect appeal solely on client needs or on a particular program may find little success if potential donors know nothing of the institution itself.

Third, prospect appeals are often based on a compelling human need or on an emergency. This often becomes the "hook" that attracts the prospect's interest in reading the appeal and taking action (sending a gift). Saving the life of a child may create much more motivation to support a cause than creating a new day-care center. Agencies should not be cynical when they present a cause to the public, but the most critical needs that they fill should be placed before the public first.

Fourth, prospect appeals attempt to get any kind of commitment from the donor. While "house donors" may be asked to support an agency at a specific level of giving, prospect donors are new. The importance of obtaining any kind of commitment—even a single dollar—can never be underestimated. As a matter of fact, some appeals specifically ask for a very small sum as a minimal gift.

Fifth, prospect appeals often use "visual hooks" on the face of the exterior envelope. An emotion-laden sketch, an unusual logo, a return address without the name of the agency, a handwritten message, or a simulated rubber-stamped message are all examples of visual hooks. They attract attention and help keep the appeal package from landing in the wastebasket.

Sixth, photos are more commonly used in prospect ap-

peals. While pictures cannot take the place of words, they can augment a prospect appeal tremendously. Showing prospective donors the work of the agency in black and white (color is a bit extravagant) can be an invaluable means of building support.

Seventh, prospect appeals often use the name, signature, or masthead of a prominent individual. It's not uncommon for an actor, a civic leader, or a well-known clergyman to serve as honorary chairperson of an appeal. Personal names often provide recognition and legitimacy, while the names of agencies may not. Sometimes a well-known personality will endorse a particular fund drive, and a letter of endorsement can be included in the appeal package.

Finally, many prospect appeals make use of "personalization techniques." Everyone has seen the "penciled-in" remarks next to the typewritten text of a fund-raising letter, or the handwritten "P.S.," or perhaps the word-processed name of the prospect sprinkled throughout the text. These attempts at "personalization" are controversial among fund raisers, for such techniques are sometimes transparently impersonal—and donation levels may suffer as a result. The best example of the problem lies in the memory of various computers that store the names and addresses of prospective donors on mailing lists: when a donor's name is spelled incorrectly, nothing will distress that donor more than to see his or her name consistently misspelled throughout a "personalized" fund-raising letter.

Almost every nonprofit agency can readily make use of its existing mailing and membership lists to create an effective direct mail program. Many nonprofits—even small local agencies—can create highly effective prospect programs with a little creativity and ingenuity. Direct mail is still the cheapest way to reach large numbers of people in a short period of time. And it's an especially appropriate medium for nonprofit fund raising. Direct mail gives the nonprofit agency the chance to educate, to challenge, and to build new public vision—and raise funds at the same time. □

Richard Ensman is business administrator for Southwest Catholic Ministries in Rochester, New York. He is also the initiator of a development program for the ministries' schools and community programs as well as a consultant in development and marketing.

This article is one of a continuing series on direct mail fund raising and marketing. The series began with "A Primer on Mailing Lists," which appeared in the September/October 1982 issue of the NEWS.

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EVENT _____

DATE _____

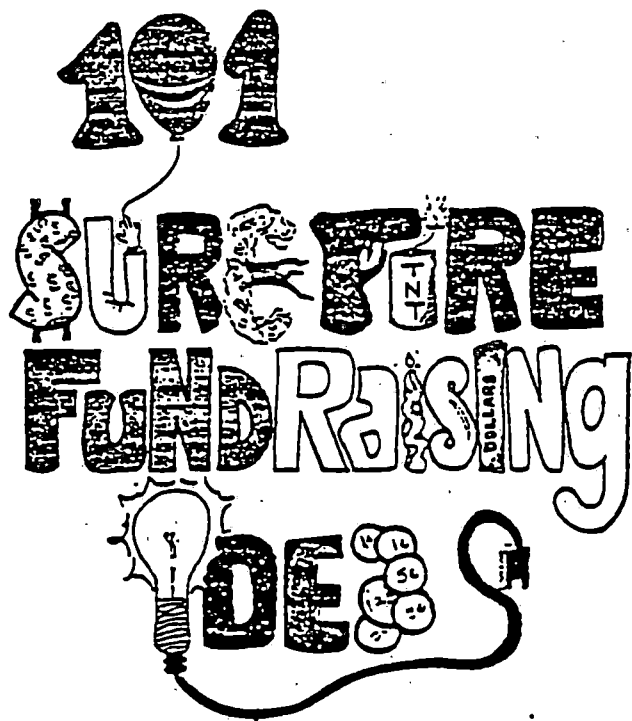
FORMAT FOR PROJECTING AND REPORTING COSTS
OF A SPECIAL EVENT OR PROJECT COST

LINE ITEM	PROJECTED	ACTUAL	WCIL	UNDERWRITTEN
PRINTING:				
Invitations				
Programs				
Tickets				
Press Release				
Other.....				
STATIONARY/PAPER:				
Invitations				
Programs				
Tickets				
Thank You Ltrs/Cards				
Press Releases				
Other.....				
TYPESETTING:				
Invitations				
Programs				
Tickets				
Thank Yous				
Press Releases				
Others.....				

LINE ITEM	PROJECTED	ACTUAL	WCIL	UNDERWRITER
POSTAGE:				
Invitations				
Programs				
Tickets				
Thank Yous				
Press Releases				
Others.....				
TRANSPORTATION:				
Travel & Other Office				
Expense Reimbursement				
Interpreter				
Secretarial Support				
Copying				
Security				
FOOD:				
Beverage				
Supplies				
Labor, Set-up				
Clean-up				
Rental of Place				
EQUIPMENT/RENTAL OR PURCHASE:				
Decorations/Props				

LINE ITEM	PROJECTED	ACTUAL	WCIL	UNDERWRITER
EQUIPMENT/RENTAL OR PURCHASE cont.:				
Signage				
Permits/License Fees				
Insurance				
Music Entertainment				
Awards/Certificates				
Gifts				
Advertising				
Signs				
Photographer & Photos				
Mailing Lists				
Food				
TOTAL INCOME				
TOTAL EXPENSES				

PART 1



By JoAnne Alter*

BAZAARS, FAIRS, CARNIVALS, ETC.

1. CHRISTMAS BAZAAR: Officially called the "Symphony Bazaar," this fund-raiser helps support the Birmingham, Alabama, Symphony Orchestra—and its sponsors claim it's the biggest bazaar in the country! Christmas is the official theme, and all of the for-sale items are appropriate to give as gifts or to decorate the home for the holidays. Last year the conductor of the symphony composed and signed a musical score that the sponsoring organization had printed on white gift-wrap paper and sold for \$8 per 100-foot roll. This one-day event raises between \$50,000 and \$60,000 every year.

2. GARAGE SALES: Birmingham, Alabama, may or may not have the largest bazaar in the country, but it undoubtedly has the largest garage to have a benefit in—actually, it's 14 attached garages! Handicrafts, baked goods, used home furnishings and even unwanted designer clothes are among the many items offered at this giant sale. In other areas of the country, where only one garage may be available, organization members collect unwanted merchandise and tag each piece with an appropriate price. Garage sales frequently bring in several hundred dollars in an afternoon.

3. GARDEN FAIR: For two days each year, members of Delta Gamma Alumnae in Spokane, Washington, work in and for a local nursery. Half of the women work at the greenhouse as sales people and the other half brings plants to a tea held in someone's home. They charge \$2 admission to the tea, at which they take orders for plants. At the end of the two days, the nursery gives the women who have worked there a 25% commission on whatever plants they've sold; the women who have sold plants at the tea also receive a 25% payment.

*Reprinted from the October 1976 issue of *Family Circle*, c 1976 the FAMILY CIRCLE, INC.

4. JEWISH FESTIVAL: Ethnic food specialties are among the many highlights of this three-day fair held during the Memorial Day weekend at the Free Synagogue of Westchester in Mount Vernon, N.Y. Blintzes, potato pancakes, gefilte fish, bagels and lox as well as delicatessen favorites are sold to the thousands of people who attend the fair. Among the other attractions are an art show, an exhibit and sale of Jewish ceremonial objects and a demonstration of Israeli dancing. In addition, there are ferris wheels and carnival rides, games for children and a boutique that offers handmade items and Jewish cookbooks. Last year the proceeds of the festival exceeded \$12,000.

5. RUMMAGE SALE: Each fall the Junior League of Tucson, Arizona, sponsors an annual rummage sale in the county center. In addition to clothing, furniture, appliances and housewares, they also sell merchandise that they call "the cream of the crop"—brand-new items such as desks, lamps, pictures and shoes that local retailers have donated. Linens and articles of clothing are the most expensive items—up to \$10; most of the other merchandise goes for 25¢, 50¢ or \$1. On Sunday from 1 P.M. until 5 P.M. everything that's left is marked half-price, and after the rummage sale is over, anything that hasn't been sold is donated to Goodwill Industries. Last year, the Junior League of Tucson took in over \$27,000 at this two-day event.

6. TOGGERY SHOP: Selling only "gently used" or new merchandise is the business of a school-basement store the PTA of the Stewart Avenue School in Garden City, N.Y., has run for the past 20 years. If the toys, games, books, sporting equipment, handbags, curtains and clothing brought in to be sold aren't absolutely clean and in excellent condition, the PTA simply won't accept them. When the store does accept merchandise, and the item is sold, the person who brought it in gets two-thirds of the sale price and the PTA the remaining third. Some typical bargains are boys' brand-new slacks, \$1.80; blue jeans, 75¢ to 90¢; almost-new ice skates, \$1.20 to \$3; tablecloth and napkin sets, \$3. Selectivity has obviously paid off for these PTA women—they net between \$250 and \$300 each week.

7. WHOLESALER'S DAY: This is a "professional" flea market, and a project of the Fresh Meadows, N.Y., chapter of Women's American ORT. Merchants each pay \$15 to set up parking space-sized booths, and the public is invited to browse and buy. No admission fee is charged potential customers.

8. YANKEE BAZAAR: Women in colonial costumes add to the charm of this annual New England event. At the bazaar, which is held in the clubhouse of the Milton, Massachusetts, Women's Club, visitors have the opportunity to buy knitted items, afghans, quilts and antiques. In addition, they can purchase home-grown plants (\$1.75 to \$3.50 each); chunks of Vermont Cheddar cheese (\$2 per pound); home-baked bread (\$1); cakes (\$2.50 to \$3); and casseroles (\$2.50 to \$3). During the year, the Milton Women's Club sponsors high school scholarships and gives to a number of charities. This event (which runs for only four hours) is held in order to pay the expenses in operating the clubhouse—and it does.

9. YEAR-ROUND FLEA MARKET: To support the Salt Lake City Humane Society, people in the community constantly contribute both old and new merchandise, much of it handmade. Among the best buys are hand-crafted doll beds and carved wooden rocking horses made by one local couple for \$30 to \$40 each.

10. CELEBRITY AUCTION: Items donated by local or national personalities bring in lots of money, particularly when the items are signed by their donors. One successful celebrity auction, held in Garden City, N.Y., included an evening shirt donated by Bob Hope, one of Bing Crosby's wallets, singer Barry Manilow's Grammy Award nomination, a script from TV's *Rhoda* show, a racing suit owned by driver Mario Andretti, and a lithograph done by Burt Reynolds.

But the item that brought in the most money during the auction was one of John Lennon's gold records — it fetched \$1,000!

11. CHINESE AUCTION: Actually, a Chinese auction is more a lottery than an auction. Here's how it works: The items to be "auctioned" are displayed on tables around the room; in front of each is a glass bowl or other receptacle. Participants buy tickets, usually 10 for \$5, and place one ticket in the bowl in front of each item they wish to "bid" on. At the end of the evening one ticket from each bowl is selected, and whoever's name (or number) appears on that ticket wins the item. The Women's Guild of the Free Synagogue of Westchester in Mount Vernon, N.Y., recently held a Chinese auction in which 30 donated items were auctioned off. The group raised over \$400.

12. PENNY AUCTION: A penny auction is similar to, but slightly more complicated than a Chinese auction. The items to be offered are displayed at a preview held about 30 minutes before the "bidding" starts. Participants pay an admission charge to the auction and then buy tickets for different amounts of money (usually 1¢, 5¢, 10¢ and 25¢); also, when they enter the room in which the preview is being held they're given printed programs which list the amount of money required to "bid" on each item. Later, if someone wants to "bid" on a particular item, he or she merely puts the appropriate ticket in a bowl or jar that is passed around the audience while the "auctioneer" talks about that item. Then a winning ticket is pulled out of the bowl and the item given away. Among the 90 donated items "bid on" at a recent penny auction held by the Gardiners Avenue School PTA of Levittown, N.Y., were houseplants, dried-flower arrangements, toys, bottles of wine, hand-embroidered T-shirts, peignoir sets and men's slacks. Many of the items retailed for up to \$35 or \$40—none was "auctioned" for more than 25¢. Members of the PTA served free coffee and cake during the auction, which took in over \$600.

13. SERVICE AUCTION: In this type of fund-raiser, donations of time and effort are solicited, and donors are asked to come up with imaginative offerings. At a service auction held by the Women's Guild of the Free Synagogue of Westchester, in Mount Vernon, N.Y., over \$2,200 was bid for such offerings as baby-sitting for an entire weekend; a day-long sailboat trip; a pool party for 20 people; and a husband and wife "butler and maid" team to serve at a dinner party.

14. WHITE ELEPHANT SALE: "It shakes when you move it, and I can hear something rattling inside. The paper alone is worth \$2!" That's how one auctioneer, a member of the Fresh Meadows, N.Y., chapter of Women's American ORT, described a gaily wrapped package auctioned off at one of the white-elephant sales held by her organization. Members and other contributors are asked to donate merchandise worth at least \$1 or \$2, and to disguise it with gift wrap. When auctioned off, most of the items go for about \$4 or \$5. What makes a white-elephant sale fun is that although the items have comparable monetary value, it's very possible to bid on what you think is a bottle of champagne, and wind up with a salami instead.

15. AQUA SHOW: "Broadway Afloat" was the theme of this year's synchronized swimming show at Uniondale High School, Uniondale, N.Y. The 85 costumed members of the Aquatic Club performed various numbers from Broadway shows past and present. Routines at poolside, as well as in the water, enabled non-swimmers to participate in the program; a diving event was also included. In three nights, the youngsters raised over \$800.

16. BROADWAY PRODUCTION: This is an annual fund-raiser of the Mount Vernon High School Parents Association in Westchester, N.Y. Sponsors pay \$5 each for tickets; general admission is \$2. The three-night production benefits the high school scholarship fund.

17. CONCERTS: Needless to say, you'll get larger audiences and be able to charge higher ticket prices if you can

get well-known performers to entertain at your fund-raiser. A recent concert by singer Paul Simon and several other groups brought in over \$50,000 to the New York Public Library. If you must pay for talent, try to arrange a special rate. And remember, local amateurs can usually be persuaded to donate their talents to a worthy cause, and aspiring performers may be happy just to have some public exposure.

18. FILM RENTALS: Check your local Yellow Pages under the heading "Motion Picture Film Distributors" for organizations that rent out movies. A recent filmshowing netted about \$50 for the All Saints' Cooperative Nursery School in Great Neck, N.Y.

19. FOLLIES: By staging an elaborate variety show, members of the Palomar Memorial Hospital Auxiliary in Excondido, California, raised over \$9,000 this year for a pediatric intensive-care unit. The group hired a director who put together the show in three weeks and provided costumes for the doctors, nurses, secretaries, college students and others who performed. Among the amateur acts were singing, dancing, comedy skits and an "X-rated Follies" production number put on by some of the women.

20. MALE BEAUTY PAGEANT: A standing-room-only crowd of over 400 watched, whistled and applauded as 29 contestants between the ages of 19 and 42 walked down a runway, flexed their muscles and otherwise hammed it up as part of the "Great American Male Beauty Pageant" held in Glen Ellyn, Illinois, last April. A function of the DuPage and Aurora chapters of the National Organization for Women, the contest was held to raise money for and draw attention to the campaign to pass the Equal Rights Amendment in Illinois. The seven female judges (including a state legislator and a candidate for U.S. Representative), selected five finalists, who were then asked questions relating to male and female roles. The winner (a 20-year-old weight-lifter and bouncer at a local discotheque) was crowned "Mr. ERA" and was awarded a \$100 savings bond. The runner-up, "Mr. ERA Congeniality," received a keg of beer. An admission fee of \$1.50 was charged; the event grossed about \$600 for the organization.

21. MARATHON DANCING: Two hours on, 10 minutes off—that was the schedule for the 50-hour "Hustle" marathon that 34 students of Adelphi University on Long Island, N.Y., participated in one weekend last March. It was all part of a "Put Your Love in Motion" weekend for the benefit of the National Hemophilia Foundation. In order to enter the contest, each couple had to have sponsor pledges of at least \$200 (one couple alone raised \$2,300). To hold the interest of the 1,500 people who paid \$2 admission to attend, there were many other activities on the Adelphi campus: A professional dance group gave "Hustle" lessons to spectators; more entertainment was provided by comedian Robert Klein; a "Mr. Adelphi" contest was held and a celebrity auction went on round the clock (see Item No. 10). On Saturday there was a special children's program (Admission: children, \$1; adults, free) which included balloon games, cartoons, a clown, magician and a guitar sing-along. Saturday night featured rides in a hot-air balloon (\$5) and more entertainment. All through the weekend there were craft fairs, movie shows, a flea market and food sales. (Food for the dancers was provided by local restaurants and by the dancers' parents, who prepared a "Potluck Supper" on Saturday night.) Sunday morning's highlight was an all-you-can-eat waffle breakfast (see Item No. 32). At the end of the 50-hour dance marathon, which all 34 students completed, one young man who had been on his feet since Friday offered to run a mile if someone would pledge an additional \$10—someone did, and he ran the mile. Net proceeds for the entire weekend were \$23,000.

22. THEATRE PARTY: Theater parties such as those planned by the National Council of Jewish Women are held by hundreds of different organizations throughout the country and are popular partially because they're so easy to ar-

range. Here's how: An organization buys all the seats, or a block of seats, for a given performance of a show and charges those who attend a fixed amount over and above the price of the tickets. Typical donation per person: \$5 to \$25, which sometimes includes refreshments or dinner.

23. ART SHOW AND SALE: Paintings, lithographs and pieces of sculpture were among the artwork exhibited during an Israeli Art Show held at the Free Synagogue of Westchester in Mount Vernon, N.Y. Sponsors of the exhibit each contributed \$75, which entitled them to attend a champagne preview and to pick one of the art works that had been commissioned by the organization for the event. The show and sale raised several thousand dollars for the Women's Guild of the Synagogue.

24. DOLL SHOW: The Salvation Army of Birmingham, Alabama, runs this popular show every fall. Displays of unusual and antique dolls from public and private collections are on view during the show. In addition, there are dolls made by local residents as well as some donated by merchants and "dressed" by women from the community; many of these can be purchased. At the end of the show, all for-sale dolls that haven't been bought are donated to needy children. Admission charge: \$1.

25. FASHION LUNCHEON: Merchants who own clothing stores or boutiques and managers of department stores are often willing to lend clothing and accessories to charitable organizations staging fashion shows. One group that has an annual fashion show and luncheon is Pi Gamma Chi Sorority Alumnae of Nashville, Tennessee. Proceeds go toward buying layettes and distributing them to needy mothers in the maternity ward of General Hospital. Last year the women raised \$150; this year \$200.

26. GALLERY AND MUSEUM PREVIEWS: The night before the official opening of a gallery or museum exhibit is a good time to have a champagne or summer preview. One unusual preview was held in New York City last May. An exhibit of renderings—water-colors and sketches—by interior designers of their famous clients' homes was shown at New York's Far Gallery, to benefit the Cooper-Hewitt Museum's conservation fund. A \$20 per person donation included dinner; the preview netted over \$4,000 for the conservation fund.

27. NEEDLEWORK SHOW: This one-day event is a project of the University of Houston Women's Association. The show features exhibits of needlecraft such as old tapestries, lace doilies and needlepoint pillows. Booths are rented, for \$25 each, to boutique owners who sell knitted and crocheted garments; also to yarn-store owners who sell needlework supplies. (One generous local merchant pays the rental fee for several booths at which senior citizens from the community display shawls, dolls and other items they've made.) Throughout the day, there are half-hour demonstrations of the various needlecrafts "from Grandma to macrame." Admission charge for the day-long event: \$1.

28. PET SHOW: The First Annual Championship Cat Show, sponsored by the Bide-A-Wee Home Association of New York and a local cat fanciers' club, drew some 2,000 spectators. Over 350 cats were shown (a \$15 entry fee per cat was charged) and tickets were sold for \$2.50 (adults) and \$1.50 (children). Trophies, rosettes and ribbons were awarded to the winning cats. Over \$5,000 was raised to support the shelter's adoption program for homeless animals.

29. PHOTO CONTEST: "Children Do the Darndest Things" was the theme of a photo contest held by the Nassau County March of Dimes on Long Island this past summer. Three divisions—amateur, professional and photos by children—were set up, so that judging would be fair to all who entered the contest. No entry fee was charged children or adult amateurs, but camera clubs were asked to donate \$25 each, which covered the cost of submitting up to 25 photographs. Prizes were donated by local camera shops, and ribbons were awarded to photographers in each division.

30. TABLE-SETTING DISPLAY: The Nebraska Retired Teachers' Association held this charming and unusual display in a Lincoln, Nebraska, hotel to raise money to put a Bicentennial cascade fountain in a neighborhood park. Local merchants and private collectors lent dishes, art objects, antiques, centerpieces, flatware and linens—all of which were coordinated by a professional store-display designer who had volunteered her services. They charged a \$2 admission fee.

31. WEDDING FASHION SHOW: Spring and fall are the best times to hold bridal fashion shows, and local department stores and bridal salons are usually more than willing to participate. Potential ticket buyers are easy to locate through engagement announcements in newspaper society columns. In Salt Lake City, Utah, women from several organizations add a nostalgic touch to their charity bridal shows—many model gowns and veils worn by their own mothers and grandmothers.

32. ALL-YOU-CAN-EAT BREAKFAST: Stick to one or two offerings that are easy and inexpensive to prepare, such as pancakes or fried eggs, and keep the coffee urns full. A waffle breakfast served on a recent Sunday morning during a 50-hour dance marathon (see *Item No. 21*), proved popular and profitable—at a \$1 per person charge.

33. BAKE SALE: Coaches' wives, teachers and mothers of the boys on the Uniondale (N.Y.) High School baseball team all contributed baked goods that the boys sold to help send their team to an out-of-state play-off series. Students at the school were happy to pay 10¢ each for cupcakes, 15¢ for brownies and 15¢ for slices of cake; faculty and staff members bought whole cakes and pies for \$2 to \$3 each.

34. BOX OF RECIPES: Members of the Jewish Community Center in White Plains, N.Y., contributed favorite recipes for authentic Jewish dishes. The women selected about 200 of the best recipes, had them printed on index cards and sold the collection—in brightly decorated recipe file boxes—for \$5 each.

35. CHICKEN NOODLE SUPPER: The minister of the First Methodist Church of Fort Dodge, Iowa, worked right alongside members of the youth group making noodles for the featured soup at this popular supper. Church members sold tickets at the door for this evening event which raised several thousand dollars.

36. CHURCH OR TEMPLE BREAKFASTS: There are any number of ways to raise money in only a couple of hours on Saturday or Sunday mornings. Hold church or temple breakfasts as social gatherings or as a nice adjunct to a special lecture. Charge a fixed amount or solicit donations from those who attend; and to help boost attendance, provide some supervised activities for children. A variation of this idea is the annual father-son Communion breakfast held by the Holy Name Society of Sacred Heart Church in North Merrick, N.Y.

37. COOKBOOKS: "A Taste of Victoria" is the title of a beautiful cookbook sold to help support the Nazareth Academy and St. Joseph's High School in Victoria, Texas. Alumnae of the schools were asked to submit recipes; of the 900 submitted, 500 were used. Over 8,000 copies, at \$4.95 apiece, have been sold so far, netting over \$10,000, which is helping to pay for special equipment, teaching aids and projects for the two schools.

38. FOOD FAIR: Another fund-raiser conducted by women in Victoria, Texas, this one-night event features food of many nations. Local residents are asked to prepare some of their own ethnic specialties, which are then sold at the fair for 25¢ to 50¢ per helping. Additional money is raised by charging a \$1 admission fee. The fair benefits the Hear Foundation, which provides binaural hearing aids and free hearing tests for children under the age of three.

39. HOMEMADE LUNCHEON: When the members of the Milton Women's Club in Massachusetts learned that 40 women from nearby Worcester were planning to tour the In-

cal China Trade Museum, they offered to make lunch for the visitors. So five members of the club, working in their clubhouse, prepared a luncheon of chicken and rice in patty shells, vegetable salad and fruit-cocktail bars with ice cream. The visitors had a superb lunch for only \$2.50 apiece and the Milton Women's Club cleared \$65.

40. **ITALIAN DINNER:** Every year this festive dinner is held to benefit the Italian Club of Uniondale (N.Y.) High School. Ten mothers are asked to make specific dishes, and only 100 tickets (at \$4.50 apiece) are sold, so that the proper amount of food can be readily determined. The students serve the dinner and provide entertainment such as a tarantella dance or an Italian songfest. The money they raise helps pay for club trips and other cultural activities.

41. **LUNCHEONS WITH SPEAKERS:** To raise money for the Women's Center of Monroe, Michigan, community members hold fund-raising luncheons on a regular basis. The luncheons are given at a local hotel, and at each one a speech is presented by a prominent woman in the community. Between 100 and 200 women attend each luncheon and pay \$1.50 over the cost of the meal.

42. **POLISH NIGHT:** Every March 16th in honor of St. Joseph's Day, the Ladies' Guild of Holy Cross Church of New Britain, Connecticut, sponsors a Polish Night, which is attended by over 1,500 people. It takes the women over six weeks to prepare for the dinner, and to make some 2,000 *pierogi* (dumplings with cheese or potato and sauerkraut fillings). Other specialties include *borscht*, *kielbasa* sausage, *golombki* (stuffed cabbage), *babka* bread and *ralesniki* (crepes with strawberries and whipped cream). The tab for this feast: \$2 per person.

43. **ROVING DINNER PARTY:** The Fresh Meadows, N.Y., chapter of Women's American ORT has found that this idea is not only a good fund-raiser but also a great way to make friends. Here's how to organize one. Start with a group of 12 couples. Assign three people to make hors d'oeuvres, three to cook the main course, three to pay for the main course ingredients and three to prepare desserts. Then set up a round-robin dinner, with participants going to different homes for the hors d'oeuvres and for the main courses. All 12 couples then meet in a single home for dessert. Each couple pays \$20 to \$25 to participate. Everyone has a good time and a super dinner. And at \$20 per couple, the group can contribute \$240 to a charitable organization.

44. **TASTING LUNCHEON:** A different theme every year. That's how members of Pi Beta Phi Sorority of Spokane, Washington, approach their annual "tasting luncheon." In the past they've selected Greek dishes and other ethnic specialties. This year, in honor of the Bicentennial, they chose native American dishes. Members of the sorority make the food themselves and charge guests \$4.50 to attend the luncheon. As added attractions, they have an art show, boutique and sale of the recipes for the foods served that day.

45. **WINE TASTING PARTY:** An hour-and-a-half of unlimited wine and cheese tasting begins this annual fund-raiser held by the Soroptimist Club of Escondido, California. Four or five vintners and several cheese companies provide the samples for guests to taste—and after the sampling is completed, there's an Italian dinner to enjoy. Held every October, this affair drew 150 people last year. Each paid \$8 to attend the tasting party and dinner.

46. **ARTISTS' AND CRAFTSMEN'S STUDIO TOUR:** Potters, photographers, painters, weavers, jewelers, sculptors and printmakers opened their studios to the public this past May for the benefit of the Huntington Township Art League in Suffolk County, N.Y. Some 600 people paid \$5 each for the two-day tour, which included talks by the artists and demonstrations of works in progress. Some of the works were also offered for sale. Several hostesses were on hand to conduct the tours and serve refreshments.

47. **BOAT PARTY:** "Mississippi Riverboat Party" was the official title of a recent benefit held for Cancer Care, Inc., and the National Cancer Foundation. Actually, the river wasn't the Mississippi but the Hudson; and the "Southerners" were from the New York metropolitan area. But the rented boat became a paddleboat in the eyes of all who travelled on it for four hours. A Dixieland band, a New Orleans buffet dinner and lavish decorations provided atmosphere, and the warm June evening was perfect for a slow cruise to nowhere. In addition to dining and dancing, there was an auction, a caricaturist and a gypsy fortune-teller to provide entertainment. Net proceeds for the evening: \$15,000.

48. **BROWNSTONE TOUR:** Renovated and restored brownstone houses were toured by 850 people who went to Hoboken, N.J. last spring especially to see them. The tour, sponsored by the Hoboken Environment Committee, was held to raise money for neighborhood beautification projects and to spark interest in the community. In addition to the tour there was a slide show, photo display, a Bicentennial quilt display, book sale and refreshments. Visitors (who paid \$3 apiece) were given printed maps of the area to enable them to tour the brownstones at their own pace. The tour raised over \$2,500.

49. **CHRISTMAS HOUSE TOUR:** Five houses, all elaborately decorated for Christmas, were opened to residents of the Lincoln, Nebraska, area last year. The tour, a project of Delta Gamma Sorority, was held in early December. Different items were available for sale at each of the five homes—ornaments at one, handcrafted gifts at another, baked goods at a third and so forth. The complete house tour cost \$2.

50. **COLONIAL TOUR:** Women wearing mobcaps and colorful colonial costumes conducted a tour of 18th-century houses in historic Litchfield, Connecticut, this past July. The hostesses, who were working on behalf of the Connecticut Junior Republic (a home for troubled boys), also led visitors through the local historical society building and the town library. A colonial antique needlework display was featured at this one-day event, which raised over \$10,000 for the home.

51. **DECORATOR SHOWHOUSE:** Decorators bid to re-furnish rooms in an old house in Birmingham, Alabama, this year as part of a fund-raising event to benefit the Birmingham Symphony Orchestra. Furniture was provided both by the decorators and by local stores (signs indicated where each piece could be bought and for how much). The showhouse was open for three weeks, and visitors paid \$3.50 each for the tour.

52. **MANSION IN MAY:** A 45-room Elizabethan-style manor house on 304 acres was chosen by The Woman's Association of Morristown Memorial Hospital in New Jersey as the site for this year's "Mansion in May" benefit. In addition to assigning interior designers individual rooms to decorate, the Woman's Association arranged to have the grounds of the old Giralda Farms estate refurbished and planted with a variety of spring flowers. The stables and carriage house were used for boutique sales, and visitors could buy lunch at a carriage room and tent. This massive undertaking involved some 4,000 volunteers, but the women undertook the project knowing it would raise a great deal of money. A similar "Mansion in May" run by the Association in 1974 was visited by over 30,000 people and netted \$135,000.

The Spring 1978 issue of *KEYNOTE* will feature Part II of "101 Sure-fire Fund Raising Ideas," by JoAnne Alter. It too, will be in handy tear out form for easy future reference.

Art on page 15 by Gina Carreras, student at High School of Art and Design in New York City.

101 PART 2

SURE-FIRE

FUNDRAISING

IDEAS

By JoAnne Alter*

BAZAARS, FAIRS, CARNIVALS, ETC.

53. MYSTERY BUS RIDE: Everyone loves a surprise—and that's the whole idea behind mystery bus rides. One person makes arrangements for an entire group, and tells members only what to wear or how to prepare for the evening's entertainment. Then members board a bus at a predetermined location and are whisked away to anything from a helicopter ride to scuba-diving lessons or dinner at a local restaurant. The "mystery bus ride" is an easy, ingenious way to make money. Each couple simply pays a fixed amount over the cost of the evening's activities; most groups charge between \$15 and \$25 per couple for this kind of event.

54. WALKING TOUR: Members of the Prospect Lefferts Gardens Neighborhood Association in Brooklyn, N.Y., sponsored a mile-long walking tour of their neighborhood to raise money for trips, beautification and the services of a community organizer. In addition to showing visitors various homes in the community, neighborhood volunteers led the walkers to an unusual site—a farmhouse in the middle of a New York City park. A flea market, plant sale and free refreshments were included in the tour, which raised about \$1,200 for the association.

55. ANNUAL SPRING DANCE: Dinner-dances are extremely popular fund-raisers for a number of organizations, and the one held each year by the Beth El Sisterhood in Fort Dodge, Iowa, is typical of many. The dance takes place at a local country club and is attended by about 300 people. A midnight buffet is served to the guests, who pay \$10 per person.

56. BOXING MATCH DINNER: An unusual fundraiser, this \$100-a-plate dinner was given by the National Council on Alcoholism in New York in May. A boxing ring was set up in the middle of the ballroom of a New York City hotel and three 3-round bouts were fought by con-

tenders for spots on the U.S. Olympic boxing team. A famous fight announcer agreed to serve as emcee, and retired boxing greats such as Joe Louis, Jack Dempsey and Rocky Graziano refereed and otherwise clowned around to entertain the more than 1,000 guests.

57. DOWN ON THE FARM DANCE: "Country duds" were the required dress at a gala held in New York City's famous Roseland Dance City to benefit the American Society for the Prevention of Cruelty to Animals. The farm theme was carried through from decorations to food, with picnic lunches—donated by the Mayor and other celebrities—auctioned off to the highest bidders. For entertainment, there were two bands, square dancing and a pie-eating contest as well as some performing celebrities. For those who didn't bid successfully for the donated picnic lunches there was food—supplied by a famous delicatessen—which guests could buy. Ticket prices: \$15 for singles, \$20 for couples.

58. GOURMET COOK-OFF BALL: A fabulous fundraiser was held last October at New York's Waldorf-Astoria Hotel, for the benefit of the March of Dimes. Twenty celebrities wearing "March of Dimes" aprons cooked their hors d'oeuvre, main course or dessert specialties on stoves set up around the grand ballroom as guests looked on. Meanwhile the hotel kitchen staff prepared the identical recipes for the 500 to 700 people who attended the buffet-ball; professional food experts and critics judged the culinary offerings of the contestants, and prizes were awarded in each category. Price per ticket: \$125.

59. HEADADDRESS BALL: This \$60-per-couple dinner dance is given annually by the Assistance League of San Bernadino, California. Each year, 10 or 12 women model elaborate 15-pound *papier-mache* headdresses designed especially for the ball by local florists, designers and other creative people in the community. In 1976, the headdresses were designed in keeping with the Bicentennial celebration. Over 500 people attended the black-tie dinner, which helps to support a dental clinic.

60. MALL BALL: Fifteen years ago, the Civettes of Birmingham, Alabama, decided to hold their annual cocktail-dinner dance in the enclosed mall of a major shopping center. Today their \$15-per-couple fund-raiser is a tradition in Birmingham. Other unusual sites for fund-raising events around the country include beaches, subway stations and even an airplane hangar in Morristown, N.J.

61. OLD-FASHIONED FOURTH OF JULY PICNIC: A skyscraper roof in the heart of the city can become picnic grounds if you're in the right frame of mind. That's what members of Cancer Care, Inc. and the National Cancer Foundation decided when they chose to have their Fourth of July Picnic high atop Manhattan's Battery Park building this past summer. Picnic tables and umbrellas helped create atmosphere, and chicken-in-the-basket lunches provided "good eatin'" for the 200 people who attended the fund-raiser. Net proceeds: over \$10,000!

62. ORCHIDS AND ONIONS BALL: A popular event held annually by a Birmingham, Alabama, architects' association, the "Orchids and Onions Ball" drew over 1,000 attendants last year. At the drinks-and-dance affair, "orchids" were awarded for architectural innovations and improvements in the Birmingham area, and "onions" for visual eyesores such as large, unsightly building signs. A \$5 admission fee was charged and a good time was had by nearly all (including most "onion" recipients!).

63. STAR-STUDDED EVENING: More than just a concert, this type of fund-raiser features performances by a wide range of entertainers—opera singers, ballet dancers, musicians, popular recording artists and the like—and is

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often followed by a lavish dinner dance for those who've bought the highest-priced tickets. One such fund-raiser, called "The Star-Spangled Gala," was recently held in New York City to benefit the Performing Arts Research Center of the New York Public Library. Tickets were \$10 to \$250 each, and for those who'd paid \$100 or more for their seats there was a buffet-dance held at the Lincoln Center library. A one-night affair such as this one—in almost any major U.S. city—can bring in \$100,000; sometimes much more. Similarly, TV telethons, which also feature performances by prominent entertainers, have brought in millions of dollars for a number of worthy causes.

64. BASKETBALL MARATHON: The ZBE fraternity at Adelphi University on Long Island took on all comers in a basketball marathon held for the benefit of the National Hemophilia Foundation. During the course of their dribbling and shooting endurance contest, which lasted from 5 P.M. to 3 A.M., the young men played entire games against teams from a local radio station and a Long Island newspaper, plus a group of faculty members and a team made up of Adelphi women students. In addition to charging \$1 admission, the fraternity members sold refreshments to the spectators. They raised \$300.

65. BATHE-IN FOR DOGS: Pet accessory manufacturers donated grooming equipment; the New York City Fire Department hooked up hoses to fire hydrants; and dog-grooming experts were on hand with supplies and advice. It was all part of a canine "bathe-in" held by the Bide-A-Wee Home (a New York animal shelter). To protect the grounds of Manhattan's Central Park, the sponsors spread canvas under the tubs, and dog owners cooperated by cleaning up after their pets. The fun-filled sudsy event succeeded in drawing dozens of scruffy dogs, the attention of local TV stations and, best of all, several hundred dollars in contributions.

66. BINGO: Where bingo games are legal, they've proved extremely popular local fund-raisers. Typically, players pay an entrance fee (\$1 to \$3), rent lap boards and buy disposable paper game cards. About 25 games are played during a given evening; and the lucky person who has a winning card can win anywhere from \$25 to \$250. Bingo games are tightly regulated and supervised, often by government officials, to ensure that the games are being run honestly. Volunteers at the churches and temples that hold bingo games usually raise extra money by selling refreshments.

67. LAS VEGAS NIGHTS: In some areas, they're illegal; in others the police look the other way; and in still others games are permitted as long as they're played with scrip instead of cash. Las Vegas Nights, as the name implies, are evenings of casino-style gambling, with the proceeds going to charity. Usually the sponsoring organization takes a percentage of each pot or a fixed amount at the beginning of each hand of blackjack or poker. To raise additional money, almost all organizations charge an entrance fee (about \$5) and sell food. A Las Vegas Night held by the Fresh Meadows chapter of Women's American ORT in New York several years ago, was extremely successful. In five hours, the organization netted over \$6,000.

68. LEAGUES: Many groups have already organized charity athletic leagues, and more are doing so all the time. Here's how they work: The sponsoring organization pays for the use of sports facilities such as bowling alleys, and members of the various teams pay the organization a slightly higher than usual amount to play each game. The charity league concept is becoming increasingly popular among tennis players. A sponsoring organization (which can usually arrange a 20% discount) buys two consecutive hours of court time on at least four tennis courts, and or-

ganizes a doubles tournament. Players pay the organization what they'd normally spend for their share of the time, except that instead of four players being assigned to the same court every week, six players play a court on a rotating basis. The Bethpage Hemophilia Tennis League on Long Island operates this way, taking over an entire tennis complex for two hours each week. At the end of the season, trophies are awarded to the winners of the round-robin tournament. Net proceeds: \$1,500 per season.

69. NIGHT AT THE RACES: Like the bingo games and Las Vegas nights, the "action" for sale here is gambling. Organizations rent films of horse races, and those who watch the films bet on the outcomes. Typically, a bettor wins \$4 or \$5 on a \$2 bet if his or her horse comes in first. An admission fee covers the cost of the film rental; the organization gets the rest.

70. POWDER PUFF DERBY: This fund-raiser is held every Leap Year in Aurora, Illinois. On that day, all the single men in town are "arrested" by police, firemen and female "deputies" cruising the streets in officially marked cars. The men are then brought before female "magistrates" who have them put in jail. In order to get out, the men must pay \$2 and also buy a \$1 dance ticket. It's all in good fun, and a number of married men always show up in "court" claiming to be single. The Powder Puff Derby benefits a free medical clinic in Aurora. A recent February, over \$3,500 was raised during the event.

71. PRO-AM TOURNAMENTS: When celebrities team up with sports professionals in athletic competition, the result is usually a lot of laughs and a lot of money raised for charity. Such was the case when a number of well-known personalities, including designer Oleg Cassini, New Jersey's Governor Brendan Byrne and author George Plimpton joined nationally ranked women platform tennis players in a mixed-doubles tournament for the benefit of the National Council on Alcoholism. Sportscaster Howard Cosell acted as both referee and chief commentator during the matches, which were viewed by some 3,000 spectators at the West Side Tennis Club in Forest Hills, N.Y. Proceeds for the one-day tournament: \$15,000.

72. SUPER WALK: That was the title of the walkathon conducted by the Nassau County March of Dimes on Long Island last May. Over 21,000 people registered to walk a 20-mile route through several towns. (Even though it rained on the day of the marathon, over 11,000 people showed up and 85% of them completed the course.) Each person who registered for the marathon was asked to solicit pledges from 30 sponsors—ranging from 1¢ to \$1 or more for each mile of the route. When the figures were tallied, each walker had averaged about \$25 in pledges. Of particular interest were a five-mile "mini-walk" for young children and the simultaneous participation of inmates of the Nassau County Jail, who walked around the courtyard of the prison 237 times to equal the 20-mile distance. Fifty inmates participated in the marathon—walking while a local band played rock music on the prison grounds. The inmates raised over \$3,000. Total for the entire day: \$250,000.

73. SWIMATHON: In order to fulfill the requirements set by the Swimming Hall of Fame in Fort Lauderdale, Florida (an organization that sponsors swimming marathons around the country), each swimmer who competes in a swimathon must complete at least 200 laps. Students at Farmingdale High School in New York recently decided to accept that challenge. Prior to the competition, each swimmer was required to obtain sponsors who agreed to pay a certain amount for each lap. When everything was tallied up, the group raised over \$4,000. While the participants were doing their laps, poolside demonstrations of life-

saving techniques, canoeing and scuba-diving were given for the spectators. With the money they raised, the students bought electronic timers for their school's swimming pool.

74. TENNIS TOURNAMENT: To raise money for Salt Lake City's educational television station, the Friends of KUED-TV held a mixed-doubles tournament at various private tennis and country clubs in the Salt Lake City area. For \$20 each, participants were guaranteed at least three hours of playing time, had the opportunity to watch a number of exhibition matches and enjoyed a barbecued steak dinner. Last year's fund-raiser netted over \$4,500.

75. BACKGAMMON TOURNAMENTS: As backgammon becomes increasingly popular in the U.S., *aficionados* have recognized that backgammon tournaments can be good charity money-raisers. Some 200 people attended a tournament-dinner dance for the benefit of the New Jersey Association for Children with Learning Disabilities this last May. Contestants paid entrance fees ranging from \$75 to \$125 and donated prizes were awarded to winners of each of three levels of competition. Additional money was raised through a raffle, with tickets selling for \$25 each.

76. CARD PARTIES: Bridge, canasta and gin rummy are among the most popular card games played at afternoon fund-raisers held by members of countless organizations throughout the country including those of the Ramapo Women's Club of Spring Valley, N.Y. Typically, participants pay \$5 or \$10, which includes refreshments provided by the hostess.

77. GERANIUM DESSERT "BRIDGE": Pink tablecloths and potted geraniums turn the Cathedral of the Incarnation in Garden City into a festival of spring each year. The church is decorated by the Cathedral Women, who buy dozens of flowering plants expressly for their perennially-successful "dessert bridge." About 350 people pay \$2.50 each to sample butter cookies, fruitcake and candy, and to play any board or card games they choose. As added attractions there are gourmet food tables, a raffle, door prizes; and all of the geraniums are either sold or given away as table prizes. This event lasts only from 1 P.M. to 4:30 P.M., but it raises about \$1,800 for the church group each year.

78. MINI-COURSES: Everyone has a hobby that he or she can demonstrate or lecture about—for at least a couple of hours. That's what parents of children attending the All Saints' Cooperative Nursery School in Great Neck, N.Y., decided, while trying to come up with new fund-raising ideas. So for the last two years, volunteer parents have taught "mini-courses" on gardening, sewing, photography and a number of other subjects to other parents and to members of the community. Each "course" lasts one, two or sometimes three evenings. Tickets sell well at \$4 apiece.

79. NEWSPAPER SUPPLEMENTS: "People: The Pulse of Tucson" was the name of a 36-page insert distributed last year in two Tucson, Ariz., newspapers to some 20,000 families. The supplement featured profiles and photos of people in all walks of life. Local businessmen each donated either \$500 or \$1,000 to sponsor a half or whole page of the supplement, for the benefit of the Junior League. The League raised over \$15,000.

80. READATHON: Schoolchildren in dozens of New Jersey communities participate in this ongoing project run by the Upper New Jersey chapter of the National Multiple Sclerosis Society. Similar to walkathons and bikeathons, in readathons contributors agree to pay a set amount for each level of achievement reached by the child they sponsor—in this case, the number of books the child reads in a given period of time. The school-approved list is distributed to the children, and parents must verify that their child has

read every book he or she claims to have completed. Each child—no matter how many books he or she has read—receives a certificate suitable for framing after turning in the completed kit. The first readathon held by the organization included student participants in 60 schools and raised over \$12,000.

81. STOCK-A-RAMA: Sponsored by the Arizona Children's Home Association, this is a month-long fund-raiser that allows participants to play the stock market without any risk of losing real money. A \$25 donation entitles a participant to 50,000 "credits," with which to "buy" and "sell" stocks. Professional stockbrokers volunteer to take the orders and to keep track of how the participants do in their financial wheeling and dealing. At the end of the month, donated prizes are awarded to those who've "made the most money" and to the person who's "lost" the most. (The loser gets back his \$25, with the advice to stay out of the Market.) About 175 people played the game this year as 40 stockbrokers cooperated and the Children's Home received over \$4,000.

82. BOOK FAIR: There are companies that specialize in setting up book fairs in schools, and the PTA of the Gardiners Avenue School in Levittown, N.Y., works with one such organization every December. The company brings in and sets up a huge selection of children's books in all price ranges. In addition, educational toys are for sale during the three-day fair. The PTA gets 20% of the total amount taken in, and last year it raised \$200.

83. CHILDREN'S ART BOOTH: Paint, crayons, colored pencils and other favorite media of young artists are displayed at a colorful booth set up at church fairs by the All Saints' Cooperative Nursery School of Great Neck, N.Y. For 25¢, youngsters can create their own "masterpieces" using whatever art supplies they choose. When each child is finished, a volunteer parent from the Nursery School attaches the completed work to a stick, which the child can carry as his or her own personal banner to display during the fair or to take home as a souvenir. Depending on the number of participants the art booth garners anywhere from \$60 to \$150.

84. COLORING BOOK: This past May, the Friends of the Ballet U.A.B. (University of Alabama in Birmingham) put out a coloring book to sell in conjunction with a presentation by the ballet company of *Cinderella*. The coloring book, which was sold before the performance, illustrated this well-loved fairy tale in sketches done by local artists. Tucked in the back was a 45 r.p.m. record made by a volunteer narrating the Cinderella story. Copies of the coloring book sold very well at \$3 each.

85. KIDDIE KARNIVAL: Another successful Birmingham fund-raiser was a fair just for children. The Junior Women's Committee of 100 planned the fair for kids under 7, and held it in a suburban park. There were pony rides, games such as pin-the-tail-on-the-donkey, and such foods as peanut-butter sandwiches and ice cream were offered for sale. For parents, there was a booth at which to buy used children's clothing. No admission was charged; the fair raised over \$2,000.

86. MEMORIAL DAY FAIR: After the Memorial Day parade each year, over 1,000 young people (and some older folks too) head for the Cathedral of the Incarnation in Garden City, Long Island. There they find a variety of carnival games to play, such as ball-tossing and similar games of skill (20¢ for 3 balls). For little ones, there are kiddie rides, grab bags and simple contests. The game of chance preferred by most is "Win the Autograph Hound"—kids buy ballpoint pens for 30¢; if the one they select from the bowl happens to write with red ink, they win a stuffed dog. Hot dogs, soda and cotton candy are the most

popular foods offered for sale. Clowns, magic shows and a mini-auction round out the activities at the fair, which nets almost \$5,000.

87. ARTISTS' AND CRAFTSMEN'S BOOTHS: Charge a flat fee (\$15 to \$25) for each day local artists and craftsmen exhibit and sell their creations (or let them pay for the booths with a percentage of their sales). Renting space to creative people in the community is a favorite fund-raiser of Manhattan block associations who hold street fairs and block parties.

88. BOOK SALES: In conjunction with a Brownstone Tour (*See Item No. 48 last issue of Keynote*), the Hoboken, N.J., Environment Committee set up a stand at which books on house remodeling, home repairs, urban living and related subjects were offered for sale. Books were bought at a discount from a dealer who agreed to take back any that weren't sold. (The sale netted over \$50.) This idea is a natural for any fund-raising project with a specific theme.

89. BUTTONS AND BUMPER STICKERS: Bought through wholesale dealers for a few cents apiece and sold for 25¢ or 50¢ each, buttons are among the most profitable items sold by many organizations. Bumper stickers may cost a bit more, but often sell well at \$1 each. T-shirts are another good idea: Buy them for \$2 each and sell them for \$5 or more.

90. CAR WASHES: All it takes is a few buckets, sponges, some mild detergent, soft towels, water and lots of elbow grease to turn a few spare hours into extra cash. A favorite fund-raiser of student organizations and church youth groups, car washes at \$1 or \$1.50 each can raise several hundred dollars—if there are enough willing workers, a lot of advance publicity and ample parking space for those waiting their turn.

91. CONSUMER TESTING: Some manufacturing firms or market research companies will pay money to organizations who guarantee a certain number of participants in a day-long product evaluation session. Members of the Gardiners Avenue School PTA of Levittown, N.Y., made arrangements with one such firm. The PTA agreed to provide 40 testers for the day; in return they were promised \$125. Try contacting the Public Relations Department of local companies to see if they'll make similar arrangements.

92. DOOR-TO-DOOR SALES: Magazines, candy, greeting cards, light bulbs and seeds are among the most popular items sold by youngsters as well as grown-ups to raise money for their schools or organizations. One group of students in Austin, Texas, even sold tamales for \$1.25 a dozen. Contact the fund-raising departments of manufacturers and distributors and ask if they'll package their products especially for your group. How much can you make? On the average 40% to 50% profit—less on items that sell for more than a few dollars.

93. FEATHER SALE: Adjustable paper headbands with a single multicolored feather attached are distributed to children at a major shopping mall several times a year in return for a donation to the Nassau County March of Dimes. On a good day the organization can take in \$1,000 or more. Another good item to offer in shopping centers or at carnivals is printed balloons. Charge a nominal amount (10¢ or 25¢ each) or ask for a donation.

94. 50/50 RAFFLE: This idea is simple. Participants sign their names on dollar bills and drop them into a large container. At the end of the afternoon or evening, someone pulls out one of the bills. The person whose name is on that bill wins half of whatever money has been collected, the organization the other half. A 50/50 raffle is easy to set up at almost any kind of fund-raising event—and it's fun.

95. GAMES OF SKILL: Practically everyone likes to try his or her hand at ring tossing, knocking down bottles, breaking plates or throwing balls into a brightly painted bushel basket. Charge 25¢ for three tries and have plenty of toys, stuffed animals and other prizes (bought from a wholesaler) to give to winners.

96. JOURNALS: Sell sponsorships and advertisements in printed journals and programs distributed at concerts, dinner dances or other fund-raising galas. The Nassau County March of Dimes published a journal at its annual dinner dance last year, with prices charged for ads, as follows: Those printed on parchment pages, \$1,500 each; gold pages, \$1,000 each; silver, \$600; full-page ads on regular white paper, \$350; half-page ads, \$250; quarter pages, \$150 each; one-eighth pages, \$50 each. The journal brought in about \$180,000 for the March of Dimes.

97. PLANT SALES: With houseplants as popular as they are, plant sales are sure fund-raising winners. On the first Wednesday and Thursday in May (right before Mother's Day) the Brooklyn Botanical Garden in New York City holds its annual plant sale. Some of the plants are grown at the garden; most are bought from nurseries. All types of houseplants are sold, from philodendrons at 75¢ each to Bonsai plants for \$200 and up. In addition there's a children's table where for 25¢ a child can buy a flowering annual to give to Mom on her day. Donated refreshments are sold at the sale, which brings in several thousand dollars each year.

98. RAFFLES: If the items to be raffled have been donated by local merchants or individuals, the only expense involved is the price of printing the tickets. That's why raffles are such a popular part of many charity fund-raisers, and successful even when held alone. As a rule, the more items you raffle off the higher the price you can charge for the tickets. Always offer a discount for volume purchases, such as one ticket for 25¢ or five for \$1.

99. REFRESHMENT STANDS: On a hot summer day, nothing will sell faster than cold beverages. As always, try to get donations from local merchants or, failing that, arrange a discount. Another good idea is to borrow an orange or grape drink "spray-cooler" machine from a fast-food chain and purchase juice concentrates (like they do). There's a hefty profit margin for drinks sold this way. Other big sellers include coffee and cake, cold sandwiches, and—if you can manage it—hot dogs and pizza.

100. "SLAVE FOR A DAY": Baby-sitting, lawn-mowing, garage- or basement-cleaning and similar chores are all performed by members of the First Methodist Youth of Fort Dodge, Iowa. People phone the church and arrange for specific jobs to be done in return for a donation. About 50 boys and girls participate in this project, which is as popular with local residents as it is successful for the church's youth group members.

101. YOUR WEIGHT IN PENNIES: Like the 50/50 raffle, this extra fund-raiser can be set up at virtually any type of event. Guests are asked to donate a penny for each pound they weigh (or sometimes, each year of their ages). To make it a contest, invite donors to guess how much will be raised by the end of the raffle, and award prizes (or a percentage of the total) to the people whose guesses come the closest to the actual amount. Or have participants guess the weight of each donor! Along the same lines are games such as "Guess the Number of Pennies" (or beans). Put them in a glass jar, charge 10¢ or 25¢ for each written estimate and give prizes to the three (or five, or ten) people who come closest to the correct number.

Art on page 15 by Gina Carreras, student at High School of Art and Design in New York City.

Use Precision Planning To Organize Special Dinners

Fund raising dinners require meticulous attention to detail, as well as political sensitivity in pulling them off without hurting anyone's feelings. For instance, what does a dinner organizer do when he spies someone making off with the centerpieces? Who should be invited? Who should invite them?

By KAY PARTNEY LAUTMAN, president
Washington Division of the Oram Group, Inc.

and

LYNETTE TEICH CALDWELL, president
Oram Group Events

In the following conversation, the authors recall some of the mishaps of their careers.

Caldwell: Do you remember that wildlife dinner when a trained peregrine falcon got so excited it perched on the crystal chandelier all evening, much to the distress of the formally attired audience seated below?

Lautman: What was worse, it finally decided to perform right in the middle of the guest of honor's speech! But a funnier accident occurred at a "Rhino Wedding" at Lion Country Safari, Florida. The black-tie

cover yourself" stories recalls the time when a famous black entertainer lost his luggage en route to the dinner. Not wanting to disappoint the audience, however, he came in his traveling clothes which consisted of jeans, a black leather jacket and a purple turtle neck sweater. "Oh!" he exclaimed, looking out at the audience, "They said black tie and I thought they said black face."

Lautman: My best guest of honor story goes back to the time I was sent to fetch Joy Adamson, author of *Born Free*, who was wearing a real leopard coat. When I pro-

tioned "politico" arranged for an eighty piece high school band to play outside the hotel. He hadn't bargained for rain however, and when it began to pour he reassembled the band inside only a few feet from the reception area. Every time we asked a guest's name, the only answer we got was a deafening "oom pah pah!"

Lautman: So far though, our stories illustrate situations that no amount of planning could have circumvented. Here's one that didn't have to happen. Do you remember that boring dinner (which neither of us ran, naturally) when six people on the dais actually went to sleep? In fact, the organization's president went on at such length that even the guest of honor whom he was introducing went to sleep so soundly that he actually fell off his chair.

Caldwell: And that naturally leads to our first resounding DON'T: which is, Don't let your event be dull.

Lautman: Amen. In today's competitive market where corporate executives and social arbiters can attend a benefit for a good cause almost any night of the week, they won't attend yours a second time if they (and especially their guests) don't enjoy themselves.

"Leadership is the most important ingredient for success. A good cause will not necessarily attract an audience. Remember, 'People give to people, not causes.' Don't try to sell the house to individuals. Secure a CEO of a major corporation to be the event's corporate chairman and form a corporate committee to corporate tables of ten."

audience was invited to view two rare white rhinos brought together for mating purposes. But he apparently wanted his privacy and to show his annoyance, he sprayed all guests within twenty yards!

Caldwell: One of my favorite "how to re-

tested, she looked surprised, petted her pelts, and in her intimidating European accent intoned, "But these es nor Elsa!"

Caldwell: When I organized a major fund raising dinner in New York for Presidential Candidate Ronald Reagan, a well-inten-



Kay Partney Lautman is president of the Washington Division of the Oram Group, Inc., and Lynette Teich Caldwell is president of Oram Group Events, New York, NY. Combined, they have more than forty years of experience in organizing fund raising events for non-profit organizations and causes, political events and commercial promotions. Currently, the firm is organizing major special events for the Jesse Owens Memorial Foundation, the Jackie Robinson Foundation, the American Heart Association, Communications Excellence to Black Audiences and St. Vincent's Hospital.

Before You Even Begin

- ☐ **DO** have a reason for a party; a special anniversary, an award to bestow.
- ☐ **DO** check your date to make sure you don't have competition that night. Most major cities have a service, or try the local newspaper. (In New York call the NY Cultural Assistance Center at 212/947-6340 and in Washington, DC telephone Maggie Wimsatt's Social Calendar at 202/652-7574.)
- ☐ **DO** allow a minimum of three months to plan and execute your party.

Leadership is The Most Important Ingredient For Success

- ☐ **DON'T** think a good cause will attract an audience. Remember the time-tested saying, "People give to people, not causes."
- ☐ **DON'T** try to sell the house to individuals. It will take forever to fill the ballroom (or any other room) that way.
- ☐ **DO** Secure a CEO (Chief Executive Officer) of a major corporation to be your corporate chairman and form a corporate committee to sell corporate tables of ten.
- ☐ **DO** ask a leading social arbiter to be co-chair or vice chair (not a social climber — there's a big difference).
- ☐ **DON'T** promise your leadership that they won't have to do any work. If you have paper leadership you might as well start cutting out paper dolls to fill the house.

Invitation Lists

- ☐ **DO** invite your \$50 and over donors but don't expect them to fill the house, especially if they are direct mail donors.
- ☐ **DO** research your honoree and your dinner chairman and co-chairs. Learn which clubs they belong to, the boards on which they sit, who sits on their corporate board, the people with whom they do business, their competition, etc. and add these names to your invitation list.
- ☐ **DON'T** submit these names to your chairperson as a separate list for obvious reasons. Rather, intersperse these names in your master invitation list in alphabetical order.
- ☐ **DO** ask your chair and vice chairs to "first name" your master list to note exactly how they address each. It's not good enough to assume that Robert Rich will be addressed as "Dear Bob." It may be that your chairman and your chairman only still calls him "Curly" or some other nickname unknown to you.
- ☐ **DO** ask your honoree for a list of his or her friends and associates, but don't ask for "first naming!" After all, you aren't going to send invitations from your guest of honor are you?
- ☐ **DO** befriend the secretaries of your chair, co-chair and vice chairs early in the game. And if you take her to lunch, take her some place just as nice as you would have taken her boss.

The Invitation

- ☐ **DON'T** automatically send "formal" printed invitations. They do have a role to play in the social world, but in inviting corporations they are no substitute for a letter from one CEO to another.
- ☐ **DO** transfer all "first named" flat lists to three inch by five inch cards and note each card with all personalizations. If everyone knows Curly Rich equally well, send the chairman's letter of invitation. But if a vice-chair was the invitee's college roommate, you know what to do.

- ☐ **DO** ask those corporate leaders signing invitation letters to allow use of their corporate letterhead (which will get better results than their letter on your organization's stationery).

☐ **DO** remember, however, that if you use the corporation's envelope that the "nixies" will be returned to the signer, so research those addresses carefully.

☐ **DO** use your "formal" invitations to invite the social crowd at home addresses, but don't send even one without a covering "love" note from a committee member, even if you have to forge the notes or even print them. (Notes written in felt tip pen and printed in blue ink on odd size note paper look very convincing.)

☐ **DON'T** ask committee members to mail their own invitations. Ideally, they write the "love" notes and address the envelopes, but you put the packages together and mail them if you want to be sure they are mailed on time.

☐ **DO** mail the invitations at least six weeks in advance. Eight-weeks is preferable.

☐ **DON'T** wait until the week before the event to begin your follow-up if you don't have a full house. Follow-up by phone is far more effective than another note.

What To Charge

☐ **DO** learn what others in your area charge and gauge accordingly. In major cities like New York, per ticket benefit dinners start at \$150 and go up.

☐ **DON'T** have unrealistic expectations. It is the rare organization that can command \$500 or more per ticket.

☐ **DO** charge more for corporate tables of ten. For example, if individual tickets sell for \$150 each (or \$1,500 per table) charge \$2,000 for corporate tables and be sure to list those corporations prominently in the dinner program.

☐ **DON'T** forget to include on your response card the potentially profitable tag line, "I/We cannot attend but enclose a tax-deductible contribution of \$".

☐ **DO** expect everyone to pay including your committee members and then let them beat you over the head for reduced price, never free, tickets.

Hotel/Caterer

☐ **DON'T** automatically book your town's largest hotel ballroom. Look for a unique setting. The Oram Group managed to organize a sit down dinner for 500 smack in the middle of the country's most visited museum, the National Air and Space Museum, for the Charles A. Lindbergh Memorial Fund. The guests dined with the Spirit of St. Louis spotlighted just above their heads.

☐ **DO** realize, however, that catered affairs outside a hotel will be up to one-third more expensive because you have to bring everything in.

☐ **DO** bargain with the hotel for better rates and make sure you understand all prices before signing a contract.

☐ **DO** ask for a complimentary advance "tasting" of the menu you have selected.

☐ **DON'T** forget that even though your organization is tax-deductible, in certain cities you will have to pay food and beverage taxes and a set gratuity.

☐ **DO** tip your headwaiter that evening in advance and you will then have his undivided attention.

Seating

☐ **DO** reconsider whether you really need a dais. No one really enjoys being on view to the world all evening long, especially if they have a "bore" on either side of them.

☐ **DON'T** forget, if you are having a dais, to organize a "processional" in an adjoining room by putting names on a line up of chairs in the same order as the people will sit on the dais.

☐ **DO** (if you are not having a dais) scatter your "VIP" tables throughout the entire room so that even if most of your guests aren't sitting with a "VIP" or a celebrity, they are at least sitting in close proximity.

☐ **DO** distribute alphabetically printed seating lists to all guests as they arrive. It makes your job easier and people like to know where their friends are sitting. A map approximating table locations also helps.

☐ **DO** try to have at least one "host" at every table (board member, volunteer, or executive staff) who is familiar with the organization. This also helps in getting feedback later.

Staff

☐ **DON'T** think that you can organize a major special event in your spare time. If you can't devote at least two-thirds of your time for three-months, aided by a full time assistant, hire a professional.

☐ **DO** be choosy in selecting staff and volunteers to represent you at the benefit.

☐ **DO** rehearse them carefully, especially if they have no experience. Take them for an on-site walk through prior to the event. The night of the dinner is no time to learn the location of all entrances, exits, stage, kitchen, rest rooms, and coat check room.

☐ **DON'T** assume they know how to dress for the occasion. Make rules: no lowcut dresses or too-heavy make up for the women or less than proper attire for the men. Budget to rent tuxedos for the men who don't own them.

☐ **DON'T** allow staff to sit at the reception area unless their assignment requires it. Would you sit to receive your own guests?

☐ **DON'T** allow the staff to have drinks at the reception area.

☐ **DON'T** depend on promised volunteers unless you know them personally.

☐ **DO** have sufficient help — a minimum of four assistants at a dinner for 250, and add about one person for every additional 150 guests. For a dinner of between 500 and 1,000 plan on having 3 greeters and one runner, plus a second runner to remain constantly at your side; two staff members at the reception and two backstage with the lighting crew, electricians, film people, etc.

The Reception

☐ **DON'T** make enemies by having a VIP reception in one suite while directing the rest of the crowd, who have also paid their \$100 plus, to a pay bar. If you must have a special reception that is limited in number, have it at someone's home or club in advance of the general reception.

☐ **DON'T** ever make any guest have to reach into his pocket or her pocketbook at a cash bar after paying \$100 plus per ticket.

☐ **DO** try to obtain underwriting for the wine and liquor. If that can't be arranged, there's nothing wrong with house brands.

The Menu

☐ **DO** keep it simple. Few hotels can serve complicated dishes to large crowds.

☐ **DON'T** serve chicken if you are charging more than \$100 per person.

☐ **DON'T** be cheap with a simple house wine. Figure on two to three bottles per table.

☐ **DO** have waiters serve the wine and coffee if yours is a buffet-style dinner.

The Program

☐ **DO** write out a complete script for the entire evening with exact time allocations for each and every segment (i.e., National Anthem — two minutes; Invocation — two minutes; first course — 10 minutes, etc.) Then add one half hour and make sure you conclude no later than 10:30 P.M., not including dancing afterwards.

☐ **DON'T** be timid about asking each speaker to keep remarks brief and be specific. Never ask anyone to speak longer than 15 minutes. They will anyhow, but don't encourage it.

☐ **DON'T** schedule your "best act" too early in the program if you want your audience with you at the end.

☐ **DO** try to get the services of a professional M.C. or someone with extensive speaking, stage or television experience to keep the evening smooth.

Music-Entertainment-Dancing

☐ **DO** have music, even if it is only for background.

☐ **DON'T** hire Aunt Tillie's best friend's niece who has "such a pretty voice." Hire professionals or do without.

☐ **DON'T** pay for big name entertainers. Try to get talent donated and pay for expenses only. But be sure to find out what those expenses might entail so that you aren't surprised when presented with a hotel bill for a traveling hairdresser, wardrobe mistress, accompanist and three friends.

☐ **DO** consider dancing, but unless your audience is exceptionally young, don't engage a rock band, not even if the Rolling Stones donate their services.

Gifts and Favors

☐ **DON'T** distribute favors unless they are top quality. Remember, a piece of junk taken home is a lasting memento of your taste and judgment.

☐ **DON'T** pay for favors. Get them donated or do without.

☐ **DON'T** place favors on the tables. Half your guests will never see them.

☐ **DO** have staff or volunteers hand the favors out as people leave at the end of the evening or by going from table to table.

☐ **DO** give credit in your printed dinner program to those who donated favors, centerpieces or other underwriting, and don't print the credits in six point type. Large type is a cheap way of saying thank you and saying thank you often is a big "DO" in any type of fund raising.

What Do I Do Now?

(Some sticky situations and how to handle them).

Sticky Situation #1

It's one week before the dinner and you haven't filled the house. What do you do?

First, get your corporate chair and vice chairs on the telephone selling tables to their friends. Believe us, they don't want this dinner to be a failure either.

If your dinner is to be in a hotel, see if you can change rooms. If the hotel is large, mail announcements of the new room to ticket holders and post staff at the entrance to the original room to redirect guests.

If you can't change rooms, use tables that would have seated ten to seat a group of eight and space the tables further apart. If you're having dancing, enlarge the dance floor and use lots of palm trees. "Bump up" table numbers. No one will notice that tables 4, 8, 12, 16 and so on don't exist as long as you get up to 50.

Sticky Situation #2

The seating lists don't arrive from the printer on time. What do you do?

In anticipation of this potential mishap you have brought six xerox copies of the list with you. You then make six "registration" signs just as they do at conventions. (i.e., A — E, F — J, K — O and so on.) Your staff, posted behind signs, directs guests to the proper tables. On the other hand if your printed programs don't arrive until the dinner is underway, don't throw them away. Instead, have staff members hand them out as guests depart as souvenirs. Remember that those corporate patrons and sponsors want to see their names in print and want to know that everyone else did too.

Sticky Situation #3

You're having a VIP reception, with special tickets, of course, and an angry guest without tickets insists that her party of four should be admitted. You know that she was not invited to the private party. What do you do?

Get her out of earshot of others, apologize for the error and escort the injured party to the VIP reception promising yourself never to have two separate simultaneous receptions.

Sticky Situation #4

The first course has already been cleared when you notice two conspicuous empty tables in the center of the room, both purchased by corporations that didn't show. What do you do?

Move your staff, usually sitting in a side or rear table, to at least partially fill the empty seats, and alert the headwaiter to

have the entrees served there. Nothing looks worse to the other guests than empty tables.

Sticky Situations #5,6,7 and 8

Your guest of honor fails to show.

You make up a story that probably won't be found out (i.e., his plane was delayed in a snowstorm).

Your entertainers arrive an hour late.

You decide whether they can be fitted into the program later. If not, scratch them, making no announcement.

The floral centerpieces arrive late.

You have staff and volunteers hand out individual stems (not entire centerpieces) to departing guests. Charming!

Despite signs noting that the centerpieces are being donated to a nursing home, you notice guests making off with them.

You do nothing. That woman carrying a centerpiece under each arm is probably the dinner chairman's wife.

Final Advice

Here's some final advice.

- Work with a reverse time table and write everything on it. Ten days before the dinner, make a check list by categories and don't rest until everything is crossed off.

- Think through your worst fears and pay attention to your nightmares. Then figure out in advance what you would do if such things happened.

- Buy your new dress, and those desperately needed new shoes, at least a month before the dinner. That last month will fly by and we promise that you won't have time for shopping the last week.

- We know you are busy, but carve out forty-five minutes for yourself about an hour before you have to be at the hotel. If you're too keyed up to nap, try deep breathing, yoga, a bath or whatever works best for you. Dress slowly and arrive one hour early at the reception — relaxed and ready for anything.

- Make up your mind in advance that something probably will go wrong, but that when it does you won't panic because after all, in that crowd, you're probably the only one who will even notice. •

*"If They Don't Want To Come, Nothing
Will Keep Them Away."
Samuel Goldwyn*

Public TV Tax Show Aids Planned Giving

A California public TV station's televised show has proved a smash hit for its planned giving program. KVIE, Channel 6, in Sacramento, (530 Bercut Dr., Suite F, Sacramento, CA 95814 — 916/448-1381) produced and aired a 30 minute talk show, "Taxwise Giving," wanting to attract and identify potential donors.

The show was also available on videocassette from PBS Video. It featured Randall Carter of "Wall Street Week," a public TV show, and Conrad Teitell, a noted tax attorney. The show was part of the station's new

planned giving program founded in October 1981, said Sue Avila, the station's planned giving officer.

"Taxwise" aired April 9, 1982, followed by a 30-minute "Taxwise Question and Answer" viewer call-in segment. Seven accountants and lawyers took 36 calls. Avila said, but additional staff was needed as many calls went unanswered. The station received 56 letters requesting free advertised tax books.

While no gifts were actually nailed down (Avila said planned giving takes three or more years to deliver results), the outlook is bright for an outright gift of deeds to lots in Illinois worth \$6,000. That's just the "tip of the iceberg," she said. It could be a test gift with "more to follow." A bequest was also

offered the station, who will wine and dine the prospect shortly.

Another interested party is considering a gift of 70 acres to fund a uni-trust for the station. The land is worth about \$200,000.

The show will be rerun in October or November, when viewers are looking for year-end tax breaks. The program has already been broadcast via satellite to all PBS stations in February 1982. A second show is also planned.

KVIE is broadcast to 42,000 members on a \$3 million budget (45 percent is from dues, 25 percent is from underwriting, 18 percent is from grants and 11 percent comes from state and federal monies). If proposed federal budget cuts are implemented, the station will lose \$150,000.



Recording artist Gil Scott-Heron, Mrs. Vi Curtis Hinton, vice chairman of the event, and co-host Penny Micklebury, WJAC-TV, confer while telethon volunteers answer the phones.

Special Events Require Top Volunteer Help

Improving an organization's relationship with its volunteers can minimize recruitment and retention problems, the author states. When staging a special event, the ability to keep able, happy volunteers will mean fund raising success.

By SHIRLEY A. BROWN, director
Washington Office
United Negro College Fund

Top volunteer support is the best vehicle for carrying out a successful special event. The task involves getting things done through people. Ideas may be sound and decisions well-reasoned but they become effective only as they are transmitted to others and achieve the desired action or reaction.

Special events are community happenings. They require the volunteer's time, talent, expertise and knowledge of the community. Preparation must involve many people and every event takes time to organize. These events require volunteers: a) with clout; b) who are well-known and respected in the community; c) who can use their influence and circle of friends to positively interpret the needs of an organization; d) who are able and willing to influence others to work, to give and attend an event; and e) who will agree to contribute specified minimums of personal time.

Special events are any fund raising activities in which the donor gets something for his contribution — cocktails, dinner, lunch, or entertainment. They are valuable fund raising mechanisms (if properly selected, sponsored and guided) because they provide benefit far beyond the money raised. For example:

1. They have excellent publicity potential.
2. They provide a means to get certain types of prospects involved — small businesses and professionals, for example, that are not now being reached.
3. Some donors will part with \$100 or

Shirley A. Brown, has been associated with the United Negro College Fund since 1974 when she joined the Atlanta office as assistant area director. She was later to serve as Alabama UNCF director, and then as assistant national campaign director in New York. In 1980, Ms. Brown was appointed associate national director of special projects. In that capacity she helped coordinate the TV special, "The Lou Rawls Parade of Stars." She has a B.A. from Harris Teachers College, St. Louis, Missouri, and a M.S. from Southern Illinois University, Edwardsville, Illinois.

more for a special dinner or cocktail party — especially if the affair has social meaning — who wouldn't give at all otherwise.

4. They provide an excellent opportunity to sell an organization on a personal basis to large groups of people, getting them interested enough to help out in other activities.

5. People who buy tickets may be new donors whose names can be added to a house list.

6. Special events provide an opportunity to give public recognition to community leaders and key donors of an organization.

Getting and keeping volunteers are essential elements to any successful event. What attracts the good ones and what makes them stay?

In identifying volunteers for special events, I always try to bring in a cross-segment of the population — volunteers who have worked on other successful community events. This is a good route to go because these volunteers have the expertise and working knowledge of what will sell plus they have a following of friends and associates who will support them. This helps make the event a success.

Sylvia Joyner, director
United Negro College Fund (UNCF)
Birmingham, Alabama

In his provocative book, *Why People Work*, Dr. Aaron Levenstein analyzes motivations for work in our affluent society. His conclusions seem even more germane to volunteer service. He says that because man is a social being, interdependent with other men, he works to develop relationships with people at each of four levels of his existence. Harriett H. Taylor, in her book *Volunteers Today*, translates these relationships to the volunteer picture.

The first level of relationships is to the self. The volunteer must live and be comfortable with his self-image. The work he

does, volunteer or not, must be right for someone like himself. It must be appropriate to a person of his education and experience; consistent with his ideals, objectives, likes, prejudices, loyalties and taboos.

It must not conflict with other obligations which he feels toward family, profession, community, church, country and other organizations to which he already belongs. If the volunteer job places him in jeopardy with any of these, he will not allow himself to become deeply involved. But, if his work makes him feel like a better citizen, more able as a person, more respected or esteemed, then he will invest himself in it wholeheartedly.

The second level is relationships on a one-to-one basis with another person. This is probably the strongest single force moving a person toward involvement in a particular organization and into a place within it. The volunteer seeks another person who cares about him as a person, whose affection and esteem are very important to him. (Sometimes the search is before the fact, and volunteers, particularly newcomers to a community, are looking for friendship.)

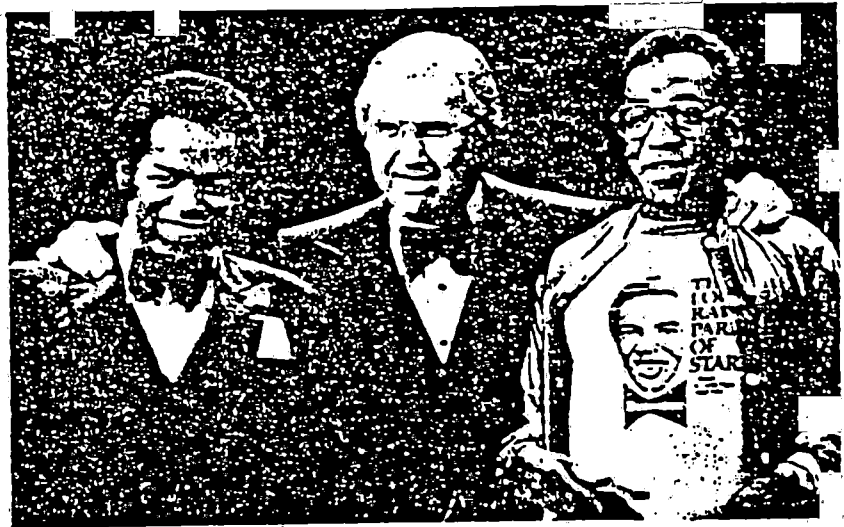
More often a friendship is already there and in order to strengthen and not jeopardize it, he chooses to work with that friend on a task they both feel is important and valuable. With close work relationships, he develops strong associations with individuals, whether they are his peers, the persons he is responsible to, or those for whom he carries responsibility. Often the strengths of these relationships keeps him on a job even when it has other aspects he does not like.

The third level concerns relationships to the organization itself. The volunteer has a larger identity when he takes on membership and responsibilities in an organization. He feels more effective within an organization whose ideas and purposes are consistent with his own values and he likes to be associated with it.

What he could never achieve on his own can come about because of the combined strengths within his organization. The wider identification which is thus being created for him gives a feeling of contributing to all mankind, and this is the fourth level of relationships which Dr. Levenstein identifies. With maturity, he comes to realize his obligations to all men, and he seeks to feel a part of and contribute to the brotherhood which is his ideal.

Any organization which fortifies each of

Allen Quille, chairman of the UNCF Advisory Board, Lou Grasmick, 1981 chairman of the Baltimore campaign, and Laura Knight, chairman of the Baltimore TV special, pose with portfolios and a store display used to solicit contributions during "The Lou Rawls Parade of Stars," held in January.



Budweiser spokesman Lou Rawls and Ed McMahon, who co-hosted "The Lou Rawls Parade of Stars" TV fund raising special, pause with Bill Cosby onstage during the Las Vegas entertainment segment taping.



Norman Mayfield, general manager of the Anheuser-Busch Washington branch, presents a plaque of appreciation to UNCF Washington telethon co-host Kathy Blunt, KDCA-TV, as Shirley Brown and Mrs. Jackie Robinson, co-owner, executive officer and chairman of the board, Howard Sanders Communications, look on.



these levels of existence for its volunteers will minimize recruitment and retention problems.

Make sure volunteers are familiar with all aspects of their job assignment and that they understand what is expected of them. Make clear to them the kind of time commitment expected. To the volunteer, this means he has a sense of direction in completing the task.

Merna Mitchell, assistant director
UNCF
Los Angeles Office

Good volunteers are great! Find their forte. It's very helpful to have a staff person supervise the volunteers to get the desired end result and to complete the task. Don't put all expectations on having everything done by the volunteers. The availability of the volunteer's time is the key to planning.

Pamela Harriman, chairman
Democrats for the '80s
Washington, DC

Setting Up Committee

Every event must have a chairman. The quality and influence of the chairman will directly relate to the dollars produced and to the level of those working below him. Six important qualifications are:

1. The chairman must be respected and well-known. He or she must be able to exert personal influence.
2. The chairman should have the ability to organize, motivate and provide the necessary leadership to the volunteer committee.
3. He must have a deep commitment about the organization and its importance to the quality of life in the community.
4. He must be committed to the action plans of the event.
5. The chairman must have the personal capacity to contribute at a high level.
6. The chairman should provide the organization with three Ts — talent, time and treasure (a source from which to raise money).

The chairman's main responsibilities should include:

1. Providing assistance in giving general leadership to the event.
2. Personally recruiting his co-chair(s).
3. Assisting the co-chair(s) in the recruitment of a strong group of committee members.
4. Presiding at all appropriate meetings of the committee.
5. Making personal appearances to assist in promoting the event.
6. Providing assistance in the recruitment of a successor (when possible).

Decide on three candidates for chairman rating them one, two, and three. Then de-

cide who should make the approach: (1) Should it be the chairman of the local board of directors? (2) The general chairman of your campaign? (3) Should it be a top volunteer with your organization? (Always accompany whoever makes the contact.) Ideally, try to opt for the person the prospective chairman cannot say no to.

In recruiting the chairman, explain the committee structure, the plan of attack and the tentative timetable. If he agrees to serve and agrees to the plan, make suggestions as to who he might recruit for co-chair(s). Then help him recruit this person(s).

Be sure to give the new chairman a kit containing pertinent facts about the organization, a schedule for his committee's work and a master list of personal solicitation prospects.

Volunteers must believe in what they are doing in order to get the job well done.

Vi Curtis Hinton, community activist
Washington, DC

Who are the most effective people to serve on the planning committee? A good plan for the recruitment of key volunteers is

to (1) select those you want to invite to serve; (2) send those names to the chairman for approval; (3) send a letter of invitation to these prospective committee members over the chairman's signature. The letter should indicate a follow-up to describe the full workings of the committee.

Volunteers must adhere to the action plan developed by the professional fund raising staff to ensure the success of the event. The professional staff person has, in many cases, developed this program based on sound, low risks, fund raising techniques.

John Glover, director
Cleveland Office, UNCF

A Motivating Climate

Motivation is the creation of an organization climate that causes people to want to contribute to the attainment of established goals and objectives.

If this definition has any merit, one conclusion worthy of consideration emerges: Managers cannot really motivate anyone.

THE BILL OF RIGHTS FOR VOLUNTEERS

By the American Red Cross list some important elements to consider in efforts to create a positive climate for volunteers:

1. The right to be treated as a co-worker, not just as free help, not as a prima donna.
2. The right to a suitable assignment, with consideration for personal preference, temperament, life experience, education and employment background.
3. The right to know as much about the organization as possible — its policies, its people, its programs.
4. The right to training for the job, thoughtfully planned and effectively presented training.
5. The right to continuing education on the job, as a follow-up to initial training, including information about new developments and training for greater responsibility.
6. The right to sound guidance and direction by someone who is experienced, well-informed, patient and thoughtful, and who has the time to invest in giving guidance.
7. The right to a place to work — an orderly, designated place, conducive to work and worthy of the job to be done.
8. The right to promotion and a variety of experiences — through advancement to assignments of more responsibility, through transfer from one activity to another, through special assignments.
9. The right to be heard — to have a part in planning, to feel free to make suggestions, to have respect shown for an honest opinion.
10. The right to recognition, in the form of promotion and awards, through day-to-day expressions of appreciation, and by being treated as a bona fide co-worker.

How often do we take the time to think about volunteer "rights"?

CONFIDENTIAL SPECIAL EVENTS VOLUNTEER PROFILE				
NAME		PHONE		
ADDRESS	CITY	STATE	ZIP CODE	
POSITION/TITLE		PERSONAL SECRETARY		
COMPANY		NATURE OF BUSINESS		
ADDRESS	CITY	STATE	ZIP CODE	
MAIL PREFERENCE (PREFER A CHECK)	NONE	OFFICE		
BIRTHDATE		PLACE		
NAME OF SPOUSE (Include maiden name)		NUMBER OF CHILDREN		
UNDERGRADUATE INSTITUTE		YE. GRADUATED	DEGREE	
OTHER EDUCATION: INSTITUTION, YEAR GRADUATED AND DEGREE RECEIVED				
DIRECTORATES		CLUBS & ORGANIZATIONS		
OTHER COMMUNITY INTEREST OR LEADERSHIP RESPONSIBILITIES.				

Volunteer profile form used by UNCF. Reverse side consists of five columns to note name of committee, date served, amount of gift, comments, and contact person.

All they can do is create the climate that causes people to become self-motivated.

Create a climate that encourages and stimulates volunteers to want to do the job well, to get results, to achieve. Climate is the manager's responsibility. The manager who encourages cooperation and participation rather than being dictatorial, suppressive or negative promotes productivity and reduces volunteer turnover.

A special event affords an unusual opportunity to give public credit to volunteers. With that in mind, a good professional will do everything possible to help the volunteer succeed and then step aside to make certain that the volunteer gets undiluted credit for his or her effort at the event.

Penny Stoil, co-director
Project Plus, Inc.
New York, New York

Future Challenge

Dr. Jerome H. Holland, a member of UNCF's National Board of Directors, has commented that philanthropy faces serious challenges as we move into the 1980s. Below are two of the ten challenges described by Dr. Holland that I view to be of special significance to the total picture of volunteer recruitment.

The Challenge To The Tradition Of Individual Volunteerism. Increasing numbers of women, the traditional backbone of many voluntary organizations, are joining the work force and no longer have their time to give. Many of the volunteer services they performed have had to be curtailed because of the lack of funds for a paid staff to take over the jobs. Volunteering is not as much a commitment for the younger generation. Studies have shown that the commitment to volunteerism begins with youth, and there is a direct connection between volunteering when young and in later life.

There must be a prime effort in the 1980s to appeal to young people if we are to continue the volunteer tradition. We must also put emphasis on appealing to a much broader spectrum of our citizenry, including

those who have had limited involvement in volunteerism as we view it. They should be enabled to know and share the reward and satisfaction that one receives by giving of oneself.

The Challenge Of Depersonalization Of Volunteerism. As competition for the charitable dollar grows, the non-profit area has become more and more dominated by professional managers. Professional fund raisers now direct large campaigns, orchestrating each phase so that the volunteer merely follows directions without giving creative input.

The organizations that can develop programs and policies to allow the volunteer to feel personally involved, needed and wanted, will be the most successful in the competition for good volunteers. It is vital the non-profits remember that, although the bottom line is profit or loss, considerations like the quality of service, the humanizing factor, and the wise use of those who want to be involved are even more important.

A team of volunteers under your leadership can succeed if they provide your organization with at least two of the "T's" mentioned earlier. (Three for the chairman.) Train them well! They will provide the continuity to your efforts from one year to another.

No matter how small the job was that the volunteer accomplished, it deserves a thank you. The level of recognition should depend on the task performed. Don't give a plaque for one hour of work.

Nike B. Whitcomb, president
Nike Whitcomb & Associates, Inc.
Evanston, Illinois

To aid you in this process, I suggest that you start an ongoing information profile on key volunteers. Such a file, when maintained, will help you in developing special event contacts and in securing individual support. It's important to know who knows whom when soliciting volunteer support. Remember: To get your share of the money, you must get your share of the power people. •

The following step-by-step walk-through was developed in response to a specific problem that involved consideration of whether an independent living center should accept a contract from a county mental health agency to provide peer counseling services. In this example, the county is requesting 400 hours of service per month, and they have offered to pay at the rate of \$12.00 per hour. The question that you are trying to answer is whether the \$12.00 per hour is adequate, and if not, what should the rate be in order to provide all of the services requested.

Following this example, are two other examples of unit costing approaches that were developed by Vikki Rennick and her colleagues at Cornell University. One of these examples pertains to determining unit costs for an attendant management training program, and the other pertains to costing out ADA consulting services. We would like to acknowledge Vikki and her colleagues at Cornell for their generosity in providing these materials.

Sample Process for Determining if Mental Health Contract should be Accepted:

NOTE TO PARTICIPANTS: Items with asterisks (*) appearing next to them are calculated based on best estimates from previous experience and may need to be adjusted to match the particular experiences of your center regarding costs for items such as supervision, secretarial support, duplicating, and insurance. This example is intended only to assist with understanding the process of determining cost and is not meant as the only approach to reaching a satisfactory answer to the question of whether to accept the contract.

STEP 1: Clarify number of hours of service requested and determine if there are minimum or maximum limits placed on service provided. In this example the amount of service being requested is 400 hours.

STEP 2: Estimate the percentage of your counselors' time that will be spent in billable service provision. In most service agencies this is 65% of working time. For this example, the 65% figure is used.

STEP 3: Determine how many employee working hours will be needed to result in 400 billable hours per month. This can be determined by dividing 400 by .65, yielding an answer of 615 hours.

STEP 4: Calculate how many counseling staff are needed to obtain 615 hours per month. This is done by taking the standard number of hours for a full-time employee (2,080) and dividing by 12, yielding 173.33 hours per month for a full-time employee. Dividing 615 hours by 173.33 hours, we get 3.54 employees needed. Since the 65% figure is an estimate, rounding can be done, leaving an estimate of 3.5 counselors needed to deliver 400 hours of service per month.

STEP 5: Multiply the number of counselors (3.5) needed by the salary rate of \$18,000 per year for counselors and the result is a total of \$63,000 needed for salary of counselors.

STEP 6: Calculate fringe benefits needed for counselors by multiplying the current fringe benefit rate (20%) times the salary amount (\$63,000 x .20) = \$12,600.

STEP 7: Estimate other personnel costs (other than direct counseling staff) for delivering this service.

*Supervisory staff time estimated at 40 hours per month at an hourly rate of \$13.85 (calculated from salary indicated in center budget of \$24,000, divided by 2,080 yielding \$11.54 per hour multiplied by 1.20 to include fringe benefits) = \$554 per month (40 x \$13.85), or \$6,648 per year (\$554 X 12).

*Secretarial time estimated at 16 hours per month at \$8.08 per hour (\$14,000/year divided by 2,080 = \$6.73 per hour times 1.20 to include fringe benefits = \$8.08) times 16 equals \$129.28 per month times 12 equals \$1,551.36 per year (\$129.28 X 12).

*Bookkeeper time estimated at 10 hours per month at \$10.38 per hour (\$18,000 per year divided by 2,080 = \$8.65 per hour times 1.20 to include fringe benefits = \$10.38) times 10 equals \$103.80 per month times 12 equals \$1,245.60 per year (\$103.80 X 12).

Total of other personnel costs for delivering requested services to the nearest dollar is \$6,648 + \$1,552 + \$1,245 = \$9,445.

STEP 8: Calculate other non-personnel costs based on best estimates. These include:

*Local travel for counselors delivering services (estimated at 80 round trips [some counseling will be provided in the center and will involve no travel] of 40 miles each month at \$0.21 per mile (80 X 40 X .21 X 12) equals \$8,064.

*Additional non-owned vehicle insurance to cover liability on counselors using their own cars equals \$600 per year.

*Extended malpractice insurance to cover expanded counseling services at \$1,200 per year.

*Consumable supplies estimated at \$50 per month equals \$600 per year.

*Postage and duplicating costs associated with delivering services estimated at \$50 per month equals \$600 per year.

*Telephones for 3.5 counseling staff estimated at \$15 per month instrument charge and \$30 for monthly service charges equals \$1,890 (3.5 X \$45 X 12).

*Rent for office space for additional counseling staff, calculated on the basis of 200 square feet per person (includes office space and common areas and takes into account larger space needs of staff using wheelchairs) at \$0.75 per square foot per month equals \$6,300 (200 X 3.5 X \$0.75 X 12).

Total estimated program costs per year:

Counselor salaries	\$ 63,000
Counselor fringe benefits	12,600
Other staff salary and fringe benefits	9,445
Local travel for counselors	8,064
Additional non-owned vehicle insurance	600
Additional malpractice insurance	1,200
Consumable supplies	600
Postage and duplicating	600
Telephone service for counselors	1,890
Rent for offices for counseling staff	6,300
TOTAL service costs per year	\$104,299

Hours of service requested equals 4,800 (400 per month for 12 months).

Cost for this service is \$21.73/hr ($\$104,299/4,800$ hrs).

This calculation suggests that the center needs to receive approximately \$22 per hour in order to break even on this service. This is much more than the \$12 per hour offered by the county for the service.

SUGGESTIONS for reducing costs.

Costs may be reduced by hiring persons in the community to provide services on a contractual or consulting basis, so that fringe benefits did not have to be paid.

Another approach to reducing costs is to provide some counseling in a group format, thereby reducing the number of one-on-one counseling sessions needed and personnel costs for this service. For example, providing one hour of counseling to five persons in a group format might be done for \$50 to \$60 dollars per hour, thereby saving the County somewhere between \$45 and \$60 an hour over the cost of delivering an hour of service to each person individually. These types of options should be considered.

FACTORING UNIT COST FOR PROGRAM SERVICES

GOAL: Determine unit cost to charge for attendant management training for third party payment.

FACTORS TO CONSIDER:

Development of projected budget for the service program

Percentage of profit desired

Percent of staff time factored as available for actual direct service units

POLICY IMPACT:

For this example the following policies will be used. Each ILC should have its own set of policies relating to fees for services

EXAMPLE: Policies of ILC of XYZ County

- * ILC of XYZ County is to obtain a minimum of 10 percent profit on all fees for services.
- * ILC of XYZ County is to utilize the rate of 55 to 65 percent as the level of time this direct service staff is available to deliver direct service units.
- * ILC of XYZ County will not subsidize third party services with Title VII funds nor other governmental funds.
- * ILC of XYZ County expects that third party fees for services will be factored to cover all costs of the program being offered.

STEP ONE IN DETERMINING COSTS

Develop a projected annual program services budget. This projection is done on the same basis as you would develop a projected annual budget, i.e., it is based on your best estimate of expenses taking into account historical cost data, and anticipated cost increases.

FACTORING UNIT COST

Page 2

ATTENDANT MANAGEMENT PROGRAM PROJECTED ANNUAL BUDGET

PERSONNEL	FTE	MONTHLY	ANNUALLY
Executive Director	.05	125.	1,500.
Program Manager	.20	400.	4,800.
Office Manager	.10	200.	2,400.
Attendant Specialist	2.00	3000.	36,000.
Clerical/computer	.50	625.	7,500.
Bookkeeper	.25	350.	4,200.
Subtotal		4,600.	56,400.
Fringe Benefits(.26)		1,222.	14,664.
TOTAL PERSONNEL		5,922.	71,064.
OFFICE/OTHER			
Rent/Utilities		150.	1,800.
Telephone		100.	1,200.
Supplies		150.	1,800.
Local Travel		50.	600.
Postage		30.	360.
Equipment Fund		100.	1,200.
O/T Travel		100.	1,200.
Staff Training		100.	1,200.
Insurance		200.	2,400.
Audit		750.	9,000.
Subtotal		1,730.	20,760.
TOTAL		7,652.	91,824.
10% Profit			91,82.40
TOTAL BUDGET			101,006.40

STEP TWO

Two direct service staff. There are 2080 work hours per year (173.33 per month).

2080 hours per direct staff person x 60% hours available to do direct services = 1248 hours available as direct service hours (billable hours) x 2.0 FTE equals 2496 billable hours.

STEP THREE

Divide the budget amount by the hours available: \$101,006 divided by 2496 hours equals \$40.47.

\$40.47 is your cost per hour of service. Round up for contract equals \$41.00 per hour fee.

NOTES:

The standard used for billable time is usually 65% - 70% of work hours. In this example we have elected, as some centers do, to use 60% to take into account the time a staff member with a disability may need for accessing transportation and other accommodations.

OTHER OPTIONS

1. One way to bring down the per hour cost fee rate would be to provide the services when possible, through small group sessions instead of individual sessions. In this example a fee of \$65-\$70 per hour for a group of three (3) would provide a savings of \$65-\$70 per hour to the third party payor and would still cover the service unit cost. Another option would be to charge \$25.00 per hour, per person, in the small group (\$25 X 3 = \$75.00 for the hour group session). When providing small group sessions the cost of supplies, clerical support and other material costs will be higher than the unit cost for serving an individual.
2. Some not for profits take off the employee benefit hours before factoring direct service hours available. The amount of hours will vary for each center in relationship to their employee holiday, vacation, sick and other paid leave policies.

2080 hours per 1.0 FTE

-	80 hours	-	two week paid vacation
-	80 hours	-	ten days paid sick leave
-	64 hours	-	eight paid holidays per year
-	<u>40 hours</u>	-	estimated reasonable accommodation hours
	1816 hours		employee work time
	<u>x 70%</u>		(30% time doing paperwork going to meeting etc.)
	1271.20		available direct service hours

Using our original example \$101,006 would be divided by 2,542 (1,271 hours X 2 FTE) equaling a \$40.00 unit cost rate (\$39.73 rounded up).

**FACTORING UNIT COST
EXAMPLE 2 - ADA CONSULTING SERVICES**

<u>ITEM</u>	<u>FTE</u>	<u>ANNUAL</u>
Executive Director	.10	3,500
ADA Specialist	1.0	30,000
Clerical Support	.30	3,600
Bookkeeper	<u>.10</u>	<u>1,750</u>
		38,850
Benefits/Fringe 26%		<u>10,101</u>
TOTAL PERSONNEL		\$48,951
SUPPLIES		1,800
EQUIPMENT		2,500
OTHER		
Rent/Utilities	1,200	
Telephone	1,200	
Postage	600	
Local Travel	3,120	
O/T	2,400	
Staff Training	600	
Printing	2,000	
Reasonable Accommodations	1,200	
Equipment Repair/Maintenance	900	
Insurance	900	
Audit	1,100	
TOTAL OTHER ,		\$15,220
TOTAL BUDGET ITEMS		68,471
10% COST FLEX		<u>6,847</u>
TOTAL BUDGET		\$75,318

**FACTORING UNIT COST
EXAMPLE 2**

Page 2

2080	Hours available for 1.0 FTE
<u>X.65</u>	Hours per year, available face to face by ADA Consultation
1352	Hours - Billable time for ADA Consultation.

$\$75,318$ Total Budget Amount $\div$ 1352 Billable Hours = $\$55.71$ per hour
or rounded up $\$56.00$ per hour

NOTE:

For this example, as start up costs are included, you may want to do a three-year budget and factor unit cost based on the three-year average. Remember if you choose this method, you may not cover actual cost for year one. This method, however, does help you hold rates steady for a three-year period and still provide for start up costs and cost of living increases:

EXAMPLE: Three year estimated budgets

Year One	\$75,318
Year Two	\$75,260
Year Three	<u>\$78,810</u>

$\$229,388 \div 4056$ (135 X 3 years) = 56.56 per hour

Please note that operating cost and salary/fringe rates vary from center to center. Your costs will need to be factored based on your best projection. ADA consultant salary rate in this example reflects projected rate for a person with paralegal experience.

WCIL PEOPLE



STEVE— THE LONG ROAD BACK TO INDEPENDENCE

Four years ago Steve Lefkowitz went to Argentina to climb the tallest mountain in the western hemisphere. After camping one night at an altitude of 18,000 feet, he awoke the next morning suffering from delirium and a severe loss of motor coordination. Unable to continue the climb or descend the mountain, Steve was later rescued during a blizzard by Air Force helicopters.

After ten months of hospital rehabilitation, Steve began the long road back to independence. While doctors cannot say for certain what caused Steve's disability, they speculate that the permanent damage to his speech, coordination and balance resulted from a loss of oxygen to the brain.

A bright and articulate young man, Steve relates his journey of the last three years with an easy sense of humor. He has made many stops at WCIL along the way. Now at a crossroad in his life— independent in some ways, limited in others— Steve recently took a giant step forward. For the first time since the onset of his disability, he is living on his own in an accessible apartment. WCIL's Housing program found the apartment for Steve in a complex recently built by the city. It is one of four accessible units which are all occupied by WCIL housing clients.

Describing his new living arrangement, Steve says he is both "excited and terrified." Because the apartment has special adaptations for a wheelchair, Steve is able to care for himself and handles things like cooking, cleaning and washing on his own. He is still experimenting with what he

can and cannot do. "I've lost 10 to 15 pounds," jokes Steve. "I cook a lot of t.v. dinners. At the moment my specialty is boiling water."

Steve is still reliant on others to a certain degree. He moves very slowly and most of his time is spent doing routine daily chores. Hiring an attendant to help with some of his work is an option that he is considering but for now he just wants to get used to his new surroundings.

Steve's use of a wheelchair and his limited arm strength make getting around difficult and one cement step in front of his building prevents him from moving about freely. A Housing specialist from WCIL is working on getting a ramp constructed. After that is taken care of, he hopes to buy an electric cart for added mobility. WCIL's Independent Living Skills counselor has given Steve several different models to test out so he will know which one best suits his needs.

There is still plenty that Steve can do. He loves the outdoors and is an active sportsman. Steve says that since his disability he is still athletic, "but in a different way."

He is a member of the UnRecables, a local chapter of the National Handicapped Sports and Recreation Association. Last year a friend sponsored his trip to New Zealand where he competed in the Handicapped Ski Race. He also enjoys water-skiing and camping.

WCIL Peer counselors continue to help Steve grow and feel better about himself. He participates in a weekly counseling group for men with disabilities. "Some things I still haven't worked out," says Steve. "It's helpful to have someone to talk to about how they cope with similar problems."

Steve is also a member of the newly-formed WCIL Self-Advocacy group, which gives him a chance to socialize and help others. Over the years, advocates have helped him solve problems with his benefits and medical coverage. Now Steve solves those problems on his own.

When asked about his life and how he's changed, Steve says, "Essentially, it's a maturation process. It's a matter of learning to do things differently. I made a lot of progress in the beginning. Now I'm at a plateau. Physically, there are no more changes but mentally, I just get better!"



MARTA— INDEPENDENT SPIRIT AND DRIVE

Described by those who know her as "persistent and a fighter," Marta Giliga is a woman of independent spirit and drive.

When you meet outgoing Marta, who confidently directs her life from a wheelchair, it is hard to appreciate that in the short space of three years (interminably long to her), she has successfully adjusted to the physical and psychological problems that traumatized her following a car accident which left her partially paralyzed from the neck down. The accident occurred shortly after Marta left California for a change of job and scene.

Following hospitalization in Maryland for a severed spinal cord and other injuries, Marta decided to return to family and friends in California. Her situation was grim. She had little money, no job, no means of transportation and no clear idea of how she would support herself.

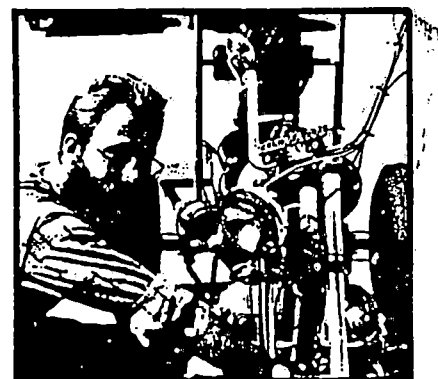
Then Marta heard about the people at WCIL who helped guide her down new paths to independence. A Career counselor helped her discover new areas of possible employment. WCIL's housing department helped her find accessible and affordable living quarters. The Advocacy department helped her obtain, through the State Department of Rehabilitation, the wheelchair accessible van that gives her the mobility she needs to work and to enjoy her leisure hours. Finally, it was WCIL's rigorous ten-month Computer Training Program that prepared Marta for the busi-

ness world as an entry level programmer. Following the completion of her studies, WCIL arranged the job interview that led to her eventual employment with California Federal Bank.

Today Marta is an upwardly-mobile, young businesswoman. She works as a user systems analyst—a kind of trouble shooter who helps people solve problems in computer operations. She works the swing shift from 3 p.m. to 1 a.m. and says happily, "The hours are fine with me. I have always been a night person." To get to her job, Marta drives 45 minutes from Santa Monica to Rosemead and claims she has adjusted to the long commute. She sparkles when discussing the challenge of her work, the knowledgeable people she meets on the job, and the possibilities for future career advancement. Much as she likes social life, Marta's job is her all-consuming interest at this point, although she tries to keep up with friends on the weekends.

Her friends are quick to point out that Marta is a very giving person. In fact, while she was benefiting from the services offered by WCIL, she felt compelled to give something in return. So, she worked as a volunteer for WCIL's Housing department. After she completed the computer training program and while she was looking for a job, she volunteered as a teacher's aide for a new class of computer trainees.

Marta says of WCIL, "It has a lot to offer . . . a lot of good people. I was glad it was there when I needed it."



THOM—ONE STEP AT A TIME
When you meet Thom Fritz he will tell you that he's "different." In his own gentle way he will also ask you to look beyond the outward signs of his disability to find a man who has

his own ideas about the world. He asks you not to see his wheelchair. See him.

On weekends, you may see Thom on his custom-built motorcycle, a rather unusual sight when you consider that he is unable to walk. Thom has Friedreich's Ataxia, a degenerative form of muscular dystrophy which affects his arms, legs, coordination and speech.

Over the course of two years, Thom and his uncle designed and built the three-wheel cycle. It has a special cradle on the back to hold Thom's wheelchair while he is cruising his hometown streets of Venice. The bike is a source of great satisfaction for Thom. It expresses his need to be creative and his desire to maintain a sense of individualism. Both are important to him. He is an introspective man who spends a great deal of time in solitude but on weekends, he says, "I put on a leather jacket and steel-toed shoes and I feel rough and tough. I feel like a different person."

Thom doesn't have a job yet but he is independent in other ways. He rides his bike, drives a car, and has lived alone for the past four years. WCIL's housing service helped him apply for a rent subsidy program so he could afford a place of his own. At home he handles all the household chores—except the laundry. His mom helps with that.

Since high school he has attended Santa Monica College on and off, taking courses in independent living, technical trades, and english. He enjoys philosophy, reading and health food. He worked for a while as a pressman in a print shop. Thom says he loved that job because it made him feel creative. But as his disability progressed, he couldn't stand or lift heavy equipment and had problems with coordination. He later had his own print shop but the business was unsuccessful.

Thom was severely depressed when he came to WCIL's counseling program two and a half years ago. He felt isolated and unable to handle the changes in his life. As Thom puts it, "different people have different crises. For some it's a physical crisis, for me it was emotional."

At WCIL he joined a weekly rap group and later began individual counseling. Over time, he has come

to terms with his disability and is better able to cope with the day-to-day changes in his physical condition. His goal now is to grow and feel good about himself. He says reflectively, "Things have changed a lot. My depression about my disability has lifted. I've come to see how my past has affected me and I've learned that I can handle things on my own. Once I learned how to take a little more time, to do things more slowly, life got easier. Without WCIL I wouldn't have grown."

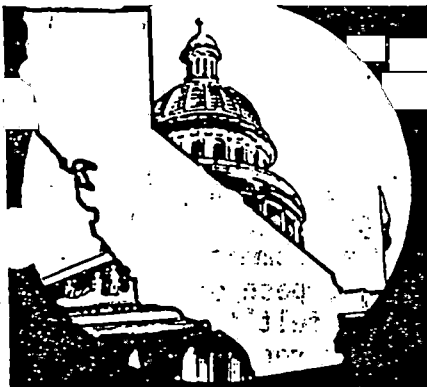
Thom is now seriously looking for work. He would like a management position in a print shop, in customer service or sales. A job is important because he would like to be self-supporting instead of dependent on benefits. He would also like to meet new people.

Thom meets with WCIL's Volunteer coordinator several times a month. She has helped him prepare a resume and improve his interview skills. Like many people with disabilities, Thom meets doubting employers who often confuse his slurred speech and other impairments with an inability to perform the job. At WCIL he is learning the techniques for presenting his disability in the best light possible.

Thom now feels more confident about his skills. On his own he has started contacting prospective employers and scheduling informational interviews. He is hoping that one of the interviews will lead to an offer. Sooner or later, he hopes someone will see "him" instead of his wheelchair.

* * * * *

Some stories have a happy ending and as we went to print with this report, we wanted to add this footnote: Thom called recently to let us know that he's been hired for a part-time position. In a print shop. In customer service.



COMMENTARY

California Governor's Committee for Employment of the Handicapped

Telethon

We Know You Mean Well

Leaders in the disability rights movement have taken a strong opposition stand to the Muscular Dystrophy and other health agency telethons. Each year, while millions of people are pledging their dollars and celebrities are making their pitch for donations, many people are cringing at the pity-appeal being made. The American Coalition of Citizens with Disabilities, representing 126 organizations nationwide, passed a resolution on June 13 in an attempt to insure this year's Labor Day Muscular Dystrophy Telethon would be more sensitive to persons with disabilities.

Most disabled people and friends have always been uncomfortable with the pity-appeal approach. This harmful strategy, while raising money for research, has, for years, retarded the progress of the disabled movement. The telethons offend self-respect, harm efforts to achieve independent living, and segregate disabled people from the mainstream of society. Treating disabled people as children and calling them "kids" perpetrates the helpless, dependent stereotype. The overemphasis on research leaves no room to acknowledge that disabled people are not invalids but productive people and workers. Yes, research is important as a preventative measure, but what of those people who are now disabled for whom there will not be a cure? The telethons would have us think they are lost causes to be pitied. A healthier approach is to seek prevention and acknowledge the potential of people, including those with disabilities, to be self-supporting, to live independently, and to be happy, contributing members of the community.

AUGUST-SEPTEMBER 1981

It is surely not cruelty but, rather, a lack of awareness that keeps caring people insulting and undermining those persons they are trying to help. To quote Jody Palmour of the Disability Rights Center, Inc., in Washington, D.C.: "As of now, nobody in his right mind with a neuromuscular disease would want to go looking for a job the Tuesday after Labor Day. When people think you are pitiful, they are more inclined to give you a contribution than to give you a job."

Freedom Rally

A Disabled American Freedom Rally is being planned in Washington, D.C., on September 7, 8, and 9. Caravans will leave from the east and west coasts and stop along the way for rallies as they approach our nation's capital. Celebrating the International Year of Disabled Persons, the participants are also actively responding to the \$35 billion cut in Federal spending for social services. The rally represents every American concerned with the needs and rights of people with disabilities. It intends to draw national attention to the emergence of disabled people as active participants in that struggle.

Legal

COMMENTS NEEDED

An interim final rule amends the Department of Transportation's regulation concerning nondiscrimination on the basis of handicap in programs and activities receiving financial assistance from DOT. The amendment deletes Subpart E of the regulation, which required mass transit systems to become

ASKING FOR MONEY

Coming out from behind the relative anonymity of the proposal-writing process and requesting donations from people face to face can be difficult, but mastering some basic techniques can make it easier.

By SUSAN SCRIBNER and FLORENCE GREEN

Susi Scribner is a senior associate/trainer at the Grantsmanship Center, and Florence Green is the Center's director of training.

In times past, when grants were plentiful, agencies asked for financial support primarily by writing proposals. And there was always something essentially nonthreatening about doing this. All you had to do was draft the proposal, get it approved by the board, get your friends and co-workers to review it, type up the final version, and mail it off to some distant site. Chances are you'd never even see the person to whom it was sent—and because the proposal was rewritten by others and passed around to others, success and rejection alike were shared by everyone who participated in the process.

Now, all that has changed. As agencies are being forced to rely more and more on nongrant sources of financial support, the ways in which they must ask for such support are becoming far more complex and challenging. Today we must actually meet potential donors face to face, get to know them personally, look them in the eye, and ask them

for specific sums of money. And in doing so, we must be prepared to answer their questions and to understand exactly why they might want to give to us to begin with. Asking for money, in other words, has become a highly individualized process whose success or failure frequently rests on the shoulders of the person who is doing the asking. Obviously, this can often be difficult. But there are some ground rules that you can follow both to facilitate the process and to increase your chances for success.

ASK THE RIGHT PEOPLE

The more you can target your prospects, the better will be your chances of getting the response you want. This can be done quite systematically. Begin by taking a large sheet of newsprint and drawing three concentric circles. Then go through a "brainstorming" session with your board, staff, volunteers, and development committee, and perhaps with

DEALING WITH FEAR

The first step to asking is dealing with fear. To do this, bring your solicitors together and let them discuss their fears of asking. Get out some newsprint, put it on the wall, and brainstorm. Ask the question: "Why are we afraid to ask?" Keep asking this question and writing down solicitors' responses. You will get answers like "I'm afraid the prospects will say no," "They will ask me back," "I don't know how," and "My own commitment is unclear." Don't criticize any of these responses yourself, and don't let anyone in the group do so. Instead, keep pushing for responses until you feel that each solicitor has fully expressed his or her anxieties.

After all of these fears have been recorded for all to see, ask the solicitors what happens when they are actual-

ly rejected. Let them recall their feelings of embarrassment, their headaches and stomach aches, their feelings of failure, and their feeling that everything will fall apart. Then ask them what happens to them *permanently* when they are rejected. As they respond, repeat the answers and note each time a solicitor's condition is not a permanent one. Eventually, someone (perhaps you) will notice that *nothing* happens permanently when we are rejected. In fact, no one can tell by looking at us that we have been rejected. More important, *we can survive rejection*. It won't feel good, but we will get over it. And remind the solicitors that getting no rejections means getting no acceptances, either.

some community people who care about your agency; eight to twelve people would make a workable group. Point first to the inner circle and ask, "What types of people are most likely to give to us?" In this group, you will probably include your board, your staff, former board members, friends, clients, vendors, donors, alumni, former clients, family, and close friends.

Now continue this targeting or segmenting process by moving to the next circle and asking, "Who are the people who are a little less likely to give to us?" Here you might list local businesses, civic groups, churches, people who give to causes similar to yours, related professional associations, and the like.

Finally, move to the outer circle and ask, "Who are the people who are *least* likely to give to us?" You will probably find yourselves listing national foundations, federal agencies, state agencies (for some), enemies, people who are against what you do, and national corporations with no local offices. By the end of the procedure, each target should be cluttered with a variety of groups.

You should now begin to think of specific names to go with each category. Names corresponding to the inner circle will be easy to fill in, since you already know them. Make a flat list (i.e., sheets of paper listing each prospect's name and address) of all the people who have been judged to be most likely to give. Then do the same for the other two circles.

As the process proceeds, names may well become harder and harder for you to identify. You may, in fact, have to play detective to get names for the other categories. But there are many steps that you can take. Ask your board,

volunteers, members, and friends for their input. Read the newspapers. Trade lists with other agencies. Go to their special events. Political contributions are a matter of public record, so look them up. The annual reports of other nonprofits may have donor lists, so look *them* up, too. The membership lists of chambers of commerce are invaluable as well. Be sure to make friends with your local librarians, who are great sources of information. And think about conducting "prospect parties" in which a few volunteers or board members can join together to exchange names (in strict confidence, of course). Be clever about prospecting. Use your imagination, and involve as many people as you can.

GET INSIDE YOUR PROSPECTS' HEADS

After you have cluttered your office with flat lists, you should begin to evaluate each donor in an effort to determine his or her giving potential. Remember that each donor must be considered individually. To solicit everyone in the same way is, in effect, to lose thousands of dollars in gifts.

Now do three things. First, record each name from your flat list on a donor profile card. These cards (which can be easily transferred to a computer or a word processor) will become your confidential record of prospect solicitation and giving. Second, form a screening committee composed of board members, volunteers, and community people who know the prospects and who are willing to help you evaluate

their potential to give. Third, select a time and a place for the screening committee to meet, and set up the meeting. We find that the early evening works best. Pick a quiet place where phones will not be ringing. Get some wine, cheese, coffee, and cookies. Then assure your screening-committee members that the meeting will last only two or three hours, and begin by giving a copy of the flat list to each.

Be sure to bring your donor profile cards to the meeting. Then, as each member speaks, write down pertinent information about each prospect *as rapidly as you can*. Do not tape the meeting! Just keep writing, and keep the committee on track. Do not let it become a gossip session. And ask questions such as:

1. How much can the prospects reasonably be expected to give?
2. What has been their past giving pattern, both to us and to others?
3. How do their concerns relate to the work of our agency?
4. In what causes have they shown an interest?
5. Who should solicit each prospect?
6. When should the prospects be solicited?

All of this information should be recorded on the donor profile cards *in pencil* so that necessary changes can be made in the future. Make sure, too, that members of the screening committee understand how the information will be used, and emphasize that this information will be kept in strict confidence. When the meeting is over, review the cards to make sure you got all the information you need. You will not remember very much on the following day, and you will remember even less a week later!

Now that you have evaluated your prospects, separate them into different categories based on the benefits that they seek from your agency and on the sizes of their potential gifts. You will find that some people need only see your newsletter or direct mail piece to become attracted to your agency. Others will require a personal solicitation. Still others will need several visits, both from you and to you, before they decide to give. Some will give to special projects, some to operating costs. Some will wish to give one lump sum during the holidays, while others may prefer to pledge a small amount, to be given several times over the course of the year.

Remember, however, that each prospect, regardless of his or her giving potential, must be cultivated. Walking up to someone and asking for \$5,000 is simply not enough. Prospects and donors alike must have the opportunity to become aware of your organization's work. As prospects become acquainted with your agency, they will give you signs of their interest in you and clues as to their reasons for wanting to share in the work you are doing. Those clues are very important for you to catch, for they can become the connection, the mutuality, that leads to a donation.

So think about ways you can provide opportunities for prospects to develop a sense of ownership in your agency. Ask yourself what your agency has to offer people, how it can provide opportunities of involvement, and how it can

help prospects satisfy their own needs and concerns. Some obvious ways to do this are to appoint prospects to committees or to enlist them as volunteers. You can also ask for their advice (honestly, of course), help them with something they are doing, or honor them for some effort that they have made either on your behalf or on behalf of the community. Yes, all of this will take a lot of time. But developing a donor's sense of ownership in your agency is the best way to build the kind of ongoing support that you are seeking for your organization.

Finally, ask yourself why people give. To answer that question, look at your own giving habits. What motivates you to give? Some of us give because it feels good. Others give because someone gave to us, and we feel that we "owe them one." Some seek immortality, others seek tax benefits, and many give out of guilt, fear, or a "there but for fortune" attitude. Competition, habit, tradition, or having extra money when asked are other reasons. Usually, though, we give because the right person asked us to do so in a way that struck a nerve or answered a need. People give because they trust the person who is asking or because they believe in what the person's agency is doing for its clients. And the best way to find out why people want to give is to ask. Then relate their concerns and needs to the benefits that your agency provides. And then...

GO FOR IT

The reasons people give money may vary with each donor, but there is one very common reason prospects do *not* give: *because no one asked them*. How, specifically, were they not asked? With words like these: "We would appreciate your gift"; "Your support is needed"; and "All gifts are tax deductible" (our favorite). Asking is looking at the other person and saying, "I would like you to make a gift of \$1,000 for the museum." It is asking *directly* for a *specific amount of money*. In business terms, it is called "closing the sale."

So now that you have created lists, determined what each prospect is capable of giving, and matched that prospect's needs and concerns with your agency's services, all you have to do is call and ask. Remember, though, that when you ask, you must always say the words *check* and *dollars*. If you are reading this alone, you might try saying these words out loud. See? You can do it! Remember, too, that letting your fear of those words overwhelm you means no donations—or very small donations—for your agency.

Being prepared will make the asking process less difficult. If you have done your homework, you should not get any big surprises from your prospects. If you have evaluated them properly, have followed your evaluation with additional research, and have cultivated them because you genuinely want them to share a sense of ownership in your agency, your chances of getting your gifts are very high.

You may also want to take someone with you in case you are stricken by that dreaded fund raiser's disease, the "chicken-out syndrome." Inasmuch as it does not seem to attack two people at the same time, one of you can always do the asking in the event that the other falls ill. You may also find that board and staff members can work quite well together; one can talk about the agency while the other does the asking. Indeed, this is a very good way for an experienced fund raiser to train a beginner.

The best person to do the asking is the person who was designated by your screening committee, the person who gave you the prospect's name in the first place, or someone who is a friend or a business acquaintance of the prospect. But even if none of these people is available to you, you can still do the asking yourself. Just do your homework, take two people (preferably a staff or board member or another volunteer), and work out your scenario ahead of time through the use of the following guidelines:

1. Call the prospect and set up a time and place to meet. Offices usually have too many distractions (yours as well as the prospect's), and homes may be too busy. Consider a quiet lunch place. You may want to meet at your program site so that the donor can see what you are doing. However, we think it's better to invite site visits during the cultivation stage rather than at the time of asking. What you want most now is a comfortable and calm environment.
2. Dress appropriately for the donor. How you sit, shake hands, and deal with people will always make a difference.
3. At the start of the appointment, give the prospect a chance to relax and get to know you a little better. Let the person talk about himself or herself as well. Talk about some common interests. In short, set yourself at ease.
4. Establish your mutuality or common interest as it relates to the work of your agency. Remind the prospect of his or her interest in the agency's activities or benefits. That interest may be based on (a) a relationship with a board member, a staff member, or a volunteer; (b) a shared interest in the agency's cause; (c) a family member's or relative's hardship that is similar to the difficulties that your agency tries to alleviate; or (d) a need to do something out of guilt, gratitude, remembrance, a desire for immortality, or any number of other personal motives.
5. Tell the prospect about your project. Take no more than 10 minutes to do so, and be very clear about what the project will and will not do. Know how your clients will benefit from it, how your community will change, what the project will cost, how much money you have raised to date, where you plan to get the rest, who has already given, and what the future will hold if the project is successful. Be specific. Invite the prospect to ask questions and to make comments. And bear in mind that you are giving someone an opportunity to share in the important work that you do. Be proud of your agency and its accomplishments. Do not apologize for needing money. You can even invite the prospect to join you as a partner and co-owner of the project.

6. Ask for a specific amount of money. Say the words, "I would like you to contribute \$1,000 to the museum." Then remain silent! A basic rule of thumb is that the first one who talks loses, so allow yourself to be quiet. If a great deal of time passes (and you will be amazed at how much time five quiet minutes feels like), ask the prospect if he or she has any questions.

7. Listen and respond appropriately to your prospect's concerns. When the prospect responds, you must be prepared to be flexible and to listen carefully to what is being said. If the response is indefinite, you may need to work on the relationship that has been established, or you may have to present your case more clearly. Your prospect will tell you which is the case—so listen. If the prospect talks about all the giving that he or she already does, then empathize (don't sympathize). Say you are aware of the important work that he or she does, and point out how your project relates to that work. Make it clear how important the prospect's contribution is. Keep him or her on track by continually bringing the conversation back to the project, and reiterate the importance of a potential partnership with you.

If the response is positive, restate what the donor has agreed to give to make sure that you have understood it correctly. You might say, "I understand that you will give \$1,000 to the museum and that you will send the check by June 1." Then give the donor a donor card. Fill out the agreement on each side of the perforation, sign both sides, and have the donor sign both sides as well. Then tear off the side for the donor, and explain that the card you are now handing over will keep things straight in your business offices. You may also want to stress that the donor's commitment you to is a moral or ethical one and not a legal agreement. The written agreement makes it easier for each of you to follow up with one another, and it also helps eliminate misunderstandings.

If the response is negative, find out why this is the case. Most potential donors decline to give either because the timing of your request was off or because the project itself seems inappropriate to them. If the issue is time, arrange a future meeting. If the prospect is still unsure about your project, invite him or her to visit your agency. If more information is needed, be sure that it arrives quickly. Follow up with whatever is needed. If the prospect does not support the project, perhaps your next project will better match his or her needs. This part of the conversation is very important to your future success and to the continued cultivation of the prospect.

Do not leave the pledge card with the prospect. You will not get it back. If the prospect needs to talk the pledge over with a spouse or business associate, ask to meet that individual. Set the date for the meeting by offering specific choices. Ask if you can meet with him or her on Monday at 7:00 p.m. or Thursday at 6:30 p.m.

If there is a problem with the amount of money you asked for, be flexible. Decide on the gift size that is minimal, and stay with that amount as long as you can. Remind the pros-

pect that multiple-year pledge opportunities are also available. Help the donor decide on the best way to give, and then make sure that you have both agreed to it in writing before you part.

8. Always write a thank-you note within 48 hours of the solicitation, no matter whether you receive a definite commitment or not. More gifts have been lost for want of a "thank you" than for any other reason except not asking. In your note, restate the results of your meeting. Thank people for their time, their interest, and their concern. Speak positively about your new partnership, and let the donor know the value of his or her contribution to the agency.

It's in the very nature of fund raising to fail more often

than to succeed. You will probably suffer four or five "no's" for every positive response that you get. But the more you prepare before you ask, the more likely it is that you will be successful. So figure out who is most likely to give, evaluate their potential to give and their connections with you, deal with your fear, work out a scenario for each prospect, and practice implementing that scenario beforehand. Keep your focus on the benefits that your agency will provide for its clients and for the community. Maintain a sense of pride in the project and in the organization. And always remember that you are presenting an exciting opportunity—a chance for others to share in the work of your organization. You can do it!

PREPARING AND TRAINING VOLUNTEERS TO ASK FOR MONEY

Ideal Situation: A group of 10 to 15 volunteers (who are also donors) in a relaxed atmosphere for two or three hours. The volunteers should all be in a position to ask for similar amounts of money.

You Will Need: A flip chart and tear sheets, markers, and solicitor kits (see diagram 1).

I. **UNDERSTAND WHY PEOPLE GIVE.** (This exercise is designed to help volunteers understand the giving process.)

A. Ask the group to tell you the reasons they donate to different causes, and list these reasons on a tear sheet.

B. Discuss the group's responses—all of which are valid. The most important reason people give money is that they were *asked* to do so. Secondly, they give because someone asked in a way that corresponded with each donor's personal reasons for giving. The volunteers can see how varied these reasons are. Fund raising is most effective when potential donors' needs are matched with the services of the organization.

II. **ASK THE RIGHT PEOPLE.** (This exercise helps volunteers understand that certain people are more likely than others to support your organization.)

A. Draw the center of a target (see diagram 2). Ask everyone to call out groups (not individual names) of people who have already demonstrated their involvement with your

organization (e.g., board members, volunteers, and clients). Write the groups' names in the center of the target. Groups that are most likely to give to your organization should be in your inner circle.

B. Next, create the middle ring of the target. Ask the volunteers to give you names of groups that are a little less likely to give to your organization (e.g., businesses and some civic clubs). On the outer ring of the target, write the names of groups that are least likely to give to your organization.

C. Discuss why the inner group should be most inclined to give, how those who are less or least likely can be cultivated, how advantageous it would be to have the right person ask, and how to move those groups into the inner circle.

III. **TEACH VOLUNTEERS TECHNIQUES FOR EFFECTIVE ASKING.** (This exercise helps volunteers deal with their attitudes toward, and fears of, asking for money.)

A. Ask the volunteers to hold a brainstorming session to determine how they feel about asking for money. Write their responses on the flip chart. Discuss these responses. Again, all are valid. The main reason people do not ask is *fear*. Volunteers need to know that asking is always difficult, but that the more prepared they are, the more they can

predict the outcome and the less fearful they will be.

- B. Review the points of a good "ask" preparation.

IV. **PERFORM ROLE-PLAYING EXERCISES.** This exercise is critical to effective asking. It should be done in groups of three, as shown in diagram 3. "Situation sheets" outlining roles for each volunteer can also be helpful.

V. **OUTLINE MATERIALS AND BACKGROUND INFORMATION.** Be sure your volunteers have a thorough understanding of your organization's mission and goals as well as a clear view of the project you are currently seeking to fund. Carefully review the materials in your solicitor kits (see diagram 1).

VI. **GIVE VOLUNTEERS WHAT THEY NEED IN PREPARATION FOR EACH "ASK."** Make sure volunteers have:

- A. A profile card for each prospect (see diagrams 4 and 5) with as much current information about the prospect's giving pattern as you can provide.
- B. An interview return device (see diagram 6) to allow you to receive a written account of the meeting and information on any follow-up that the prospect needs.
- C. A specific amount of money to ask for.
- D. A scenario review indicating who will play which part and who will handle specific issues, such as project questions and funding questions.
- E. A large smile, a big thank you, and a great deal of encouragement. In addition, make sure all solicitors understand the importance of maintaining confidentiality. Your donor profile cards should never leave your office or be duplicated. You need to get the interview card back immediately. Twenty-four-hour responses are important.

VII. **TELL VOLUNTEERS WHERE THEY CAN GET HELP.** Volunteers need to be able to contact you before and after each ask to discuss particular prospects.

VIII. **MAINTAIN GOOD COMMUNICATION.** Celebrate and share successes. Thanking volunteers is as important as thanking donors. It's never enough!

IX. **OFFER A TIME LINE OF SOLICITATION DEADLINES.** Present the volunteers at your training meeting with a campaign calendar indicating when all solicitation must be done and when committee meetings will be held. Without such deadlines, asking will inevitably be put off. Set the deadlines, and then help your volunteers meet them.

DIAGRAM 1:
A GOOD SOLICITOR KIT

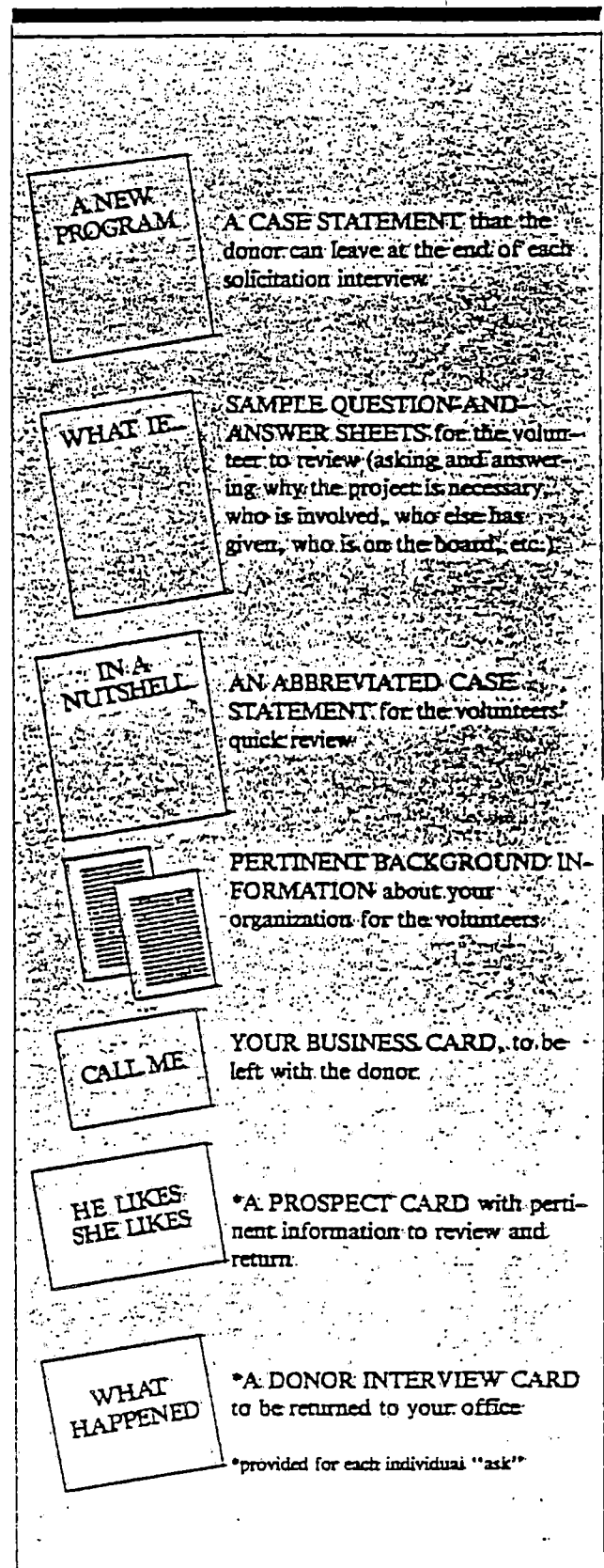


**DIAGRAM 2:
TARGETING OR SEGMENTING
DONOR GROUPS**

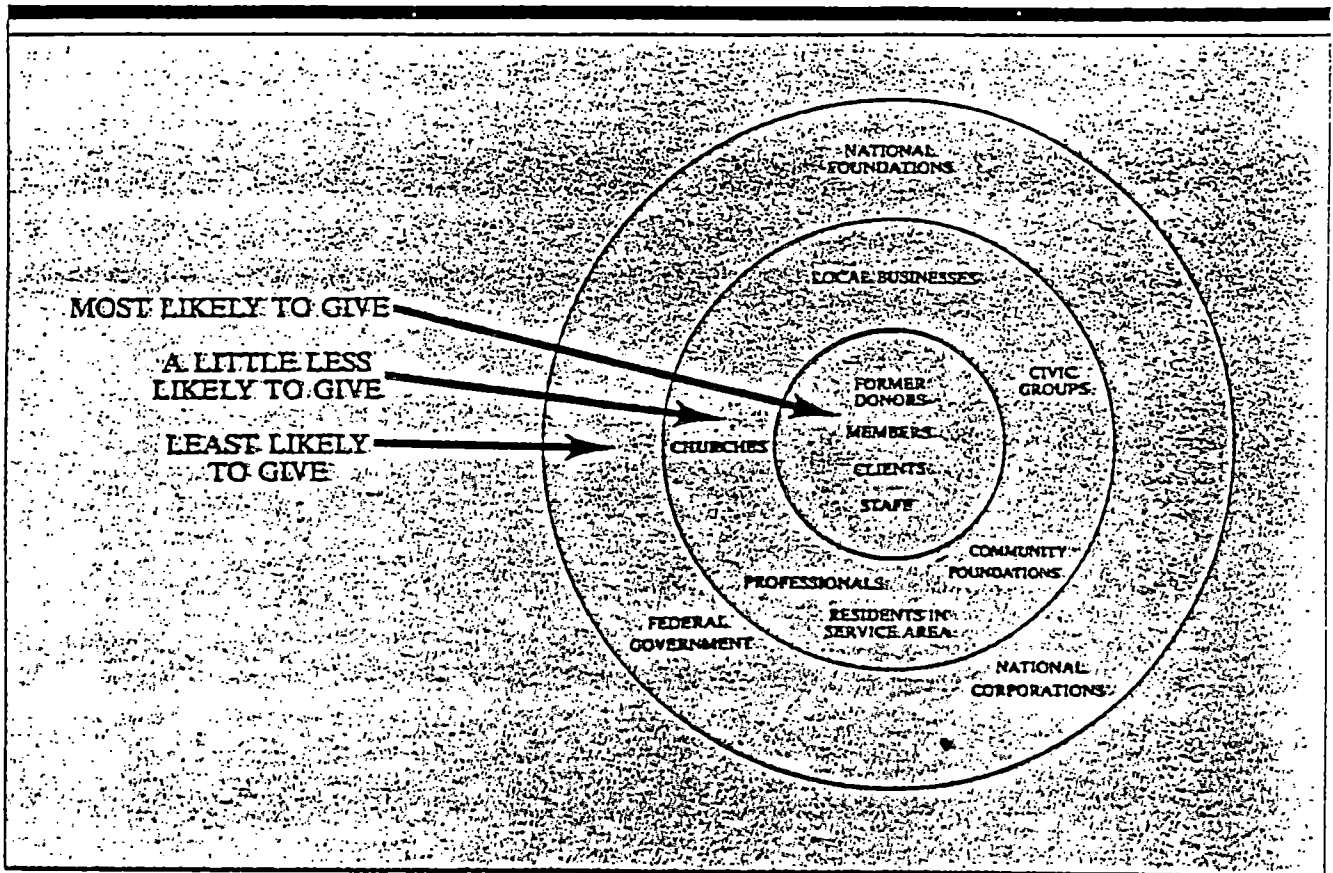


**DIAGRAM 3:
A THREE-PERSON ROLE-PLAYING EXERCISE IN
ASKING FOR MONEY**

This exercise is designed to give each person an opportunity to ask and be asked for money. Role playing is excellent for board members and volunteers—and for anybody who will be soliciting funds.

Each person should ask for an amount of money that makes them uncomfortable! In every scene, one person should not be involved but instead should help critique. Each scene should take no more than 15 minutes.

PERSON NUMBER ONE (two roles):

EXECUTIVE DIRECTOR

MAJOR PROSPECT

PERSON NUMBER TWO: BOARD MEMBER

PERSON NUMBER THREE: COMMUNITY LEADER

SCENE A: THE EXECUTIVE DIRECTOR AND THE BOARD MEMBER. The executive director asks the board member to:

- A. Make a gift to the campaign or project, and

- B. Ask the community leader to make a gift and to chair the entire campaign

SCENE B: THE BOARD MEMBER AND THE COMMUNITY LEADER. The board member asks the community leader to:

- A. Make a gift to the campaign; and
- B. Ask the major prospect to take on the special-gifts division of the campaign as chairperson

SCENE C: THE COMMUNITY LEADER AND THE MAJOR PROSPECT. The community leader asks the major prospect to:

- A. Make a gift to the campaign; and
- B. Chair the special-gifts division

REMEMBER:

- Establish the relationship;
- Ask for a specific amount; and
- Listen and respond appropriately.

DIAGRAM 4:
A SAMPLE PROSPECT PROFILE CARD
(FRONT)

YOUR ORGANIZATION PROJECT # _____ PROSPECT PROFILE	
RATING CODE _____	DATE CARD UPDATED _____
NAME _____	
BUSINESS _____	
TITLE _____	
ADDRESS _____	
PHONE _____	
HOME ADDRESS _____	
PHONE _____	
REFERRED BY _____	
PHONE _____	
RELATIONSHIP TO PROSPECT _____	
KNOWN GIVING PATTERNS _____	

AREAS OF POSSIBLE INTEREST _____	
SUGGESTED GIFT AMOUNT: \$ _____	
SUGGESTED PERSON TO ASK _____	
PERTINENT PERSONAL INFORMATION _____	

**DIAGRAM 5:
A SAMPLE PROSPECT PROFILE CARD
(BACK)**

[illegible]

DIAGRAM 6:
A SAMPLE PROSPECT INTERVIEW CARD

YOUR ORGANIZATION
PROJECT # _____

PROSPECT NAME _____

INTERVIEW DATE _____

PLACE _____

VOLUNTEERS

NAME	PHONE
NAME	PHONE

RESULTS: _____

FOLLOW-UP NEEDED _____

(Please return to your office)

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"It is not our goal to turn you into a marketing professional. Our mission is to provide you with simple, basic, effective techniques and strategies that will take the mystery out of marketing and allow you to continue to do what you do best -- provide services and support to persons with disabilities."

ATTAINING MAXIMUM VALUE FROM THE WORKSHOP

1. Identify your goal! When you know what you want you maximize your ability to use the information presented to accomplish your goals.

What do I want to learn from this session?

2. Use this session as an opportunity to reinforce what you already know, try out new concepts and ideas, and increase your marketing expertise.
3. Look for ways to incorporate these concepts and ideas into your operation. Put the information into action!

ELIMINATING THE BARRIERS TO EFFECTIVE MARKETING

2.1

Identify the things that are keeping you from doing a better job at marketing your services

Take a careful look at each reason. Ask yourself is the reason based on a realistic roadblock or on a misconception, concern or fear.
(Don't worry, both can be eliminated)

BARRIERS TO EFFECTIVE MARKETING

ELIMINATING THE BARRIERS TO EFFECTIVE MARKETING

2.2

PERCEPTION

Write down the first five things that come to mind when you hear the word "marketing".

1. _____
2. _____
3. _____
4. _____
5. _____

ELIMINATING THE BARRIERS TO EFFECTIVE MARKETING

2.3

MARKETING PRINCIPLE #1:

The most successful marketing philosophy is based on service and contribution to your target market(s).

ELIMINATING THE BARRIERS TO EFFECTIVE MARKETING

2.4

VALUE

How much do you think you should charge a local corporation or association for conducting a half-day employee seminar on ADA?

Write it down.

ELIMINATING THE BARRIERS TO EFFECTIVE MARKETING

2.5

VALUE

Make a list of all the reasons why this amount is too much?

ELIMINATING THE BARRIERS TO EFFECTIVE MARKETING

2.6

MARKETING PRINCIPLE #2:

Price should not be based on "worth", price should be based on "value" -- the value of the service to your client.

ELIMINATING THE BARRIERS TO EFFECTIVE MARKETING

2.7

MARKETING PRINCIPLE #3:

Your honest belief in the value of your services will be the most powerful factor in determining your success. It will influence which markets you approach and how you approach them.

ELIMINATING THE BARRIERS TO EFFECTIVE MARKETING

2.8

RESOURCES

Which of the following phrases sound familiar? Mark an X by the statements that apply in your situation.

_____ We don't have enough money in the budget to conduct an effective marketing campaign.

_____ We know marketing is important; if we had more staff we would devote a person full time to our marketing efforts.

_____ Marketing is a very specialized field and we don't always have the knowledge or expertise we need to be as successful as we would like.

Resource Barriers:

ELIMINATING THE BARRIERS TO EFFECTIVE MARKETING

2.9

MARKETING PRINCIPLE #4:

Money is only an energy exchange.

People, information, time, skills, ideas, and creativity , are all available sources of energy that can to support you in meeting your goals.

THE SPECIAL CHALLENGE OF MARKETING DISABILITY

3.1

"Ours is not the disability of accident or birth; but the one created by a society insensitive to the needs and aspirations of millions of people."

Ted Kennedy, Jr.

THE SPECIAL CHALLENGE OF MARKETING DISABILITY

3.2

"Our life's dreams and ambitions are like everyone else's; to go to school where we are not segregated; to find a good job; to raise a family; to belong in a community to which we can contribute and gain respect."

Ted Kennedy, Jr.

THE ULTIMATE CHALLENGE

To create equal access and equal opportunity for persons with disabilities (and ultimately for all Americans)

education
housing
information

transportation
employment
health care

THE SPECIAL CHALLENGE OF MARKETING DISABILITY

3.3

THE PURPOSE

The underlying PURPOSE of everything we do must be to change attitudes.

THE SOLUTION

Learning to manage people's perceptions is the key to changing attitudes.

our perceptions of ourselves

other peoples' perceptions of us

society's perceptions of disability

THE SPECIAL CHALLENGE OF MARKETING DISABILITY

3.4

ACTION STEPS

Here are five action steps you can begin today that will help to change attitudes and perceptions.

1. Redefine disability
2. Examine your own attitudes, beliefs, and behaviors
3. Change your perspective
4. Build coalitions
5. Acknowledge and support people and companies
 support disability issues

A DEFINITION OF MARKETING

The process of developing and maintaining relationships with your markets through a philosophy of service and contribution

THE MARKETING PROCESS

Why are we here? (mission)

What do we do? (programs, products, services)

Who do we do it for? (target markets)