Seattle Ideal Org Building Fundraising Hat Write-Up

By Mark Arnold
ED SEAD

Foreword

The project of purchasing our Ideal Org Building in Seattle was by far the most exciting and rewarding accomplishment I have been involved in during my 31 years as a staff member. The potential inherent in this project, for any Org, to unite its field and to get it operating as the OTs they really are, based on our experience here in Seattle, is immense. I would not trade the experience for anything. If we are to accomplish Clearing the planet any time soon, we must discover how to operate as a group of OTs, and that is what this cycle accomplishes. I believe COB had to discover if we were capable of doing these things. It was a stroke of genius on his part to initiate this Ideal Org evolution of which these building cycles are a part. This hat write up describes how we in Seattle were able to raise $3,000,000 to purchase our building through fundraising from an average size field, including a world record $1.42 million in a single week!! So if you really want it, here it is. But I must tell you…get ready to grow as a being. For just like Ron says in KSW 1, this is true “Win or die in the attempt” stuff, something you will find out as you do it.

So… if you are ready…read on. What follows is how we carried the “Message to Garcia.” and raised the money to purchase an Ideal Org Building.

Use it well.

Much Love,

Mark Arnold
ED SEAD

Part 1: Personnel and Organization

1-1 Fundraiser IC: This section covers the basic personnel and organization that we found successful in Seattle to accomplish our fundraising. We started our building cycle in September 2001 and our Organization gradually evolved into what became a very successful form through trial and error. It was not slam dunked into place. But looking back at it, I would say that the primary thing that you must get personnel wise is a Fundraiser I/C on post. This falls under Sit 1 in ESTO Series 16 “No Head of Div Org” for which the handling is get a head of Div or Org and rapidly Org Board the place. This person must be a stable Gung-Ho Scientologist and he must be able to dedicate many hours weekly to the project. Depending on the Org’s time factor in getting their building this would range from a minimum of twenty hours a week to full time and beyond. (In our case our Fundraiser I/C was full time on the post for the last 5 months before our purchase and for the last 2 months was easily 60 hours a week. Before that they were part time at 20-30 hrs weekly and more on event weeks. They basically had staff member hours and were as dedicated to the project as a staff member would be. As this person can earn commissions on what he does that solves the economic side of things for this posting) The person for this post must be extroverted and flat on “Help” and “Control” and must be something of a Leader. “HCOPL “Choosing PE and Registration Personnel” definitely applies.

You probably will find this person in your OT Committee as a key opinion leader or something like that. In our case we found ours in an old staff member who I knew from years ago and who I recalled was a dynamic producer with high confront. He was now OT 5 and not really a part of the OT Committee as he felt they spent too much time talking and not enough time doing. As he had many years of staff experience under his belt he was already well hatted and had moved through the ESTO Sits to a large degree. I highly recommend you get someone like that for this post if at all possible. Until I found this person whatever we got done in the way of fundraising was more or less done by me as ED of the Org. Though we made some headway, we did not really take off until the Fundraiser I/C was effectively posted. So that is point #1.

1-2 Fundraiser IC Deputies: Next you want to get this person some help, and looking back at it and looking at it now, this is best done by acquiring Deputies based on workload. We basically got him two Deputies who were in place for the last year of our fundraising. One was the Fundraiser I/Cs wife who got interested in the project along with her husband and came on board with him. She was another old staff member type and with a staff member viewpoint. The other was a person who I accidentally discovered was back in our field and who had been on staff at the Org earlier and then left. I had started her in Scn several years earlier. I contacted her and got her to pay off her Freeloader Bill, cleaned up Ethics Wise etc and recruited her for this project and she has been very dedicated to it ever since. She became our Deputy Fundraiser I/C and her primary job was chasing up pledges and reeling them in. The Fundraiser I/C s wife primary job could be called Deputy Fundraiser I/C for Admin and Promo. She handles getting the Promo designed and done and out and also event admin and any other duties the I/C needs done. I think that would best describe it.

1-3 Fundraising Secretary: We had one other key posting which I recruited and had in place when our Fundraiser I/C came on board and that was a person who handled all the backlines stuff. By that I mean we set up a computerized donation tracking system that could keep us completely apprised at all times of the a persons donation status, how much they have donated to date, how much was pledged but not collected for each person etc. This would be produced weekly in the form of a spreadsheet that contained all the data. This person also kept our CF up to date and ensured every donator got a letter personally acknowledging their donation and encouraging them to raise their status. This post is the Fundraising Secretary Post.

The rest of our volunteers came in underneath this and along side it. These basically consisted of Volunteer Fundraisers and OT Committee help on Fundraising Events. The most important of these posts is the Event I/C Post, which is the person responsible for producing a fundraising event. This will be covered in its own section in the hat write-up.

1-4 Org Board: All the above gave us an Org Board that looked some thing like this:

Fundraiser I/C

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Deputy for Admin/Promo | Deputy for Fundraising

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Dept 1	Dept 2	Dept 3	Dept 4	Dept 5	Dept 6
Personnel	**Dissem**	**Treas**	**Production**	**Qual**	**Distrib**
Recruiting	Newsletter	Invoicing	Fundraising	Awards	New Public
Hatting	Promo	Disburse	(set appts	Correct-	Promo
Mailing	CF/Addo	Banking	Visits	ion	Tours
Ethics	Letter Reg	FP	Events)		NNCF
Org bd	E-Mails		Pledge Coll-		
Stats			ection		

Obviously the VFP of this Org is the Funds for your Ideal Org Building. So that is what you are producing. The Subproducts to this are roughly laid out as follows:(Reference HCOPL How to Compile a Sub Product List)

BE: Fundraising staff who have the purpose of obtaining an Ideal Org Building, Fundraising staff who themselves are enlightened on the need for an Ideal org building and can therefore enlighten others, Fundraising staff who are hatted on and can raise funds

DO: Locate potential Identities from which to fundraise, procure these identities, Contact Identities, Appointment made to see prospect, Appointment kept, Enlighten these Identities, Ask them for funds, Get agreement to donate (Pledge), Collect Donation, Invoice and Bank donation, Acknowledge Donation, Adjust the fundraising status of donator. Award donator for significant donation. Keep stats to track progress

HAVE: A computer and a space to put it, Software program to allow you to track Identities and donations, A space to meet and conduct fundraising activities from, Time to do fundraising (Amount of time adjusted to Necessity Level on building) Phones, Tools to enlighten with, Hatting materials, Means of transportation (to travel to prospects houses etc.), stationery and letter writing materials, postage, promo, fundraising personnel, funds to pay for gas, phones, supplies, promo etc.

The above roughly covers it. You can fairly easily fit these subproducts into the dept they go in on the Org Board. A couple of points that we really had to de-bug and keep de-bugged were the time to fundraise and a space to operate from. We finally solved the space issue by designating a portion of our chapel for fundraising operations. As your staff are pretty much volunteers you must ensure they keep their time in. This is something to really stay on. A dynamic and dedicated Fundraiser IC is very key to this, so again, you must get this person.

1-5 ED Relation to Fundraiser IC: When we started our cycle in Seattle, back in 2001, we had none of the above. The DSA and I were the fundraising personnel HFA. We held our first event, a $500 a plate dinner at Safeco Field and got 160 paying people there. From this we netted $35,000 after costs and this gave us funds to start promoting and hold more events. All Treasury functions are held by the org treasury personnel as these duties parallel their regular Org duties and the BEF account is an Org account. As per policy the special project must fund it self, so to get started you do something like what I just described. We then started getting personnel and built it from there. Initially I wore the personnel hat and still do somewhat. In our situation, I have retained the hat of going out with the Fundraiser IC on fundraising visits to public, particularly the ones we wanted major contributions from, towards the end of our purchase cycle I literally turned my hat over to the SEAF ED and worked on it full time. I more or less operate as special consultant to the Fundraiser IC and am a terminal and partner with him. I cannot stress that enough. We have a power comm line.

1-6 Stats: We kept stats and did our best to operate off of them. The biggest trouble with this was getting these stats reported accurately and posted. But we did make some progress here. The stats we kept aligned with the sub-products. The main graph by which we took our condition was Funds collected weekly. We also kept in somewhat reverse order the following: Pledges collected, Pledges gotten, # of Askings (Defined as Asking for a donation. This is well covered in the ASKING book) # Visits/Interviews, #Appointments, Building BMO, Building E-Mails, Building LO, We particularly pushed hard on all the out flow stats per LRH data on GI Senior datum and Outflow.

Part 2: Promotion

2-1 Building CF: The first thing to realize about promotion for your fundraising on your building cycle is that HCOPL "Gross Income Senior Datum" fully applies. If you want to make millions of dollars your outflow volume must reflect it. In this case your CF is composed of the identities that have contributed to your cycle. I strongly advise that you put one personnel fully onto this hat and their job is to keep your Building CF fully filed and up to date, as well as your computerized spreadsheet that tracks identities and status of fundraising. This person also sends a letter of acknowledgement after every donation, no matter how small, that acknowledges the donation and encourages the donator to raise their status. This function is essential and forms the backbone of your promotion. To enhance this function get letterhead specifically for your building project as well as envelopes. Once you get your Org logo from management you should use that on your stationery and envelope. The white invoice copy of every donation as well as the yellow copy are routed to the personnel in charge of your CF (we call her the Fundraising Secretary) The yellow copy goes into the person's folder and the white copy is sent to the person with the letter. This way there is a record in the folder of all of the person's donations. There is a sheet on the inside of the front cover of the folder and the donations are recorded on this sheet. The Fundraising Secretary also originates letters to the public in CF to enlighten them further on the project and to keep them up to date on things and to encourage further donation. The above describes the hat of the Fundraising Secretary. The post can be a part time post. Once you really get rolling it will require 15 to 20 hours a week. It should be single hatted.

2-2 Newsletter: The next main point on promotion to get in is your newsletter. It should go out at least monthly. In the beginning we got a newsletter out about once every two and a half months and gradually got it to the point where we got it out once a month. The purpose of the newsletter is to brief and enlighten your field and donators on the ongoing developments and progress of your project. It should include many pictures and success stories of your contributors as well as a full list of your donators and their status. As we have gone on we have upgraded our newsletter to the point it is quite professional, (glossy paper, color pix, Org logo in color etc.). We also have developed a production line for it. I usually write a briefing type article and success stories are gathered along with pictures. All this is given to our production team who lays the newsletter out and gets it IA. This is all run thru the Fundraiser IC's deputy for Admin and Promo. Our production team is a Scientology couple in our field who are skilled at layout, design etc. It then goes to the printer and then comes back to us and we use all hands to label it and get it out. This newsletter goes to the Org's T and P list with additional copies to distribute around the Org and at local Missions etc. The more professional your newsletter gets the more impact it has and the more expensive it is. I believe the trade off for increased quality is worth it, based on our experience. So you need to close some people in your field to establish your newsletter line and run it for you. Once in, do not let it fall out. The expense of doing this pays off in the long run. It is all funded from the Building Expansion Fund. So that is the newsletter.

2-3 E-Mails: The next point to cover in Promotion is your E-mail Line. Our building e-mail CF is about 300 addresses currently and growing. When we were at maximum promotion we were getting from 800 to 1100 e-mails out per week to this list. Capturing the e-mail address of your donators is, therefore, a very important action and all of your events should have sign in sheets or forms that include a spot for the person’s e-mail address. We use this list to announce events, to write letters to individuals encouraging them to donate and to send inspirational messages to them of one kind or another. I will touch more on this last point a little later. The list is kept and updated by the Deputy for Admin and Promo.

2-4 Website The next promotional point is to set up and promote a website for your Building Project. My PES in the Org is a computer whiz and I got him to do this for us. The address is www.seattlebuildingproject.org. It is quite professional and provides news and announcements on our project, success stories, inspirational articles etc. There is even a section that covers LRH’s history in the Northwest to enlighten people on the unique roll our area plays in the history of Scientology. It also has our full donator list and statuses. A person can log on and get instantly updated on our project and can even donate on line. (This is set up thru Pay Pal, an on line payment system) Once your website is up you promote the address far and wide so that people will log on.

2-5 Reception Display: The next point is to get your Org reception area so that it reflects your Ideal Org Project. In our case we got some very professional and large signs done in color and using our Org Logo mounted right behind reception on the wall. These are big and very upstat. They give the names of people who have contributed to the project in a big way for all to see and this encourages others to do the same.

2-6 Org Full CF Mailings: One point we were weak on for a long time was some form of promo designed to massively expand our reach to potential public we had not been able to get to donate yet. The website probably solved this a little. We finally settled on a series of mailings to the Orgs full CF mailing list. This, in effect, was a Div 6 mailing for our Building cycle as most of these people are not Scientologists and had not donated to the building. During our last 2 month drive to get our building bought we sent out a series of 4 mailings to our entire Org CF list. Each mailing was just under 8000 pieces. It was a single page piece, nicely done, that was geared to a new person and enlightened them on why our project was important and why they should give to it. While we did not get major donations from this we did get some people from CF doing a donation here and there and as well the outflow factor was very important I believe. If you want to make millions of dollars you have to outflow commensurately.

2-7 Inspirational Articles: Another point I want to cover on our successful promotion line is that during our last two month drive, during which we raised almost 2 million dollars, we produced a series of inspirational articles that were then e-mailed out to our e-mail list and to a lesser degree passed around the org and field by hand. These were mostly written by myself and always quoted LRH references very heavily. We probably did about 6 of these across an 8-week period. The whole idea was to get people on purpose and to enlighten them. If you have someone in your field who is a good writer you might give this to them as a project to do. Attached to this hat write up are examples of what we did. I believe they were quite successful and the e-mail line has the advantage of being free. You don't even have to pay postage.

2.8 Donation Status Levels: One other key promotional point to get in as early in your project as possible is your Levels of Donation system. Basically this is just like the IAS system of Donation Status (Sponsor, Crusader, Honor Roll, Patron etc) but is tailored to your project. In our case we I decided very early on that our Building Promotional Program would be based on one of my favorite LRH quotes "If you don't postulate high flown goals, if you don't hitch your wagon to a star, it's a cinch you will never get up to the top of the pine tree." We use this quote in all of our newsletters, website etc. Our donation status system was therefore based on the simple idea of using 'stars' to indicate donation level. It goes like this
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Contributor…Less than $500

1 Star…$500

2 Star…$2000

3 Star…$3000

4 Star…$4000
5 Star…$5000
All Star $10,000
Galaxy $20,000
Galaxy with Honors $35,000
Super Nova $50,000
Super Nova Honors $75,000
Humanitarian $100,000
Honors Humanitarian $150,000
Excalibur Award $250,000

We purposely set this up to make it very easy to move up in status as beginning contributors. The idea was to get people to commit to the project and then work them up to the higher honors levels from there. We were pretty successful at this. At one point we specifically ran a campaign to move everyone at **1,2 or 3 Star Level** to **5 Star Level.** This was very successful as we ended up with more **5 Stars** than any other level but **1 Star** and **Contributor.** Once you have your Donation Levels established you then promote it in your newsletter and publish it on your website and constantly push at events and in all promo raising donation status. Include the fact that all donations are tax deductible. This should be heavily stressed. We even sent out an open letter to all of our donators with their annual statements pointing out to them that many of them will get a significant tax break as a result of their donations and encouraging them to do so in 2005 as well.

Part 3: Treasury

3-1 FBO: All the Treasury functions of your project are best done by plugging them in to the regular Treasury lines of your Org. Per the Executive Directives that authorize Orgs doing fundraising for their buildings, the Fundraising activity falls under the Finance Office. So the FBO should be overseeing it. We did not have an FBO when we started our project and so I ran it from the EDs office. Since then we have gotten an FBO but by then we had established a very workable relationship between myself and the Fundraising activity and so we left that in and the FBO oversees the activity to ensure the funds are banked and transferred to the Building Account, stats reported up lines, no financial irregularities are committed etc. There are some specific aspects of the Treasury functions that we have worked out that are successful and should be used so will now address these…

3-2 Invoicing: The first of these functions is invoicing. For donations that come in one at a time here and there throughout the week there is nothing special about this. Just ensure that the white and yellow copy of the invoice get routed to the Building Fundraising Secretary so she can update your Building CF and send a letter of Acknowledgement. But after an event you will find you have quite a job to do in Treasury on running credit cards and invoicing. This job actually starts at the event and it is very important that accurate records are kept at the event and after. We developed a system for this, which will be covered in the section on **Events.** So we will pick it up here at the point the Treas Sec or Dir Income comes on the line. The first thing he does is run a batch report on your credit card terminal so that you are starting a new batch when you start running your Fundraising charges. He then runs all the Credit Card charges consecutively and then batches them so that he has one batch with all the Fundraising from the event on it. Then he invoices all the event donations and should do this in sequence on the computer. If your Org has Day and FDN then do the invoicing in the off Org. If not just invoice at a non-peak time when you can do it all at once. In other words, if a Sunday, do the invoicing on Day Org. The reason for this is for ease of close out and stat reporting. It is far easier to verify the closeout report and funds if it is done this way, and not mixed in with regular Org invoicing and closeouts if you are invoicing from an event. Then ensure the white and yellow copies get to your Building Fundraising Secretary. This also makes it easy on the FBO to verify the closeout and bank it.

3.3 Disbursements: The next Treasury function is FP and Disbursement of Fundraising expenses. If your org is like us then your Building Expansion Fund is a cash management account with Merrill Lynch that you can write checks on. Most of your expenses should fall in to one of two categories. These would be costs of Fundraising activities and promotion (i.e. Newsletter printing and postage, Hall rental and equipment for events, Admin supplies for fundraising, Donation Status Awards etc.) and Commissions. These expenses are authorized in the Executive Directives the cover Building Fundraising activities. Dir Disbursements simply gets the POs for the week from the Fundraising Committee including CSWs for commissions, verifies them as needed, gets approval from the FBO and cuts the checks. Mostly this can be done once a week (Friday, when the rest of FP is done is what works for us.) Occasionally an expense comes along that must be handled mid week and if it is valid do it. A note on the commission line. We run it by just having our fundraisers CSW for cycles they feel they are owed a commission on. If there is any question or dispute then verify it and when done pay the commission. We always ensured our guys got their commissions with a minimum of hassle. You want them to keep working.

3.3 Credit Card Charges:

There is one specific point to be aware of on the Disbursement line and that is Credit card charges. You need to stay on top of this, as it will become a significant expense the more money you raise. Our average rate of fee on these charges is %2.77. I intend to do some research to find a way of processing our charges for less. I found the best way to stay on top of this was to have Treasury prepare a sheet at the end of every month of the total Credit Card charges for the building for that month. It is then an easy matter to disburse funds back to FO1 to cover these from the Building Expansion Fund. If your Org can afford to just pay these charges and not take it from BEF then so much the better as it is more money for your building. In Seattle we could not afford that. But even if you can, be alert as when you get to the point where you have Credit Card charges totaling into the 100s of thousands of dollars these fees will really bite. As an example, just our credit card fees incurred for the last week before we purchased our building were in excess of $20,000. So it is something to stay on top of.

Part 4: Production (Fundraising)

This section of the Hat Write-Up covers the specific "How-To" of fundraising, which is, of course, the reason you are doing all of this. There are 3 key parts to this. They are the Individual Interview or Visit, the Fundraising Event and Pledge Collection. They are all super important and so each will have its own section in this write-up

Section 4A: The Fundraising Interview (Visit)

4A-1 Hatting: The first point to cover here is hatting. If you have ever done Regging before or been involved in sales of any kind, the first thing you are likely to do is to equate Fundraising with sales or Regging. THIS IS NOT THE CASE!!! So shed this idea now if you have it. While there are similarities, the fact is they are completely different activities. In Fundraising you are attempting to get someone to donate a significant amount of money to something that he will not get immediate 1st dynamic gain from necessarily. This automatically moves him up the Motivation scale to "Duty" or at least "Personal Conviction". This is what separates fundraising from mere sales or regging. Your potential donator, if he is to give you a large donation, will be doing it solely because he aligns with and agrees with the idea of your Ideal Org Building and sees it as his "Duty" to support it. Minimally he will have "Personal Conviction" about it. So Fundraising is not sales. So with that False Data handled we can move on.

There is a text book (more a large pamphlet really) to study on Fundraising that is the equivalent of Les Dane's "Big League Sales" for the subject of "Sales". This text is called **"ASKING"** and is by a guy named Jerold Panas. Study this text. It pretty much tells you what you need to know about Fundraising through doing individual interviews or visits. Someone wishing to do Fundraising should do this as the first step. It takes maybe an hour to read but it explains volumes and it does constitute the hatting on doing fundraising by visits and interviews. Add to this your knowledge of the comm cycle and you basically have it.

4A-2 Fundraiser Beingness: The next point to cover is

Fundraiser Beingnesss. I mentioned in the sub-products above that the Fundraiser must be someone who has the purpose of getting your Org's Ideal Org Building. This is covered thoroughly in the **ASKING** book in Chapter 5 entitled "**Enthusiasm is Contagious, Start an Epidemic".** Based on this the Fundraiser must be enthusiastic about the Building cycle and have no reservations about it. The best tool to accomplish this, as well as to enlighten a prospective donator on the project is to have your self and your Fundraisers watch the 2004 LRH Bday event section (sections13-18 on the DVD) as many times as is needed to fully grasp what COB is saying here. In this section he totally covers why the Org Buildings must be big and why we must do this in a "Straight up and Vertical" fashion. He covers "The Why" for why we have been struggling up to this point ("Trying to do to little") and shows features of our new Ideal Org Div 6es. Your Fundraisers should watch this until they have no more Questions about it and the necessity of it. This is crucially important. They should also be flat on help and control and obviously not PTS.

Another key point as far as Beingness is concerned is the Fundraiser should have himself donated to the project as much as he possibly could. The reasons for this are covered in Chapter 17 of the **ASKING** book. Read it. The basic point is that the fundraiser will do better asking for money from someone when he has contributed all he can to it. Our Fundraiser IC not only worked full time on the project, he and his wife personally donated nearly $40,000. The rest of our successful volunteer fundraisers all donated significantly to the project. So this is a point that must be in. One for one, those who volunteered to fundraise but did not themselves contribute, went by the boards.

The above points cover Fundraiser Beingness. We will now move on.

4A-3 Appointments: The next point to cover is setting the appointment for your fundraising visit or interview. This is also fully covered in the **ASKING** book. (Chapter 7) He makes a key point here that it is tougher to get the appointment than it is to get the gift. We found this to be true. He also makes the point that it is pointless to try to do major fundraising by letter or phone. You use these to make and confirm appointments. In our case in Seattle, all of our most major contributions were accomplished by these in-person visits. So making the appointment is obviously very important. We tried to stick to the guidelines in the book as much as possible. We always tried to make an appointment and keep it. Only if we could not reach the person or he would not call us back did we use the option of “just showing up” at his house or business. Use judgment on this. If the person you are calling wants you to explain it over the phone do not do it. Instead handle him so that you can get the in-person interview. You may have to drill your fundraisers and staff on this. And read the chapter in **ASKING** referred to above.

4A-4 The Visit: We now move on the Fundraising Interview or Visit itself. You basically do these in your fundraising space at the Org or at the prospects house. Either way it is done by appointment. The first step to accomplish in your visit is to establish with your potential donator what the Ideal Org Building project is all about. In Chapter 11 of **ASKING** this point is covered. In this chapter he makes the point that people do not give because your organization has needs. Instead they give to bold and heroic programs. And he makes the point that organizations do not have needs. People have needs. Your organization has answers. He makes the point that the potential donator has to have agreement with the mission he is giving to. He must believe in it and be closely aligned with the objective. Of course as Scientologists we know this as purpose. So from this it follows that the potential donator must understand the purpose of buying your building. With this in mind we always pushed purpose, which is making an Ideal Org and not buying a building. This is well covered in the LRH Bday event 2004 referred to above and it is very smart to get your prospect to take the time to watch that section of the video. It does a better job of getting it across than anything. Through this and your presentation you get your prospect to the point where he agrees with the project and sees it must be done. Make liberal use of LRH. Pull the string on any BIs and ensure they are handled and the root disagreement handled. This is best accomplished by asking questions and listening to what the person has to say. As an example, one of our key public brought up that he thought Tech Quality was more important than a building and that we should be putting more into that. This we handled by enlightening him on the many aspects that are essential to tech Quality, like videos systems in very auditing room etc. In such a way the person is brought into alignment with the purpose of the project.

4A-5 Asking: The next thing you do, once the person duplicates the project and has the purpose and sees it, is you ASK for the gift. This is covered in Chapters 12 and 13 of **ASKING.** You should have some idea of what your donator is capable of. A stable datum we used was we always asked for as large an amount as we thought the person was capable of. Not knowing what they are capable of can be a problem here. Buy you have millions to make so ask big. Once you have asked, be quiet and let the person look at it and respond. Often times the person will dismiss it as too much. Realize that you have more opportunity with him by getting him to events and further visits. Do not necessarily expect him to agree and pay all at once. The way our larger cycles went was usually through visits we would get a pledge which then would come in over the next few months or at events to follow. The sequence was always 1. Get the Appointment 2. Keep the appointment 3. Ensure prospect agrees with the purpose and aligns with it. 4. Ask and follow up as needed. 5. Get the pledge 6. Collect the pledge. That is the sequence.

Sometimes, in doing this, the person will agree with the purpose but still hesitate on donating. What to do then is covered in Chapter 19 of **ASKING.** There are 4 questions by which you can asses the problem your prospect is having. We used these often in our cycles. The Questions are as follows: 1."Is it the Institution?" 2."Is it the project?" 3. "Is it the amount I asked for?" 4. "Is it the timing?" We found these questions very effective in flushing out the problem the prospect was having. Once you have asked a question let the prospect talk and you listen. Often this will lead to a clue that, when explored, will open the door to a donation. Most usually our visits resulted in pledges which we then followed up on. Sometimes it took 2 or 3 visits to get it so do not think you failed if you did not get it in the initial visit. The above pretty much covers the hat on the fundraising visit.

Section 4B: The Fundraising Event

4B-1 Event Basics: The Fundraising Event is the other major tool to use in making the millions you need for your building. In Seattle we developed lot of know-how on these. I will start with a couple of key points on putting on these events. First, they should be planned well in advance, ideally. Until the last 2 months of our project we usually planned our events 2 to 3 months in advance. The minute we held one we started planning our next one. We always planned our events to be very interesting and attractive to people. We held them at interesting locations, like the Space Needle (twice) or the Science Fiction Museum at Seattle Center. We also did interesting briefings on LRH's history in the Northwest. So make your event interesting so people would want to come to it. The event should be the thing to do. If the event has much of an overhead to it you should charge a donation to attend so that costs are covered. Depending on event overhead we charged from Free to $35 to $100. To give you an idea of the motifs we used for events were LRH History in the Northwest (Featuring LRH Pers PRO WUS), An Open House at the new building once we signed, an event entitled "Building Boogie from the Bayou" that we held at an old Blues Hall in South Seattle that featured Willie Frink (an SO Fundraiser) as well as a national blues recording artist named Tab Benoit. We did a Sci Fi based event called "To The Stars" which featured an LRH Sci Fi briefing. Tailor this to the interest of your area. The point is to make the events interesting.

4B-2 Event IC: The next point is each event you plan should have an IC to run it who is not your Fundraiser IC or key fundraising personnel. This person needs to be real competent and have good control and should know some Admin Tech. Our most effective Event IC was my wife Tammy. She is an old staff member with OEC/FEBC training. She ran a great event. The IC's personnel come from the OT Committee and the IC ensures this is handled so it is not a problem to the Fundraiser IC or me. The OT Committee performed a very valuable function in helping to set up these events under the direction of the Event IC. One thing we had to ensure was in was the purpose of the event is to raise funds so the seating and so on needed to be set up to accommodate that. Some of our OTs, at times, would lean to other considerations so the guys doing the fundraising should have last word as to how the event space is set up. We found that the best way to set up seating to effect maximum impact and control was arranging the seats in a semi-circle in front of the podium and quite close. Always set up fewer chairs than the number of people you expect and fill these seats up before adding chairs. Otherwise people will automatically sit as far from the front as possible. Once all seats are full then add more chairs as needed. The one doing the fundraising wants a packed house and people as close to him as possible.

4B-3 Event Promotion: The call-in and promotion for the event is best done starting at least 6 weeks in advance and earlier if possible Weekly e-mails should go out announcing it that conform to 7 points of an ad. Several mailed invites should go out to both the building CF as well as the Org CF. The Fundraising IC also sees to it that a very upstat confirm board is put up in the Org Reception area that both tracks confirms and serves as Promotion for the event. We would get these boards professionally made and they should be big. The Call in was done by OT Committee and also by Fundraisers confirming people they talk to. As ORG ED, though, I never fully relied on this. I always had my staff do all hands call in on these events for at least the last two weeks before the event. This was essential to the events success. There should always be a buzz about your events and they should always be "the thing to do". Using the above you can make then that way. One last hint. Do not withhold or misrepresent that it is a Fundraising Event. Always be overt about this. Whatever charge people may have on this, you want to restimulate. That way you have a chance to handle it.

4B-4 Pre-Regging: The next thing to cover as regards the Fundraising event is that in order to have a successful event it is very smart to have people handled ahead of time to donate at the event. The general rule is that you will double whatever you have pre-regged. So if you pre-regged $30,000 you can expect a $60,000 event. ($30,000 more) So it is smart to pre-reg as much as possible and then have it announced at the event as something that just happened. The effect of this is that it encourages others at the event to donate as they see others doing it. Pre-regging is a potent factor behind having a successful Fundraiser. Handle it that these pre-regged donations do not happen all at once at the event but are done when needed. Also, someone who has agreed to donate $20.000 can use his donation to play a game. Something like "I will do $1000 if 10 others do $1,000" can generate a lot of dough. A larger donator can do this several times through the course of an event. So your "Shills" (The technical term for someone who has agreed to donate in advance but appears to be doing it spontaneously) should be made aware they have a responsibility to use their donation to get others to donate as much as possible. Plan in advance to ensure your event is a success by having as much pre-regged as possible and used as above.

4B-5 Running The Event: Now we come to the actual event itself. The Event IC runs and coordinates the event, food, set up and the myriad details making the event happen. On anything having to do with Fundraising this person is junior to the Fundraiser IC. This should be well understood prior to event time.

All the sign-in etc is done like a normal event. The food or refreshments are done per plan and whatever presentation is to be done is completed. The Fundraising occurs as the last part of the event. The presentations leading up to it should be informative but concise and should be made to align with the project of getting the building. Once done the person leading the fundraising comes up and starts the fundraising session. In Seattle this was I. I had a team set up to help me that included the Fundraising IC, who was always on stage with me or running the board, as well as the Seattle Mission ED, Diane Gagon and often a local OT or 2 who I could signal when I needed help. As a note, fundraising was one hat that I never considered I would do. Now I am pretty good at it. I used to watch the IAS fundraisers and think “Man…that’s a tough gig”. I have found it can be very rewarding. The Event Fundraiser must have very good control and not be timid or shy. On the contrary, Fundraising in an event is an enthusiastic, extroverted activity so that is how the Fundraiser must be.

At the start of the fundraising session a good thing to do is to acknowledge those who have donated already by status, saving the biggest for last. Then just launch into asking for donations. We usually had one of our “shills” ready to go with a sizable donation, like $5000, to get things off on the right foot. You do not want your first donation to be $20 or some low amount. These do have their, place but not at the beginning of an event that you need to make $200K at. You want people thinking big. Have with you your favorite LRH references that communicate purpose and use them liberally. Remember, people give because of purpose and their agreement with it. So make your Fundraising purposeful by using LRH at every turn to get purpose across. Also, very important is that you get across to the crowd the full COB briefing in LRH Birthday 2004 event. This can be done by showing that portion of the event prior to Fundraising (Its about 40 minutes long.) but also should be done during your fundraising. I had the main points of this written up as a briefing that people could read and at events I would “Ding in” parts of it, like the “Why” of “Trying to do too little” over and over again. “Ding in” the “straight up and vertical” concept using the analogy of a session and the need to have the full Ideal Org or we don’t have the society around us “in-session”. We got to a point where, at an event, I could just ask for the “Why” and the audience would tell me “Trying to do too little.” Do this again and again over 5 or 6 events and it starts to sink in.

As you are moving through a Fundraising event you will inevitably hit slow points. What I have gradually learned is that that is all right and is part of the TA of these events. But, it can make you uncomfortable as the fundraiser to have 120 seemingly blank faces staring at you all waiting for you to do something. I gradually got flat on it. Some tips to get you through it that I found very helpful follow:

1.Have a large number of pre-selected LRH references to hand and use them liberally. They should be very “Purpose” oriented. Ack LRH after reading them.

2. Have 3 or 4 others lined up to step up with references or stories who are R factored to inject them should they see things dragging. We had an agreed upon stable datum; “Never let the fundraiser struggle.” So if someone seemed to be struggling one of these others would automatically tag in.

3. Have your “Shills” prepared to inject one of their donations or games, should they see things dragging. Your “Shills” should not be used all at once but instead throughout the event to get maximum effect to get others to contribute.

4. I have learned that it is OK to let things be quiet for a minute or so. As I say, I got flat on it. These uncomfortable silences work two ways (affecting the audience, not just you) and often end with a large donation. So do not be afraid of that.

5. A very effective tool is to ask people from the audience to come up and give their own personal success stories about why they support the building. Often they make donations while doing this. It is very effective and I have literally ended up turning a portion of the event over to someone who is on a roll. When it starts dragging I jump back in.

6. Allow your field OTs latitude to take over the event and exert their responsibility for things. It will often increase their donation amount but as well gets them the view that it is their project and the success of it depends on them. Through the course of our events this was happening more and more and by the end all of our OT 7s and 8s were major players in running the events, something that was a big change from where we started. They are major opinion leaders for your field. Use them.

7. If you see someone going “Out R” or something, or starting to say something that is not in alignment with what we are doing, just use good control and get the person off the stage as quickly as possible. The audience is with you on this as it is ‘Out R’ for them too. This did not happen much but I can recall a couple of occasions where I had to pre-empt someone to get the event back on course. If you need to, do it.

8. Your tone as the Fundraiser should be high. In general it should be around Enthusiasm. The tone of the event, despite the occasional silent spots, should also be up. A very key point on this is the use of humor, so the Fundraiser should have a good sense of humor, able to spot and reject outpoints (Ref: LRH definition of humor as rejection of outpoint.) The best I have ever seen at this is Drew Johnston and I definitely recommend getting him to do Fundraisers for you, not just because he is so effective (which he is) but also because you can learn a great deal from him about this humorous aspect by watching him. The guy is truly hilarious. He is also the best at using LRH references to handle a group. As a highly trained (Cl 8) auditor, he has many that people at events have never heard. He does a fantastic job of using these and humor to get a group out of its head, so to speak. I remember when I first saw him do a fundraiser in Seattle back in early December, I thought to myself “Now…this is how you do fundraising.” We did 3 Drew Johnston events during our last 2 1/2 months and it was a huge reason we made $2 million in 2 months.

9. Lead an enthusiastic Ack for every donation, even the small ones. No donation goes un-acked.

10. Occasionally children in the audience will want to participate and will donate their piggy banks or allowance. People love this so back it up whole-heartedly.

11. Occasionally ask for donations of any size, during your event. This catches the smaller contributors who cannot do thousands but can do 50s and 100s. They often will sit silently, thinking they cannot donate because all the donations are large. In a couple of our earlier events we actually got complaints about not allowing smaller donations. We handled this by inviting them. Just do not do it right at the beginning.

12. Make it OK for the person to announce pledges at the event as well as donations made that night. Your total stat for the event is

the combination of both. An announced pledge is treated exactly like a donation.

13. Observe the audience for indicators of people getting ready to donate. This you can see by a couple talking quietly to each other or a wife nudging a stoic husband. Like an auditor putting ‘suppress’ or ‘invalidate’ in on a tick on the meter, the fundraiser can query these and actually pull out significant donations. I have done so many times. Sometimes I will even ask for “Suppressed” donations or “Invalidated” donations and have gotten a laugh plus donations that may have been missed. Also, when you ask for donations sometimes several hands will go up. You can only handle one at a time. Do not lose track of the other hands. A good idea is to have spotter who notes these and who can tell you who so you can call on the person.

14. Very important. Do not quit too soon. This is something I learned. You have gone to a lot of work to put the event on and get the crowd there. Make the most of it. One time at one of our later Fundraisers, Drew Johnston told me that he had learned this from us. We would continue an event longer than he thought it would be productive and got thousands more as a result. My advice is when in doubt, go a bit longer and see if you can get the remaining money out there. You will need it all.

15. A good way to end an event that is uptone and gets you more money is to play a game where everyone has 30 seconds to decide what he or she can do as a last donation for the evening and at the count of 3 they all raise their hand. The Fundraiser then calls on each hand and they make their donation. Another thing we have done is pass the collection plate and people put all the pocket money in it.

The above covers the key points to a successful Fundraising Event from what we learned in Seattle

4B-6 Event Admin: The next point is event admin. This is super important. We finally arrived at what the key points of this are after trial and error. The first point is that once a donation or pledge is announced it must be recorded properly. There are 2 places this is done. First on a large pad on an easel on the stage so that you can track your progress through the event and everyone can see. The second point is on a pledge/donation form that a person fills out. In our initial events we would have the donator come up and write his name on the pad and then go to a table to fill out the form. This generated a lot of unnecessary randomity and actually interrupted the fundraising and slowed the pace of the event down. What we finally worked out was we had a person posted on stage who wrote the name and amount on the big pad. Then we had 3 or 4 fundraising staff who had forms and who delivered them to the donators who remained in their seats. The donator simply filled the form out and handed it back. This allowed the event to go on with a minimum of distraction, the Fundraiser always making sure that the donator got heartily acked by the crowd, and gave us the needed data to follow up on after the event. One point we still had problems with was the fundraising staff checking the form to ensure ALL REQUIRED DATA was entered. Such things as missing expiration dates on credit cards or missing phone numbers caused dev-t so you want to ensure these staff are well hatted on getting the whole form filled out and also on collecting the forms they distributed. The form should include spaces for the donators name and address, e-mail address, phone number, donation amount and multiple spaces for Credit Card numbers in case he needs to use more than one. Also a space to note if it is a pledge or a donation that night. Fundraiser I/C and his Deputy for Admin take over from there and figure out all the totals, make sure all the checks and cash are accounted for and nothing is missing and then get it to the Org to run cards and invoice per the section on Treasury. They cross check the forms with the big pad sheets to make sure no one was missed. The pledges are all recorded on a spreadsheet by the Fundraising Secretary and then forwarded to the Fundraiser I/C and his Deputy for Fundraising to follow up on. That pretty well covers the event admin.

4B-7 Pledge Collections: Next is pledge collections. This is nothing other than following up on pledges made and reeling them in. We collected over 95% of our pledges I am guessing. I think that is pretty good. The larger pledges, due to their importance, the Fundraiser IC and I usually followed up on. The smaller ones the Deputy Fundraiser IC followed up on. The Deputy Fundraiser IC must therefore be a dogged, persistent type who has no back off on asking for money. She was authorized to get a 5% commission on money she followed up and collected. The other 5% (10% commission is authorized per the EDs on the subject) went to the other person who got the pledge in the first place or just was not paid. But cycles the Deputy Fundraiser had to reel in she got this 5%. She probably put 20-25 hrs a week in on this. She either got the money all at once or in payments. The Fundraiser IC and myself would keep in comm. with the larger pledges and reel them in as well. These were usually $10,000 or more. Pledge collecting is a continuous activity that went on regardless of events.

4B-8 The Power Dinner Party: There is another successful action in this Production Department that was crucial for us and without which we would not have made the target of buying the building. It is a type of event we did that was based on the old AKH 33,34,35 (Name Your Product, Want Your product etc). As we were getting up to a month to go or so on our deadline we could see we were going to be short of the target. Way short!! We needed to pull off some thing big or we had no chance. We basically abandoned any idea of whether they would actually do it or not, and just named out the 3 couples in our Field that potentially between them could come up with a million dollars. We then handled one of the couples, which we knew were very on-purpose about the building cycle, to hold a dinner party at their house with the other two couples. I attended as well as the Fundraiser IC and his wife. This dinner party was THE event that made our cycle a reality. Long story short, the host couple of the party basically handled the other two couples and the result was a million dollar pledge to the building that we were able to announce at the next Fundraising Event the next weekend. Using this as a "Shill" we were able to make another $309,000 at that event and set the World record for a single event of $1,309,000. This in turn led to our single week World record for Building Collections of $1.42 million a couple weeks later. This million-dollar cycle does not happen and we have no building. I think that every Org that has to Fundraise from scratch like we did will have to fins their equivalent of a cycle like this. The above is how we found ours.

4B-9 Necessity Level: The last point in this Production Dept is the subject of 'Necessity Level'. COB has been referring to this a lot lately in Int Management Events, as well as Orders of Magnitude. The single thing that made our cycle actually occur and why we could envision a million dollar donation and then get it to occur was the simple fact that we had to. I mean that literally. Due to the nature of our deal on the building we stood to lose a $350,000 down payment if we did not make it go right. And the deadline was only a couple weeks away. There is no way that I or the Fundraisers were willing to have that happen. Same went for the top OTs in our field. We liberally used every LRH reference on

"Necessity Level" we could find and pushed the necessity of this project at every turn. The 2004 LRH Bday event gets this across in terms of what we must do to Clear the planet in time. So does LRHED 339R and 339R-1. So use them. But it really helped to have an actual deadline that had vast penalty if we did not make it. I am convinced of that.

In early December of 2004 we had to come to grips with the fact we could not get a loan to do this cycle. (As a note on this, if it is not real to you already, realize you will not be able to get a loan for this cycle. This is covered in two HCOPLs. They are HCOPL Reserved Payment Account and HCOPL Accounts and PRO) We had something like $2.5 million to raise and 2 months to do it in. Drew Johnston came at that time and did an event for us that actually got us glad that we had so short a time, all due to necessity level. We had one of our public leap up during this event and say that all we needed was 100 people doing 25Gs each, something most homeowners could easily do for $200 per month, and that he would do it. I remember looking at the Fundraiser IC during that event and telling him "Wow… That's actually real!!" So, somehow, you must come up with a way to get the necessity level across and have it be real and duplicated. This was big key to us here in Seattle.

Part 5: Qual

5-1 Awards: This section covers awards. We established a series of plaques and awards that went with the various levels described earlier; the higher the level the fancier the plaque. These cost money but are worth it in our experience. People like them and like to receive them. More importantly, always announce them and award the plaques and certs at a Fundraising Event where they are seen and encourage others to donate. The Humanitarian Cert, ($100G donation) is gotten from the Landlord Office and must be ordered in advance, so make sure you allow enough time for this if you want to deliver it at an event.

5-2 Review and Correction: This section covers correction. After every event you should review it the next day while it is still fresh in your mind with an eye towards how to make it better. It is by doing this that we came up with the refinements in our events that I feel make them flow better and get more money. So do this after every event. Likewise review your visits after you do them with an eye towards improving them. Use the **ASKING** book as your guide for this plus obvious LRH references that apply. This is something the Fundraiser IC and I did constantly. Additionally review your stats weekly using stat management tech to correct and thing you see there. For instance, after an event you should see a large number of LO on the stat due to all the Ack letters going out. If you don't see these you can pull the string and find what is up and handle.

Part 6: Distribution

6-1 Promo to New Publics: Our primary bright idea here was to expand our reach to include the Org's Full CF mailing list. This is covered in the Promo Section as well. We sent out a series of 4 full CF mailings of about 8000 each that were geared to newer public and enlightened them on the Ideal Org cycle and invited their contribution. It is hard to say the result this had except that it was date coincident with affluent funds actually raised. A point to keep in mind here is that people would frequently tell us that we should be going after Bill Gates, Microsoft Millionaires or Government Grants. None of these are tried and proven and if done should be run as special projects and not mainline activities. I checked with the Fundraiser IC Int several times regarding any possible successful raw Public Fundraising ideas and consistently got that none were successful. We decided on the Promo to Org CF as it was the most real way of raising our outflow to a new public likely to agree with what we were doing. The only somewhat successful Raw Public Fundraising was a Rummage Sale that was held across a week long period. It was a tremendous amount of work and netted about 25K. I do not recommend this as the same or less amount of work put in to a Fundraising Event like that described earlier in this write-up will get you 4 times the money in less time.

6-2 Tours: We conducted two successful tours to areas outside

Seattle in order to do Fundraising. Both of these were to Clearwater, Florida and involved events held at the homes of old Seattle public who now lived there to be closer to Flag. We ended up making close to 50Gs from these tours. We closed public on the ground to put the events together and we arrived and did the Fundraiser right in their house. I only recommend doing this if you have someone on the ground putting the event together for you that you can count on. If you do not have this I do not recommend doing it. Concentrate instead on getting someone you can trust first to agree to set it up and then do it. We planned on doing this in LA as well but could not find someone in LA to wear the hat so we never did it.

End Of Hat Write-Up

There you have it, the Seattle Org Fundraising Hat Write-Up. I hope you find it useful in your Ideal Org Building Fundraising and wish you luck in raising a lot of money. Here's to Ideal Orgs everywhere!!!!

Much Love,

Mark Arnold
ED SEAD