

DEVELOPMENTAL STUDY

SUNNY LAND COUNCIL
BOY SCOUTS OF AMERICA
SARASOTA, FLORIDA

JANUARY 8, 1981



AMERICAN CITY BUREAU/BEAVER ASSOCIATES



FOUNDING MEMBER OF AMERICAN ASSOCIATION OF FUND-RAISING COUNSEL

American City Bureau/Beaver Associates

Will, Folsom & Smith, Inc.



The Cumerford Corporation

January 8, 1981

Mr. John C. Dibler
Scout Executive
Sunny Land Council
Boy Scouts of America
P. O. Box 3858
1161 N. Tamiami Trail
Sarasota, Fla. 33578

Dear Mr. Dibler:

Transmitted herewith is the Developmental Study Report produced for the Sunny Land Council, Boy Scouts of America by The Cumerford Corporation, a Division of American City Bureau/Beaver Associates.

It has been a genuine privilege and a sincere pleasure for our firm to have served in this capacity. The courtesies and cooperation extended to our Study Director, Mr. Hardy Prather, during the conduct of the Study are greatly appreciated.

On behalf of Bureau/Beaver, I want to express our gratitude to you, the other members of the Board of Directors, and all those interviewed whose opinions, comments and suggestions form the basis of this Study.

Cordially,

THE CUMERFORD CORPORATION

W. R. Cumerford, D.H.
President

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FUND-RAISING COUNSEL SINCE 1913 IN ONE WORD...SUCCESS



REPORT
of
DEVELOPMENTAL STUDY
for
SUNNY LAND COUNCIL, BOY SCOUTS OF AMERICA
SARASOTA, FLORIDA

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INTRODUCTION

The Cumerford Corporation, Division of American City BUREAU/BEAVER Associates' Developmental Study for the Sunny Land Council, Boy Scouts of America was conducted from November 16, 1980 through December 12, 1980.

A total of 63 interviews were conducted from November 17th through December 2nd. Those interviewed were from a cross section of knowledgeable citizens from Sarasota, Manatee and De Soto Counties which encompass the Sunny Land Council. A list of those interviewed is included in the Addendum of this Report.

Analysis of the data was made from December 3rd through December 12th by the Study Director, Mr. Hardy Prather, and Mr. William R. Cumerford, President of the Cumerford Corporation.

I. THE DEVELOPMENTAL STUDY

A. The Purpose of the Study

The primary purpose of this Study was to determine the feasibility of conducting a successful fund-raising campaign to provide funds for:

1. Refurbishing and reconditioning Camp Flying Eagle, located on the Manatee River East of Bradenton, Florida.
2. Purchasing land and updating the Scout Service Center located on North Tamiami Trail in Sarasota, Florida.
3. Council program development.
4. Formation of the Sunny Land Council Trust Fund Foundation.

To achieve this purpose, it was necessary for the Study to focus on obtaining the following information:

1. Verify that the project is practical, has merit, is acceptable and of specific interest to the Scouts, Scouters, parents and supporters within the Council area.
2. Evaluate the potential of raising \$500,000 to \$750,000 over three years to provide for the financing of the proposed project.

3. Evaluate the current public image of the Sunny Land Council, Boy Scouts of America, its public relations efforts, and its credibility among community leaders.
4. Determine the degree, scope and quality of leadership willing to accept campaign responsibilities.
5. Evaluate the general economic conditions now prevailing in the Sunny Land Council area.
6. Identify and evaluate any problems or conditions which might affect the outcome of a fund-raising campaign.
7. Determine timing most appropriate for the fund-raising campaign.
8. Evaluate the leadership strength and capability of the Executive Board of the Sunny Land Council, Boy Scouts of America.

B. The Plan Tested by the Study

Since the organization of Scouting began in the United States in 1910, each Council of the Boy Scouts of America is dedicated to a program of character building, citizenship training and physical development for boys. So it has been for the thousands of boys in this area who have had an opportunity to participate in the Scouting program since 1925 when the Sunny Land Council was organized.

Because Scouting is centered around the out-of-doors, e.g.

camping, hiking, fishing, nature lore, environmental study ... the Sunny Land Council is now facing the task of improving its Camp which was developed in 1929. A study of Camp Flying Eagle by the National Boy Scout Council Camping Department recommended the following projects:

... The pool is in need of major repair.

... The Camp Rangers' quarters must be replaced.

... Many of the Troop sites should be upgraded with new latrines and wash facilities; craft instruction shelters; and Scout camping area.

... A new Camp office/Scout Master Center for conferences and training sessions.

... Recondition and improve the parking area.

... Improve the Camp maintenance shop.

The Council is faced with a decision regarding its Scout Service Center, i.e. purchase the land the Center is now on from Florida Power and Light Corporation and add to the present building - or - acquire new land and build a new Scout Service Center. The present lease on the F.P.L. property expires in 1983 and the Center is presently not large enough to accommodate the growing needs of the Council.

The Sunny Land Council Executive Board in its long range planning is considering the necessary program changes and development required in the future to keep abreast of the times. Also in this planning is the formation of a Trust Fund Foundation to assure the upkeep of Camp and the Scout Service Center for all necessary capital expenditures.

C. Procedures Employed in the Developmental Study

The procedures followed in the conduct of this Study included a three week period of research, study, fact-finding, and confidential interviews with 63 Scout Leaders, parents and civic minded citizens living in the Sunny Land Council area. Those interviewed were selected by members of the Council Executive Board and represent a cross section of knowledgeable community leaders.

Upon completion of the interview process, all research and interview data were assembled and evaluated by William R. Cumerford, President, Cumerford Corporation, and Hardy Prather, Study Director, in consultation with Corporate Officers of American City Bureau/Beaver Associates.

This analysis is Bureau/Beaver's best judgment of the potential for a fund-raising campaign for the Sunny Land Council, Boy Scouts of America. The analysis is based upon our experience and specialized knowledge gained from sixty-seven years of directing successful fund-raising programs.

II. FINDINGS

A. The Proposed Project

The proposed project to upgrade Camp Flying Eagle and improve the Scout Service Center by the Sunny Land Council, Boy Scouts of America was not generally known by most of the persons interviewed.

The large majority of respondents knew about Camp Flying Eagle and a surprising number could recall days when they were Scouts and attended Camp. They all singularly agreed that the Camp, which was first developed in 1929, is in need of major repair and upgrading, or else new facilities should replace those which are old and worn out.

There was some slight concern among those who know about the Camp that the major piece of Camp property is not owned by the Scout Council. Their concern is caused by their lack of understanding the legal rules governing control of the property. As the Study Director discussed the issue, bringing out the fact that the piece of land in question is in trusteeship with concerned and knowledgeable men within the Council area, this problem was not as great as first expressed.

The land adjoining the trustee-controlled property is owned by the Sunny Land Council.

While some expressed the opinion that the Council should

own and control all the Camp property, they saw no problem of spending money to update the Camp.

A few leaders who know the Camp and take their Scouts there in the Summer said the attendance at Camp was so low, it would be hard to justify a large expense in upgrading the Camp unless a complete selling program was done to stimulate boys and leaders to want to attend Camp in the Summer.

There were mixed feelings expressed about the need for an improved Scout Service Center. Some said it wasn't needed, that the "Execs" should be "out where Scouting was taking place", ... a few said there was no need for a large edifice to memorialize some Council leaders ... some said the Center should be moved to a "better location" ... others agreed that "something" should be done to improve the Service Center.

When the respondents learned that the Council faced an issue of either "stay, buy and build onto" or "secure new land and build", most agreed that a decision has to be reached, but were not readily disposed to suggest "which".

Over 50% of those interviewed said the Service Center improvement item would be harder to sell than improving the Camp.

The lowest item of concern by respondents was the future

program development and Trust Fund Foundation formation. Most said if there is any money over-subscribed in the campaign, it should go into a fund for future capital repairs and improvements.

B. The Public Image of the Sunny Land Council, B.S.A.

"You're talking about an American institution ... Mom, apple pie, baseball, and Boy Scouts; everyone believes in these things", was the stock answer when interviewees were asked to comment on the public relations image of the Boy Scouts. As discussion progressed, however, most stated that they seldom see any Scouts. They believe Scouting is not as popular with boys today as it was 20 years or so ago, and cited competition of boys' time as the main problem.

While recognizing that boys go to Troop meetings at night and never seem to wear their uniforms during the day, the vast majority of interviewees said Scouting has a very low image or visibility. They do not see Scouts in action, read about them nor hear about them. This expression was not only made by people not closely associated with Scouting but also by most of the leaders.

Ninty percent of the respondents said that other youth programs ... YM - YW - Boys' Club - Band - athletics ... all had higher visibility than does Scouting. Likewise these same respondents praised Scouting as being a great

program for boys; some said it was the last bastion for teaching patriotism to American youth. They applauded the work of the Scout Masters and those associated with the movement. There is concern among many leaders about the lack of participation or interest in Scouting among many parents of Scouts.

When shown a list of the Council Board, most of those interviewed did not know more than a third of the members. Interviewees' varying opinions of the Board ranged from "nice guys", and "hard workers who are dedicated to Scouting", to "not very well known". The majority said the Board should be strengthened with proven community leaders, especially those who have boys in Scouting. The overall Board, in their opinion, lacks "depth of influence, community leverage and leadership ability".

There were varying opinions also expressed about the professional staff. A few people said a couple of Executives had been in the Council too long and did not "relate well" with Scout leaders. Everyone interviewed said the staff was composed of dedicated men of the highest moral character. A few respondents felt that the staff members should be more "public relations conscious" and "attuned" to helping the Scout leaders.

C. The Economic Conditions Within the Council Area

The economic conditions, as reported by most respondents

from all over the Council area, were ... great, growing, no recession, 1981 should be better than ever. They pointed out that the tourist trade was up this Summer and should reach greater hights of attendance this Winter than in 1980.

Sarasota and Manatee Counties are high among the fastest growing areas in the State. Construction continues to be good, and sales taxes showed a continued rise. With the high tourist influx and the continued population growth in the area, retail business is sound and even expanding.

While the Sunny Land Council area does not have big corporations with large numbers of employees, the medium-size industrial units are sound and even enlarging. Most of the stability comes from retired persons who have above average retirement incomes. Many respondents remarked that the economic buying power index for Sarasota was the highest in the State.

D. The Availability of Campaign Leadership

Many of those interviewed expressed a willingness to work toward the success of the campaign should one be conducted. Some expressed a definite desire to help in lesser important positions or in non-soliciting divisions. Some who declined to assist in the campaign did so because of other commitments, and others did not consider the Scouts

very high in their personal priority of community work.

A large number of respondents were of the opinion that the Council Board would need considerable help in achieving the proposed goal. While they were not familiar with the District level or Unit level of leadership, most remarked that the real "movers and doers" were not in their opinion connected with Scouting. These same people were able to identify a few members of the Board as being influential enough to persuade others to help out in the campaign. A number of respondents stated that they themselves did not have a great deal of community leadership leverage. However, they were able to identify a significant number of community leaders who they thought would consider giving leadership support once detailed information regarding the project was more defined. In many cases, they offered to help the Scout Council recruit these same community leaders for campaign leadership roles.

E. The Fund Raising Potential

Successful campaigns have demonstrated consistent patterns of giving since organized philanthropy began over 70 years ago. One such pattern is that approximately 40% of the money comes from 11 gifts. This usually means one gift of 10%, and 10 gifts totaling 30% of the amount raised. The second pattern that takes place in a campaign is that the next 100 gifts usually equal another

30-35% of the pledged amount. Thus, approximately 110 gifts account for 70-75% of all pledges made in a successful campaign effort.

With this experience as a guide, the Developmental Study sought to discover a range of giving in which the various respondents might demonstrate their support for a campaign. While the answers given during the Study may vary modestly from the actual commitments made during the campaign, they are generally reliable in predicting the outcome of a fund-raising effort. It is incumbent upon those conducting the Study to seek this information. With very few exceptions, everyone interviewed during the course of the Study was asked to indicate this level of support for the proposed project.

The data thus gathered can be arranged to demonstrate a pattern, and forecast an attainable campaign goal. A substantial number of those interviewed indicated a specific dollar range in which their support might fall. In several cases, gift levels in the medium hundreds of dollars were indicated by those of whom others had said the ability to give would be in the high thousands. Not one gift in the 10% range was found. Those who would be required to complete the next 10 gifts were of generally modest proportions.

The potential giving by the total Council Executive Board

membership was indicated to be moderate with estimates of ability as a group to give the necessary 10% lead off gift.

Most interviewees had difficulty in projecting an amount that could be realistically obtained from their community. In spite of the great wealth in the Bradenton, Sarasota and Venice areas, most thought that \$750,000 was unrealistic and suggested from \$400,000 to \$500,000 as a more likely amount.

It was pointed out time after time that the Scouts would find it difficult to raise \$500,000 even though there is considerable wealth in the area. The wealth is with individuals who are beyond the age of having boys in Scouting and their interests are in the arts, theatre and cultural directions.

A surprising number of interviewees said \$500,000 would be a drop in the bucket gift by a large number of extremely wealthy people living in the area, but "getting a pledge would be a masterful stroke or even a miracle".

F. Timing of a Campaign

All persons interviewed were told the Scout Council Board was looking toward a campaign starting in the Spring of 1982, provided the Study proved affirmative. Most were very quick to realize that the Spring is the only time during a calendar year in which a capital campaign could

or should be undertaken. The various United Ways campaigns in the Summer, Fall and Winter months are usually quite inactive.

There were some concerns expressed that 1982 might not be the best time to campaign because ... 1) the image of Scouting was so low and leadership availability was also lacking to the extent that it would take longer than a year to improve these important factors; and 2) contact has not been made with the United Ways requesting a specific future date, and 1982 may be already awarded to another agency.

III. CONCLUSIONS

A. Acceptance of the Proposed Project

There was almost total agreement among Scouters interviewed that Camp Flying Eagle does need upgrading. Most of them had varying opinions as to "what" should be done first, but they were in common accord that there was a great need for the Camp to be improved, repaired and updated. Again these respondents had no idea how much these improvements would cost but again, there was just about unanimous opinion that Camp Flying Eagle was the center of Scouting in the Sunny Land Council. While some leaders said there was poor attendance by Scouts and leaders at Summer Camp, most of them believed that with many new Camp improvements and a good public relations campaign about Camp availability among Troops, the attendance could be improved greatly.

Agreement for improving the Scout Service Center was not accepted as readily as was the upgrading of Camp Flying Eagle. There were pros and cons among all persons interviewed; however, most did recognize the dilemma confronting the Council Executive Board --- either buy the F.P.L. land or locate somewhere else. As many respondents pointed out, people who give money to Scouting want it to go to benefit boys and it is difficult to sell a new office "as benefitting boys".

There was little to no interest in supporting the program development item and only minor interest in the formation of a Trust Fund Foundation. It is Bureau/Beaver's opinion, based on a critical and complete analysis of all interviews, that there is great concern for Camp improvement and enough partial support for settling the Service Center problem that justifies the packaging of a capital funds campaign. It has been our experience that the project can be sold when all the details are clearly and concisely known and a good information and education program is started. More than half of those interviewed recognized the "need" for improved "office" conditions. This, in Bureau/Beaver's opinion, means the whole project has merit and will be supported.

B. The Public Image of the Sunny Land Council, B.S.A.

Among Scouters, parents and community leaders the image of Scouting is great, the visibility is ultra low. There was general approval of Scouting's leadership - especially at the boy level - high regard for the program, and more than passive interest in the proposed project.

There was expressed concern that Scouting is not visible ... Scouts attend meetings at night; do not wear their uniforms to school; District Courts of Honor are not held for public exposure; newspaper, radio and television

stories, spots and news items are an uncommon to non-existing occurrence.

The lack of a clear and complete understanding of the present and proposed future of Scouting must be dealt with forcefully and effectively prior to any campaign activity. The effort must be more than publicity items --- it must be an in-depth, specifically targeted cultivation program aimed at selected Unit leaders, large businesses and wealthy individuals.

The ultimate purpose of the cultivation program will be to position the Council in the minds of the 100 to 200 people whose decisions will be critical to campaign success so that they will respond positively and with generosity when called upon to be campaign leaders and to contribute.

Bureau/Beaver concludes from these findings and analysis that while Scouting is a great boy program and well thought of by all citizens, it does not hold the level of priority among "workers and givers" that it should have in order to be successful in a fund-raising campaign. Bureau/Beaver believes that the Sunny Land Council should develop and implement a public relations program (which will be described later in Section V) that will prepare the large contributors' minds and moods before starting an intensive solicitation for pledges.

C. Availability of Campaign Leadership

A number of individuals in each community were identified as capable leaders. All those named were people who have taken prominent positions of leadership in other fund-raising projects or in some civic endeavor. Unfortunately, interviews with those most frequently mentioned of leadership quality were not held so there is a question of either their interest or willingness to volunteer for a Scout campaign leadership role.

The Study finds that among some of those interviewed, while they did not regard themselves as being top community leaders, they said they would work in the campaign and may be influential enough to persuade others to become active in a community campaign.

Several members of the Council Executive Board were identified as very dedicated Scout leaders who are capable of rallying others around the Scout campaign banner. In fact, it was stated many times by interviewees that if these Council leaders did not use their influence on others, the campaign "could never get off the ground".

Based on past experience, Bureau/Beaver believes that leadership resources are present in each community within the Council area, and a cadre of leadership can be marshalled to build a solid foundation on which to build a winning campaign.

D. Favorable Factors Expressed

A number of factors favorable to a successful campaign are present:

... Scouting is held in high esteem by everyone interviewed. It is regarded as "the boy program"; while building character, teaching self-reliance and good citizenship training, it is saturated with adventure in the great out-of-doors.

... The Council Board is held in the highest regard and is composed of men of good character who are dedicated to the high ideals of Scouting.

... There is recognition of some current Board members as being active in many other civic projects and are considered leaders in the community.

... The economic conditions prevailing within the Council area are considered to be very good and forecasters say it will be even better in 1981-82.

... There is considerable individual wealth in the Sarasota, Venice, Bradenton area.

E. Unfavorable Factors to be Considered

Several factors, covered elsewhere but listed here to provide a checklist for action, are unfavorable to a successful campaign:

- ... Problems relating to the national economy, i.e. recession, inflation, and high interest rates. While the Sunny Land Council area is considered very stable, the psychological impact of what is said and read in the media regarding the national economy does affect philanthropic motivation.
- ... The Board lacks strong community leaders from each community in the Council area, and lacks representation from among the wealthy individuals.
- ... Among most respondents, there is concern that the Council does not have a definitive blueprint of their proposed project, and does not consider the project, as discussed with the Study Director, as being very high in their giving or supporting preference.
- ... The discovery of the low priority Scouting holds in the minds of community leaders and large potential donors.
- ... The inability to identify large contributions from individuals and corporations, even though such potentials were consistently reported.
- ... The Scouting image, profile or visibility is exceedingly low among those interviewed, and considerably below other youth agencies in the Council area.

F. Appraisal of the Financial Support

There was solid and uniform belief by those interviewed that the communities within the Council area have the potential financial capability to fully support any project believed to be practical and beneficial to the entire area. However, the financial support for the total proposed Scout project was forecast as being very modest.

While it can be predicted with confidence that many businesses and individuals will provide financial support for a Scout campaign, the level of that support will be limited. Many respondents said the age factor of potential contributors in Sarasota, Venice and Bradenton places most of the wealthy beyond having boys in Scouting. Another, and probably more important negative factor for support, is that a very large preponderance of interviewees said the affluent people are interested in the arts, theatre and ballet, and do contribute heavily to these programs and projects.

The following factors must be kept in mind as they relate directly to the successful achievement of this campaign:

... Several affluent prospects who were interviewed did not demonstrate interest in providing a lead pattern gift of \$60,000 necessary to reach a campaign goal of \$500,000 to \$750,000.

... The Council Executive Board are prepared to support the campaign, but their aggregate pledges are likely to be modest.

A careful and complete evaluation of the information contained in the preceding sections of this Report by Bureau/Beaver yields the judgment that the Sunny Land Council, B.S.A. could, with considerable effort and diligence, conduct a public fund-raising campaign with a goal of approximately \$500,000. Without a strong and effective communications and cultivation program for at least a year, Bureau/Beaver feels there is little chance the Scout Council could be successful at any but the most modest level of goal.

In fund raising, there is a truism that must be heeded. "The campaign goal must be large enough to challenge the thinking of the donor constituency but not so large as to defy that thinking." Bureau/Beaver believes that with adequate preparation, a goal in the \$500,000 range would satisfy both requirements.

G. Timing of the Campaign

It was emphasized by all interviewees that the early Spring is the best time for a campaign. The consensus of the respondents was that the Spring of 1982 would, with qualifications, be the best period for a Boy Scout campaign.

There is, however, a very important factor that the Council in its early planning overlooked --- communications with all United Ways in the Council area. Many interviewees asked, "Does the Council have approval from the United Way to campaign?" During the interview process, the Study Director learned that no approach has been made to any one of the United Ways appraising them of the intended campaign. The Bradenton United Way Executive said, "No letter of request has been received from the Sunny Land Council, B.S.A., but the United Way has received letters from other agencies requesting approval to campaign in 1982. Our Board has already made its decision and notified the requesting agency. This seems to let the Boy Scouts out for 1982."

The Sarasota United Way Executive said, "We have not received a letter from the Sunny Land Council, B.S.A. requesting approval for a 1982 campaign and spelling out completely their plans. We probably already have received requests from other agencies, and I suggest the Scouts write us giving complete details and asking to be considered for a 1982 capital campaign."

In view of the above, Bureau/Beaver can only recommend that the Sunny Land Council resolve these differences with the respective United Ways. If the United Ways give approval, Bureau/Beaver concurs with the timing as tested, Spring 1982, provided an intensive communications/cultivation program is started early in 1981.

IV. RECOMMENDATIONS

On the basis of the foregoing observations and conclusions, American City Bureau/Beaver Associates proposes the following recommendations for consideration by the Council Executive Board of the Sunny Land Council, B.S.A. It is recommended that:

1. The Council Executive Board adopt and implement this Developmental Study Report.
2. If the members of the Board concur with the conclusions of this Report, preparations for an intensive fund-raising campaign with a goal of \$500,000 should begin immediately.
3. Fund-raising Counsel should be engaged to assist in the pre-campaign communications and cultivation program and direction of the intensive campaign preliminaries.
4. Appointment of a Campaign Steering Committee as outlined later in this Report be underway in the Spring of 1981.
5. An intensive, well-planned communications program for and about Scouting should be started immediately.
6. In preparation for the campaign, the Council should develop a comprehensive and accurate set of statistics

on program participation and achievements, proposed objectives and benefits, and project costs.

7. Cultivation of the area's businesses, corporations, affluent individuals and Scout parents be started in 1981. Except as directed by campaign Counsel, no approach for a contribution should be made to any prospect. All of this activity must be scheduled and planned carefully, because premature action may result in serious harm to a successful campaign outcome.
8. A letter should be written to every person interviewed thanking them for their participation in the Study and providing them with a synopsis of the results of the Study.

V. BASIC CONSIDERATIONS FOR THE FUND-RAISING CAMPAIGN

Submitted is a broad outline for the course of action required to prepare for a successful fund-raising campaign. This outline will serve as a foundation upon which a detailed campaign plan will be developed.

A. Pre-Campaign Actions

1. Campaign Steering Committee

This is a most important Committee, particularly during the initial pre-campaign action stage. The Committee should consist of approximately seven top leaders from a broad cross-section of each community. It should be given authority to make necessary pre-campaign decisions, subject to the Executive Board's approval.

Specifically, some of the action the Committee should attune itself to is:

- ... the development and implementation of a communications/cultivation program;
- ... the gathering of complete project plans to be assembled as the basis for the Case and long range publicity;
- ... the development of a list of leaders from each of the major communities within the Council;

... the selection of a Campaign Chairman and assistance with his selection of community chairmen;
... formulating campaign plans with campaign Counsel.

2. Communications/Culvitation Program

Communications with Scout parents, Scout leaders, Council leaders, community leaders, corporate and business executives, wealthy individuals, and the media is a pre-campaign must --- long before the campaign ever begins. Coupled with this information and education communications program is cultivation. This is the ingredient that motivates people to want to help an agency and not just to passively support a program or campaign.

During all pre-campaign action, Bureau/Beaver recommends a continual counseling service of specific aid to the Campaign Steering Committee.

B. The Campaign

It is necessary to set aside a period of time for detailed preparation of the basic campaign plan before the actual appeal for community support. It has been our experience that maximum results are obtained by proper planning.

1. Organization

It is wise to look upon a fund-raising effort in the

same manner in which one would prepare an army for battle or the development of a super corporation. Whereas an army never rises above its generals and corporate personnel never attain the heights of their president, so a fund-raising campaign never rises above its leadership. It is important to seek out and enlist the most outstanding people in the Council to serve in important positions of campaign leadership.

a. General Chairman

The decision as to who will be recruited for this top position of leadership is all important to the campaign. Obviously, it cannot be made hastily or lightly. It requires a person with recognized and proven qualities of leadership who knows other leaders and can recruit their assistance, and who is capable of making a representative gift that would set a sincere example of support to others.

b. Community Chairmen

Like the General Chairman, these men should possess top leadership ability. They will, with aid from the General Chairman and Campaign Steering Committee, select the Division Chairmen from each of their respective communities.

c. Division Chairmen

The success of the entire campaign --- in each community --- may well depend on this level of leadership. The selection of men for these most important positions will be a key enlistment in the program. They must of necessity be outstanding persons, able to select other community leaders, motivate them to want to succeed and give impetus to getting the job done on all levels of the campaign.

In summary --- in organizing the most complete and thorough solicitation that has ever been attempted in the Sunny Land Council, B.S.A., no avenue of perspective should be overlooked. As has been indicated in the course of the interviews, there is considerable potential in each of the communities in the Council area. A decision to conduct a campaign in each community should be made early and potential leadership singled out.

2. Campaign Publicity

A sound, well-planned publicity program must be initiated early in the campaign. Campaign Counsel's responsibility involves the development of a master publicity and public relations program pointing toward a positive climate for the communities' support of this financial effort.

ADDENDUM

LIST OF PERSONS INTERVIEWED

BLALOCK, Dan Jr.	IDELSON, Sam
BLOODGOOD, William	KAYSER, Wayne
BLOODWORTH, George	KERLIKOWSKE, Richard W.
BREWER, Betty	LANEY, Reid H.
BUSSEY, Don	LSATOMIRSKY, Dr. Robert
CAMPBELL, Art	LATHAM, Homer
DIBLER, John C.	LAWRENCE, Dick
DORT, Dallas W.	MARSHALL, Monte K.
DOUGLAS, Allen M.	MCKENDREE, Jack
DRURY, Bill	MOORE, Robert L.
DURHAN, Michael	O'NEILL, John H.
ELLIS, Franklin	PARKER, Mrs. Earline
ENGLUND, Dr. Bruce E.	PATTISON, Don
ENNIS, William R.	PENNER, Joe
ESTILL, Charles	PERKINS, Robert
EVERS, William	PHILLIPS, O. E.
FREEMAN, John A.	PRATHER, Alan H.
FLETCHER, Westwood	PRUNER, H. F.
FLEISCHMAN, Dean	PUTNAM, J. Bryan
FUREY, Francis	QUATTLEBAUM, M. C.
GLASS, Mrs. Pat	ROUTH, Ray
GRIMES, William	ROWLETTE, C. M.
HEISER, Rolland V.	SAUNDERS, Mrs. Michael
HOLT, E. Linton	SHANNON, Joseph
HOOD, John M.	SHEFFLER, Bob
ICARD, Thomas F.	SIMMONS, E. E. Gene

SINGLETARY, Kenneth H.

SMITH, George

SORRELLS, Howard

SOTO, Fred

TERRY, Bill

WAGNER, Eugene

WILHELM, Robert

WILLIAMSON, Col. J. M.

WILSON, Clyde Sr.

WOLFER, Ralph

WRIGHT, Mrs. Gloria

