

Community Campaign Strategy

Strategy

1. **Steering Committees** – The steering committee membership should be top-level volunteer representatives of the entire services area. Each service area's Friends of Scouting chairman should be a member of the steering committee.

The function of this group is to ensure that each district steering committee has adequate leadership. Each district steering committee should determine (with pre-planning by the professional) the structure of each districts' campaign. The committee's function is:

- Recruitment of campaign leadership to meet the campaign structure needs of each campaign,
- Improvement of the overall prospect list through
 - Addition of prospects,
 - Rating and evaluation of prospects,
 - Assignment of prospects to workers.

For more information, see The Steering Committee.

2. **District Organization and Structure** – Each district professional should evaluate the previous year's campaign and, with the district/local steering committee, ensure that the leadership needs of each campaign are met. Proven structures may include I-C-5 (or other variation), blitz day, group campaign, or ask event.
3. **Volunteer Leadership** – Your district will achieve its goal if the right volunteers are recruited, those who have and should use their personal and business relationships to benefit Scouting. The right volunteer should successfully recruit a great community campaign chairman who, in turn, should recruit the appropriate campaign leadership for the local structure. Campaign leadership and workers should be responsive to an influential campaign chairman – not the staff advisor. Quality volunteer leadership from the top down is the key to success.
4. **Scouting Professional Leadership** – The staff advisor's role is to work with his/her volunteers to identify the very best campaign leaders to recruit into the various positions. He or she should insist that the campaign plan be followed and that they recruit only the best volunteers. The advisor then supports and manages each team to the successful completion of their goals. The staff advisor keeps the campaign on track by following the plan, using volunteer influence to influence others, developing relationships with volunteers, keeping volunteers accountable through recognition and reports, and by constantly thanking and recognizing volunteers.

- 5. Campaign Kickoff and Campaign Leadership Meetings** – your district fund development chairman, district Friends of Scouting chairman, and your community campaign chairman are expected and should be recruited to attend the campaign kickoff, report and victory celebration meetings. If a volunteer cannot attend, the district finance chairman or community campaign chairman should represent him/her. Volunteers should deliver all reports. The district Friends of Scouting chairman should hold and host regular district FOS meetings to be attended by the community campaign chairman (and other campaign chairpersons – family, project sales/gift-in-kind) chairperson. Ideally, these should be held over breakfast or lunch at his/her office.
- 6. Prospect Assignment** – Prospects assigned to returning campaign workers should remain assigned to those workers if those prospects have a history of giving. Prospects who did not contribute in the previous year's campaign, but are currently assigned to a worker, may be reassigned by the steering committee if they feel the prospect can be worked more successfully by another worker. Unassigned prospects should be available to workers for selection. New prospects must be cleared before they can be worked. New prospects may be from anywhere without regard to district boundary. The new prospect generation process is addressed in The Steering Committee.

Goal Setting

Each service area should have a community-campaign base goal founded on the previous year's accomplishment, percent of goal attained, historical trend developed by council/district volunteers in conjunction with council needs. The district community campaign chairman and staff advisor then should meet to set local campaign base goals, based on structure and a fair portion of the overall council goal. Each team should be asked to set its own stretch goal, which should be a minimum of a 15-20 percent increase over the base goal.

Community Campaign Structure

District Structure

Each service area should plan their campaign structure, following the council plan, based on the needs of its communities. With volunteers and staff leaders, districts should “map” their districts, defining the campaign structure, goals and volunteers needed for each of their various community campaigns, based on:

- History
- Funds needed, and
- Current volunteer structure.

Campaign structures may include:

- I-C-5 (or other variation)
- Blitz day
- Group campaign, or
- Ask event.

Team Organization

Each district should have a Friends of Scouting chairman and a community campaign chairman.

I-C-5 Campaign

The I-C-5 Campaign is a structure that implies that each campaign worker, at any level, only sees or manages five prospects (or secures five gifts). In an I-C-5 Campaign, the Friends of Scouting chairman and a community campaign chairman working in conjunction with the steering committee (for more information, see the steering committee), should recruit adequate leadership and workers to complete the campaign. Each member of the effort is asked to secure five gifts. These can be in the form of five historical prospects or 15 new prospects.

Your community campaign structure is determined by the number of communities and prospects you have. Below is a sample structure chart for a campaign with 50 prospects. *If a campaign has more than 250 prospects, community majors, co-chairs or zone chairs should be recruited, each responsible for up to five community captains.*

[I-C-5 ORGANIZATIONAL CHART]

I-C-5 Variations

Based on the size of the community, the newness of the campaign, or the number of prospects that need to be worked, a structure might include an I-C-4 (or I-C-3) structure of other variation.

Blitz Campaign

A blitz campaign is one in which the same preparation work must take place, but the campaign actually takes place in one day. A scenario would include a kickoff at a breakfast meeting, workers take five cards and work them during the morning, report meeting at lunch as to the amount raised, workers take five more cards and work them during the afternoon, and a victory celebration in the early afternoon. A blitz campaign also should be a variation of an I-C-5, based on the number of prospects to be worked and number of workers needed to work those prospects. A structure for a 130 prospect campaign might be a Chairman-3 Captains-16 Workers-240 Prospects.

Group Campaign

A variation on a blitz campaign is the group campaign, which should involve more campaign workers and usually a longer period of time. A scenario would include a kickoff meeting; workers take five cards and work them during the week, return for a report meeting a week later, workers take five more cards and work them during the next week and return for a victory celebration the following week. A blitz campaign also should be a variation of an I-C-5, based on the number of prospects to be worked and number of workers needed to work those prospects. A structure for a 240 prospect campaign might be Chairman-2 Majores-4 Captains-16 Workers-240 Prospects. A group campaign can last from one to four weeks.

Ask Event

The Friends of Scouting dinner/ask event can be a phenomenal tool for you and your volunteers to maintain FOS campaign discipline with built-in deadlines, provide soft-sell approaches for volunteer workers, enable upgrading of previous contributors, and build your campaign's base. This is a free event where previous contributors and new guests are invited personally by a table host to attend. It is suggested that you set a minimum ask amount for those attending. Don't sell tickets or tables because this is an FOS/ask event and not a special event like a distinguished citizen dinner.

For example, if you were to set the minimum ask at \$250, you would:

- Invite all previous contributors who gave at the \$250 level and above last year.
- Include last year's contributors in the \$150 to \$249 range so you have the opportunity to upgrade them.
- Review last year's contributors who gave \$149 and below to determine those who may have the ability to increase their giving. Especially review multiple-year givers.
- Include your key volunteers in reviewing this list to identify those with the potential of giving at the \$240 level. Review all of your key volunteers and past participants in special events to determine those who you believe you can move into your annual campaign and have the potential to contribute \$240, and therefore invite them to the dinner.
- For more information, see The Ask Event.

Excerpted from *Friends of Scouting-The Community Campaign Manual* found at:
http://www.scouting.org/filestore/financeimpact/pdf/CFD-Manuals/FOS_Community_Campaign.pdf