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*Cronin*

*American Citizens Concerned for Life, Inc.*

Administrative Office  
6127 Excelsior Boulevard  
Minneapolis, MN 55416 (612) 925-4395

Legislative Office  
1500 Massachusetts Ave. N.W. Suite 340  
Washington, D.C. 20005 (202) 785-8448

July 9, 1981

Mr. Joe Cronin  
4607 Browndale Avenue  
Edina, MN 55424



Dear Joe,

I thought you would appreciate a further progress report on our financial and program planning and other recent activities.

Jan Wilkins, Carol Riddle (our secretary) and I attended the National Right to Life Convention in Omaha on June 18th through June 21. We felt it was a very worthwhile public relations opportunity, and in addition we sold \$500 worth of books and other materials.

There was an excellent workshop on major gifts fundraising at the convention and I have enclosed a tape of it which I would like you to listen to. In the workshop Carl Landwehr describes how his Missouri Citizens for Life Education Fund raised \$131,000 in major gifts this year. I now have a copy of the "sales kit" he describes on the tape. It is excellently done and is something we can readily adapt for our own use. When you have had a chance to listen to the tape and look over the portions of the sales kit that I have copied and enclosed I would like to sit down with you and discuss the plan we are formulating to raise \$25,000 to \$50,000 based on Missouri's approach. The funds would be used primarily to prospect for new members via direct mail.

On the planning front we have been focusing on finances because the organization's survival depends on it. In June we mailed computerized membership renewal notices to about 1,000 past-due prior donors. The responses to that mailing continue to come in. The July issue of the newsletter will be ready soon and it too will carry a renewal notice. We have also done quite a bit of planning and organizing for the Love of Life Benefit Raffle which we sponsor each year.

I've also been looking into a preauthorized withdrawal system whereby our members could make an annual pledge and have their bank pay the amount to ACCL in monthly installments. This system is widely used by utilities and insurance companies and by a few non-profits such as public television stations.

Program planning on a large scale will have to wait until we have a larger membership base and adequate staffing. What we need for now is enough program definition to get into the mail and attract members.

I have contacted and talked to numerous list brokers, consultants and full service firms in the direct mail field about their services for non-profit organizations. We have identified four or five firms who are prime candidates to work with us on a large-scale membership and donor acquisition program. All of them appear well qualified and experienced and it will be difficult to select just one.

\$25,000 is about the minimum needed to get into the game, and one firm recommended \$35,000 to \$50,000. On the other hand, another firm suggests starting smaller (\$10K to \$15K) instead of putting all our faith in one massive test package. The basic idea is to mail 100,000 letters divided equally among 20 different, carefully selected lists to begin to find out where our constituency is. By continuously rolling over the returned funds and refining both the package and the list selections, we could gain 1,000 new members monthly over the next year with a \$25,000 initial investment. This would entail mailing an average of 100,000 letters per month for the next 12 months.

I will call you next week to set up a time when we can get together.

Sincerely,

Joseph A. Lampe  
Executive Director

encls.





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May 18, 1981

Joe Cronin  
4607 Browndale Ave.  
Minneapolis, MN 55426

Dear Joe,

After an illness, a ten-day trip to Washington and some miscellaneous fundraising efforts I am once again getting back to planning and budgeting.

As we discussed at our breakfast meeting, enclosed are some materials on goals and objectives which we have been working on.

Also enclosed is a copy of our latest letter to prospective members. It will be mailed this week as a test to 3,500 persons.

I will contact you again when we have made some further progress in the planning process.

Sincerely yours,

Joseph A. Lampe

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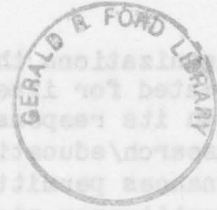
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AMERICAN CITIZENS CONCERNED FOR LIFE  
1981-1982 CAMPAIGN FOR HUMAN LIFE OBJECTIVES

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SUMMARY

American Citizens Concerned for Life seeks the sum of \$50,000 to fund a major organizational development effort. Half of this amount is to be obtained via a one-time unrestricted foundation grant, or challenge grant, that will match \$25,000 of contributions solicited from private individuals within a one year period.

The grant and the private contributions will be used to finance a professionally managed direct mail campaign to increase ACCL's constituency and resulting membership revenues to the point of being able to sustain all of the organization's operating expenses. In addition, these monies will be used to secure increased services of professional staff and to expand ACCL's research and communications capabilities in keeping with the scope of its public policy and educational programs.

The minimum development budget required to carry out these activities during the next year is \$50,000. ACCL proposes to raise \$25,000 of this amount from private individuals, largely in Minnesota. The result of the development effort will be a minimum of 19,000 new members and donors, which will move ACCL from its present situation of financial non-viability into a position of long-range growth.

THE NEED

The abortion controversy continues to divide our society. The opposing forces seem to be drawing farther apart, confronting one another with desperate tactics and angry accusations. There is too much emphasis on power politics, polarization and heated emotion, and not enough emphasis on the search for areas of constructive cooperation.

There is a clear need for more people to adopt ACCL's reasonable, persuasive, bridge-building approach to the life issues. ACCL does not promote demonstrations or civil disobedience, does not rate political candidates, compile "hit lists", or engage in similar political action. We do not believe in questioning the sincerity of those who disagree, nor in cultivating fear and hatred of alleged "enemies".

Instead, ACCL works publicly, and quietly behind the scenes, to enlighten the formation of public policy by providing educational, legislative, research and policy analysis services as needed. Among those who have come to rely on ACCL for carefully researched information, advice and testimony are members of Congress, their staffs, citizen activists and the news media. ACCL's reputation for fairness and reasonableness has won the respect of persons on all sides of the abortion controversy. This may account for ACCL's success in promoting social welfare legislation which offers constructive alternatives to abortion.

ACCL has worked diligently to establish expertise and to maintain liaison and build trust with legislators, governmental agencies and professional and citizens

organizations throughout the country. But many of the opportunities ACCL has created for itself will be wasted if the organization does not grow to keep pace with its responsibilities. ACCL must expand its membership, staff and research/educational resources in order to maintain its national leadership. Finances permitting, ACCL is in an excellent position to build the national constituency necessary to keep alternatives to abortion high on the public policy agenda.

#### THE DEVELOPMENT TASK

ACCL believes -- based on direct mail testing, public opinion surveys and personal experience -- that there are millions of Americans interested in addressing the issues of adolescent pregnancy, abortion, adoption, sex education and responsible family planning who are not yet members of organizations working on these problems. For example, a recent Gallup Poll (copy available) revealed that 3% of the American adult population contributed to a pro-life group during the past 12 months, and a surprising 6% of all adults, or about 5.2 million persons, are not yet -- but would like to be -- members of such groups.

One reason why many of these people are inactive is that they have not been persuasively asked to contribute or join an organization which they could feel comfortable with. A program such as ACCL's, which has an educational, charitable, humanitarian and social welfare focus has tremendous appeal to potential donors among the general public.

ACCL was founded in 1974 with only \$4,000 in seed money, a tremendous gamble in view of the standard recommendation that \$100,000 or more be available in advance for such ventures. The result is that ACCL has been unable to conduct membership prospecting on a significant scale, and the current small membership is not sufficient to finance the organization's work on a permanent basis.

Since 1974 the ACCL's executive director has loaned the organization over \$13,000 to help finance its activities. These loans and a variety of other fundraising activities have kept the organization alive, but it is clear that the organization cannot continue much longer without substantially increasing its membership and donor base.

During recent months ACCL has been evaluating direct mail companies, and has determined that there are tremendous possibilities for membership development through direct mail. Using conservative response estimates, ACCL's net cost to acquire 19,000 new donors over a one year period will be \$27,500. However, the income from those 19,000 donors over a five year period would be \$935,882. In addition, by continuing to do prospect mailings in large volume for several years, ACCL's donor base would increase from the present 3,500 by at least 19,000 persons each year. Obviously, the multiplier effect of the \$27,500 would be quite substantial.

The remaining \$22,500 of development funds would be allocated to salaries for the executive director, who is currently serving full time as a volunteer, and the program director, who was laid off at the end of August for lack of funds.

To match the \$25,000 foundation grant, ACCL's Campaign for Human Life must raise an additional \$25,000 in cash or pledges. \$50,000 is the minimum realistic

development fund that will assure the long-run continued functioning of the organization.

#### PROPOSED BUDGET FOR CALENDAR AND FISCAL YEAR 1982

A program budget for fiscal year 1982 is attached which outlines projected income and expenditures. Additional details on the direct mail program are available on request.

#### BACKGROUND ON THE ORGANIZATION

American Citizens Concerned for Life is a national, direct membership association engaged in educational, legislative, research and service activities which serve to promote respect for life in contemporary society. Based on the premise that each life must be nurtured, ACCL seeks to achieve social conditions in which each human person can fully realize his or her potential. ACCL is the only national pro-life citizens organization with this latter goal as its primary mission.

ACCL was founded by a group of national pro-life leaders who perceived a need for a national organization with a broad and persuasive approach to the life issues and a commitment to meeting human needs which would complement its advocacy of legal protection for human life. ACCL's formation was announced on August 21, 1974, when the organization presented testimony on the need for alternatives to abortion before the U. S. Senate Subcommittee on Constitutional Amendments.

A five member board of directors and twenty area representatives were elected initially, and an advisory board was named later that year. A congressional advisory committee was added in 1975, and in 1977 the board of directors was expanded to sixteen members. ACCL has approximately 3,000 members and contributors, located in all fifty states.

ACCL's current objectives include the following:

- \* Advocate life-supportive public policies and the availability of a wide range of alternatives to abortion.
- \* Provide technical assistance and consultation on request to non-profit organizations and institutions concerned with maternal and child health.
- \* Prepare and present testimony at the request of appropriate legislative bodies.
- \* Represent the pro-life viewpoint at professional seminars and symposia addressing relevant health, welfare and education issues.
- \* Develop and disseminate new approaches to values education which will foster responsible sexual behavior.
- \* Research and develop new life issues literature and audio-visuals.
- \* Provide financial assistance to innovative pregnancy services such as the National Pregnancy Hotline Project.





- \* Operate a variety of information services for those interested in the life issues, including:
  - newsletters focused on adolescent pregnancy, abortion, adoption and related social welfare concerns.
  - a national resource center for the sale of life issues literature, audio-visuals and books to the general public and interested organizations.
  - free educational literature to students and the general public.
  - training materials for public speakers and counseling center personnel.
- \* Identify and recruit a membership constituency large enough to support these activities on a permanent basis.

#### DEVELOPMENT PROJECT ADMINISTRATORS

Joseph A. Lampe, Executive Director, American Citizens Concerned for Life

1964 to 1967	Digital Computer Specialist, Strategic Air Command Control System
1968 to 1969	Student in Computer Sciences, University of Minnesota
1970 to 1974	Executive Director, Minnesota Citizens Concerned for Life
1975 to 1979	Executive Director, American Citizens Concerned for Life
1980 to 1981	Product Development Specialist, NCR Comten, Inc.
April, 1981	Executive Director, American Citizens Concerned for Life

Mr. Lampe was a founder of the National Right to Life Committee, American Citizens Concerned for Life and Human Options, Inc. In addition to holding a variety of administrative and leadership positions in the above organizations, he has served as an organizational development consultant to numerous national and state pro-life organizations during the past ten years.

Raymond J. DiBlasio, Program Director, American Citizens Concerned for Life

1964 to 1969	Instructor, Philosophy Department, Youngstown State University
1969 to 1972	Program Director, Cooperative Campus Ministry, Youngstown State U.
1974 to 1979	Educational Research and Development Consultant
Jan., 1979	Director, Human Options, Inc.
Feb., 1981	Program Director, American Citizens Concerned for Life

Dr. DiBlasio received his Ph.D. in Educational Research and Development from Ohio State University in 1977. Many of his research projects dealt with the problems of developing the values of young people. He has provided consultant services to school systems and to such agencies as the Staff Training Academy of the Minnesota Department of Corrections. He has an extensive background in counseling, communications and community education.

American Citizens Concerned for Life  
 6127 Excelsior Boulevard  
 Minneapolis, MN 55416  
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AMERICAN CITIZENS CONCERNED FOR LIFE

1982 Development Project Budget

INCOME

Foundation Challenge Grant	\$25,000
Matching Contributions from Campaign for Human Life	25,000
Total:	\$50,000

Expenses

Direct Mail Membership Development

Production and Mailing Expenses	310,250	
less Receipts from New Members	-287,750	
Net		22,500
Creative Services		5,000
		27,500

National Office Personnel

Development Portion of Exec. Director's Salary	10,500	
Program Director (half-time)	12,000	
		22,500
Total:		\$50,000



Pine Lorien  
Route 1, Box 94B  
Somerset, Wisconsin 54025

DECEMBER 1981

"Abortion is a matter that is morally problematic, pastorally delicate, legislatively thorny, constitutionally insecure, ecumenically divisive, medically normless, humanly anguishing, racially provocative, journalistically abused, personally biased, and widely performed. It demands a most extraordinary discipline of moral thought, one that is penetrating without being morally compromising, legally compassionate without being legally positivistic, instructed by cognate disciplines without being determined by them; informed by tradition without being enslaved by it. . . . Abortion, therefore, is a severe testing ground for moral reflection . . . probably a paradigm of the way we will face other problems in the future. Many of us are bone-weary of the subject, but we cannot afford to indulge this fatigue. . ."

Richard A. McCormick, S.J.

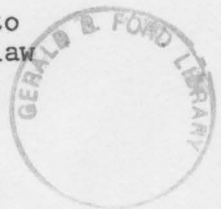
Dear Friends,

Since 1967 I have been actively involved in what is now known as the pro-life movement. Like Father McCormick, I am bone-weary of the whole abortion issue. I wish it would go away, but it won't.

Over the years I have been discouraged -- discouraged by the 1973 decision of the Supreme Court which removed legal protection from the unborn; discouraged by my own powerlessness to halt the carnage (1.5 million abortions per year amount to three every minute in this country); discouraged by the bickering and lack of direction in the pro-life movement itself.

Throughout all of this one of my continuing sources of encouragement and hope has been a small and struggling national organization called American Citizens Concerned for Life (ACCL).

I am hopeful because ACCL has a long-range vision which is unique in the pro-life movement. ACCL supports all of the current Human Life Amendment proposals. Yet we see complete legal protection of the unborn as the last step, not the first. The immediate task is to extend a helping hand to women who are facing such terrible problems that abortion becomes a consideration. Unless truly viable alternatives to abortion are readily available to women, prohibition of abortion by law will not be an effective approach. We want to build a society that cares about women and children, not just one that forbids abortion.



(over)

With this in mind, ACCL has worked for legislation that set up the federal Office of Adolescent Pregnancy Programs, supported programs of maternal nutrition and infant health care, and been an advocate of the new Model Act for the Adoption of Children With Special Needs. We support whatever action will lead this country closer to the goal of a caring society where effective protection for the unborn is possible.

I am hopeful too, because ACCL's approach is one of building bridges and keeping the door open for discussion. On occasion we have been the only national pro-life organization participating in coalitions to protect the interests of pregnant women, children and families. ACCL does not believe in confrontational politics, and we don't ask friendly legislators to fall on their swords on every vote. ACCL understands that lobbying ultimately will be effective only if we can persuade legislators and the public at large of the reasonableness of our cause. Vindictive rhetoric and threats are counterproductive in both the short and the long run.

Right now ACCL is an organization looking for a vastly larger constituency. We have about 3,500 members. We need at least 25,000 to continue our task. We are convinced from careful study of public opinion polls and the experience of professionals in the field that there are hundreds of thousands of people in the United States who agree with our vision and our approach. The problem is to reach them.

During the next month ACCL needs to raise \$50,000 to begin a membership development campaign. Half of this amount will come from a challenge grant, but we still have to raise \$25,000 from individuals like yourself. If the funds to develop an adequate membership base are not pledged by January 1, we will have to seriously consider closing up shop.

We are not under any illusions. If ACCL ceases to exist the pro-life movement will not collapse. However, an important voice for reasonableness and moderation will be stilled. Perhaps that is the real question: Can a compassionate approach to this complex issue succeed? Is it possible to generate enthusiasm for reasonableness and moderation? I certainly hope so.

In any case, ACCL needs help soon. We need to raise a substantial amount now from a few individuals and organizations in order to create a broader, sustaining membership for the future. Your gift to the Campaign for Human Life Development Fund Drive can make the difference.

Sincerely,

William C. Hunt  
For the Board of Directors





## AMERICAN CITIZENS CONCERNED FOR LIFE

## 1981-1982 CAMPAIGN FOR HUMAN LIFE ORGANIZATIONAL DEVELOPMENT PROJECT

## SUMMARY

American Citizens Concerned for Life seeks the sum of \$50,000 to fund a major organizational development effort. Half of this amount is to be obtained via a one-time unrestricted foundation grant, or challenge grant, that will match \$25,000 of contributions solicited from private individuals within a one year period.

The grant, together with \$25,000 of private contributions, will be used to finance a professionally managed direct mail campaign to increase ACCL's constituency and resulting membership revenues to the point of being able to sustain all of the organization's operating expenses. In addition, these monies will be used to secure increased services of professional staff and to expand ACCL's research and communications capabilities in keeping with the scope of its public policy and educational programs.

The minimum development budget required to carry out these activities during the next year is \$50,000. ACCL proposes to raise \$25,000 of this amount from private individuals, largely in Minnesota. The result of the development effort will be a minimum of 19,000 new members and donors, which will move ACCL from its present situation of financial non-viability into a position of long-range growth.

## THE NEED

The abortion controversy continues to divide our society. The opposing forces seem to be drawing farther apart, confronting one another with desperate tactics and angry accusations. There is too much emphasis on power politics, polarization and heated emotion, and not enough emphasis on the search for areas of constructive cooperation.

There is a clear need for more people to adopt ACCL's reasonable, persuasive, bridge-building approach to the life issues. ACCL does not promote demonstrations or civil disobedience, does not rate political candidates, compile "hit lists", or engage in similar political action. We do not believe in questioning the sincerity of those who disagree, nor in cultivating fear and hatred of alleged "enemies".

Instead, ACCL works publicly, and quietly behind the scenes, to enlighten the formation of public policy by providing educational, legislative, research and policy analysis services as needed. Among those who have come to rely on ACCL for carefully researched information, advice and testimony are members of Congress, their staffs, citizen activists and the news media. ACCL's reputation for fairness and reasonableness has won the respect of persons on all sides of the abortion controversy. This may account for ACCL's success in promoting social welfare legislation which offers constructive alternatives to abortion.

ACCL has worked diligently to establish expertise and to maintain liaison and build trust with legislators, governmental agencies and professional and citizens organizations throughout the country. But many of the opportunities ACCL has





created for itself will be wasted if the organization does not grow to keep pace with its responsibilities. ACCL must expand its membership, staff and research/educational resources in order to maintain its national leadership. Finances permitting, ACCL is in an excellent position to build the national constituency necessary to keep alternatives to abortion high on the public policy agenda.

#### THE DEVELOPMENT TASK

ACCL believes -- based on direct mail testing, public opinion surveys and personal experience -- that there are millions of Americans interested in addressing the issues of adolescent pregnancy, abortion, adoption, sex education and responsible family planning who are not yet members of organizations working on these problems. For example, a recent Gallup Poll (copy available) revealed that 3% of the American adult population contributed to a pro-life group during the past 12 months, and a surprising 6% of all adults, or about 5.2 million persons, are not yet -- but would like to be -- members of such groups.

One reason why many of these people are inactive is that they have not been persuasively asked to contribute or join an organization which they could feel comfortable with. A program such as ACCL's, which has an educational, charitable, humanitarian and social welfare focus has tremendous appeal to potential donors among the general public.

ACCL was founded in 1974 with only \$4,000 in seed money, a tremendous gamble in view of the standard recommendation that \$100,000 or more be available in advance for such ventures. The result is that ACCL has been unable to conduct membership prospecting on a significant scale, and the current small membership is not sufficient to finance the organization's work on a permanent basis.

Since 1974 the ACCL's executive director has loaned the organization over \$13,000 to help finance its activities. These loans and a variety of other fundraising activities have kept the organization alive, but it is clear that the organization cannot continue much longer without substantially increasing its membership and donor base. Lacking additional funds, ACCL will go out of business on December 31, 1981.

During recent months ACCL has been evaluating direct mail companies, and has determined that there are tremendous possibilities for membership development through direct mail. Using conservative response estimates, ACCL's net cost to acquire 19,000 new donors over a one year period will be \$27,500. However, the income from those 19,000 donors over a five year period would be \$935,882. In addition, by continuing to do prospect mailings in large volume for several years, ACCL's donor base would increase from the present 3,500 by at least 19,000 persons each year. Obviously, the multiplier effect of the \$27,500 would be quite substantial.

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To match the \$25,000 foundation grant, ACCL's Campaign for Human Life must raise an additional \$25,000 in cash or pledges by December 31st. \$50,000 is the

minimum realistic development fund that will assure the long-run continued functioning of the organization. Should ACCL not receive the \$25,000 foundation matching grant, the \$25,000 raised from individual donors will be returned to them.

#### PROPOSED BUDGET FOR CALENDAR AND FISCAL YEAR 1982

A program budget for fiscal year 1982 is attached which outlines projected income and expenditures. Additional details on the direct mail program are available on request.

#### BACKGROUND ON THE ORGANIZATION

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ACCL's current objectives include the following:

- \* Advocate life-supportive public policies and the availability of a wide range of alternatives to abortion.
- \* Provide technical assistance and consultation on request to public non-profit organizations and institutions concerned with maternal and child health.
- \* Prepare and present testimony at the request of appropriate legislative bodies.
- \* Represent the pro-life viewpoint at professional seminars and symposia addressing relevant health, welfare and education issues.
- \* Develop and disseminate new approaches to values education which will foster responsible sexual behavior.
- \* Research and develop new life issues literature and audio-visuals.



- \* Provide financial assistance to innovative pregnancy services such as the proposed National Pregnancy Hotline information service.
- \* Operate a variety of information services for those interested in the life issues, including:
  - newsletters focused on adolescent pregnancy, abortion, adoption and related social welfare concerns.
  - a national resource center for the sale of life issues literature, audio-visuals and books to the general public and interested organizations.
  - free educational literature to students and the general public.
  - training materials for public speakers and counseling center personnel.
- \* Identify and recruit a membership constituency large enough to support these activities on a permanent basis.

#### DEVELOPMENT PROJECT ADMINISTRATORS

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1964 to 1967	Digital Computer Specialist, Strategic Air Command Control System
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REMINDERS

You are needed to help save the lives of unborn children.

- \* Over a million and a half babies die from abortion each year in the United States.

You are part of a national team raising money in order to educate about life issues.

- \* ACCL needs your help to accomplish its mission.
- \* You are not begging for money! You are saving lives!

Begin by:

- \* Making your own gift first.
- \* Studying these materials so you will know the facts about abortion.
- \* Resolving to get started early.

Identify potential donors.

- \* Business/professional, civic club, recreational and social acquaintances.
- \* Church and community group contacts.
- \* Members of political and special issue groups.
- \* Previous ACCL donors/members.
- \* Additional possibilities suggested by the ACCL office.

Start a file on potential donors.

- \* Collect and organize information about each prospect.

Determine if the potential donor is ready to give.

- \* Look for a prospect's "prime time".
- \* Remember that some people feel so strongly about abortion that they are ready to give as soon as you ask.

Secure an interview.

- \* Check with the ACCL office to avoid duplications.
- \* Ask for a specific time to interview the potential donor.
- \* Never solicit by phone.

Prepare for the interview.

- \* Find out as much as possible about the potential donor.
- \* Decide in advance how much to ask for.
- \* Always ask high.





Begin the interview.

- \* Use the presentation book.
- \* Tell the story in logical sequence.
- \* Involve the potential donor in the interview by dramatizing and asking questions.
- \* Avoid "yes" and "no" questions.
- \* Listen and remember what the potential donor has to say.
- \* Use more than one meeting if necessary.
- \* Always be in control of the interview.
- \* Don't take longer than 15-30 minutes.
- \* Never solicit without a pledge card with the prospective donor's name typed on it.

Close the interview.

- \* Ask the potential donor to give the suggested amount by pledge or a cash gift.
- \* Suggest divided payments over time.
- \* Offer to restrict the contribution to a specific campaign objective if the donor indicates a special interest.
- \* Never leave the unsigned pledge card with the potential donor.
- \* Ask the donor to suggest additional people for you to contact.

Follow up.

- \* Send the cash, check or signed pledge card to the ACCL office.
- \* Include your name and note any special conditions or circumstances.
- \* Send the donor a personal thank you letter immediately.

Summary for success:

- \* Prepare for each interview. Never solicit without a prepared pledge card.
- \* Work in pairs when possible.
- \* Never solicit a gift over the phone; only ask for an interview.
- \* Always ask high and for a specific, pre-determined amount.
- \* Suggest that large gifts be spread over a one, or even two year period.
- \* Keep your sights high! Don't underestimate your prospects.
- \* Keep your ideals straight. You are inviting people to join you in commitment to a great cause. You and they are saving lives!

American Citizens Concerned for Life  
6127 Excelsior Boulevard  
Minneapolis, Minnesota 55416  
(612) 925-4395



## WHAT IS MY JOB?

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### WHAT THIS BOOKLET CAN DO FOR YOU

Collected within this booklet are suggestions that will assist you in soliciting major gifts for the ACCL Campaign. These suggestions are compiled from the research and practical experience of fund-raising experts throughout the country. Although fund raisers are constantly testing new approaches, the recommendations in this booklet stick to proven techniques. There is no guesswork here: this is what the experts know will work.

This booklet will help you organize your efforts efficiently. Because ACCL recognizes that your time is valuable, we want to help you develop an organized approach that will get results quickly. The step-by-step approach outlined in the following pages will lead you through the entire process of soliciting major gifts. You will be given tips on how to:

- \* identify potential donors
- \* determine when prospects are ready to give
- \* secure interviews
- \* conduct interviews
- \* ask for contributions
- \* follow up on donors



This booklet will make your job easier. Your confidence will be boosted by knowing that you are following a plan of proven fund-raising success. Moreover, everything in this booklet has been adapted to the specific needs of a pro-life appeal.

### WHY THE ACCL CAMPAIGN FOR HUMAN LIFE IS NEEDED

All the facts of human life are not well known. Although medical research has in recent years greatly expanded its understanding of the early stages of human life, many people continue to be unaware of the facts. Over a million and a half babies die from abortion each year in the United States. Although we should not underestimate the social pressures which drive people to the brink of seriously considering abortion, how can we account for the fact that so many decent people are able to overcome their natural abhorrence of doing violence to other human beings? The answer seems to be that these people do not appreciate that the unborn child is indeed a human being.

Some people do not allow themselves to think about the subject, because it is disturbing. Such people find it easy to follow the pro-abortion advocates' suggestion that the unborn child be thought of as "merely a mass of protoplasm" or as a "glob of cells". Some find it less threatening to deal with the subject by using the words "embryo" and "fetus", as if these technical terms referred to something other than a very young human being.

Others cling to antiquated notions about the beginning of life. These people may recall that Grandmother -- and many generations of grandmothers before her -- believed that "quickening" signalled the beginning of distinctly

human life and activity in the womb. Today we know better. The unborn child is engaged in complex activity long before its more energetic motions can be sensed by the mother. Physicians can now treat so many diseases prenatally that, medically speaking, the unborn have to be considered patients, just as the mother is.

New technology enables researchers and physicians to detect a heartbeat as early as 18 days after conception, and to record brain waves at 43 days. Intra-uterine photography has been developed to the point of giving us detailed images of babies with perfectly formed human features, who react to touch and pain and even on occasion suck their thumbs. A remarkable series of such pictures by Leonard Nilsson was published in Life, but many of the millions who marveled at these images in 1965 seem now to have forgotten the significance of what they saw.

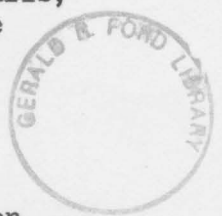
For some people, avoiding the facts is a way of avoiding responsibility. The persistence of outdated and unscientific information makes it easy for some people to seek "quick fixes" for current social problems without regard for their long term consequences for the human family. It is tragic that many people who might otherwise be admired for their social concern have come to regard abortion as the one easy answer for a broad assortment of social ills, including overpopulation, rising welfare costs, birth defects and teenage pregnancy.

#### WHAT ACCL NEEDS TO ACCOMPLISH THROUGH THIS CAMPAIGN

ACCL must educate the public. People deserve to know the facts. For millions of Americans of good will, only one fact is needed to shatter the carefully cultivated illusion of abortion's "harmlessness": the fact that it is a human being whose life is in jeopardy. A simple exposure to the medical facts may be all that is needed to re-awaken most people's sensitivity. Those who are committed to the pursuit of social justice can be helped to regard the unborn as the most vulnerable victims of all. There is much more that ACCL can and should be doing in the way of developing and more widely distributing its literature, sponsoring conferences, and providing speakers to schools and organizations.

ACCL must expand its services to legislators and other professionals. ACCL has become known for its ability to provide specialized information and advice to legislators and other public servants, as well as to human services professionals around the country. Wherever related issues are being debated or public policy is being formed, ACCL is likely to be asked to contribute its services. We know that we are making a difference. Our only limitation is a shortage of money.

ACCL must continue searching for solutions to the human problems surrounding abortion. We are not looking for easy answers, but for responsible solutions to human problems. Our concern goes far beyond opposition to abortion, motivating us to work for improvement of the human condition in all matters pertaining to the value and dignity of life. We at ACCL do not ignore or minimize our country's other pressing social problems. Our dedication is to responsibility as well as to action. We are committed to work for the solution of these problems in such a way as to respect the rights of all concerned -- including the rights of the unborn.





## YOU ARE NEEDED! LIFE DEPENDS ON YOU!

You are important to our mission. You are urgently needed to help raise money so that our educational and legislative goals can be accomplished. Without your help, babies will continue to die. They will die because not enough people have been helped to recognize their humanity and their right to live. The ACCL Campaign for Human Life needs you! Unborn children need you!

The success of our campaign rests on teamwork, and on the assumption that no one will be overburdened. We are depending on each of our volunteers to do his/her part. Take a look at the solicitor's job description in Appendix 4; these are the responsibilities which we are asking you to share with the other volunteers on our team.

ACCL is depending on you as a part of our team. Only with your participation can we succeed.

### BEGIN PREPARING YOURSELF

Start right away. The sooner you start polishing your skills and lining up prospects, the better results you'll have.

Know your facts. Why should we give? What will be done with the money? How can one most easily give? Questions of this sort are most certainly going to arise when you call on your prospect, and he or she will expect you to have the answers. As far as your prospect is concerned, you are the authority.

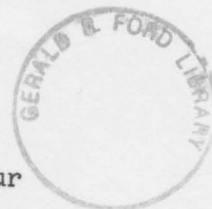
Make your own gift first. How can we ask others to give if we haven't? The most important assistance you can have in trying to sell others is to be sure that that you have already sold yourself. Once you have taken the step you are inviting others to take, you will find that your confidence is boosted and that the sincerity of your approach is enhanced.

### IDENTIFY POTENTIAL DONORS

Personal knowledge is your best source of names. Carefully review your business, church, civic club, recreational and social acquaintances. You probably will have a fair amount of information about these people, including their basic sympathy to the pro-life cause. Remember that these people, once approached, can lead you to other good prospects outside your acquaintance.

Try church and community group contacts. Some pastors are willing to identify key individuals in their church who can contribute. People who serve on church boards, or who are associated with church-related fund-raising programs generally know who the best potential contributors would be in a given area. Members of other special issue or community action groups, especially if they are board members or serve on the finance committee, know who their top contributors are and may know where these contributors stand on life issues. Whenever someone is willing to share the names of major contributors, ask that person if his/her name can be used in making the contact.

The ACCL office will help you identify additional prospects. Once you have dealt with the prospect names suggested by ACCL, and once you have fully explored your neighborhood, your occupational network and your social circle,





you can ask the ACCL staff to search the files for more prospects in your locality or area of interest.

Eliminate duplications by checking with the ACCL office. As you consider likely donors, remember that another campaign solicitor might possibly be overlapping your circle of acquaintances. It is important that you keep the ACCL office up to date concerning the names of those whom you have lined up as new prospects. In order to avoid mutual embarrassment, before approaching a prospect check to be sure that he/she has not already been approached or scheduled for an interview.

#### START A FILE ON POTENTIAL DONORS

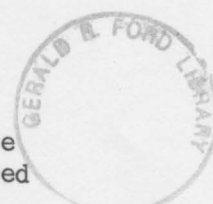
Collect your own information in addition to whatever ACCL might provide. Your success may depend on having enough prior information concerning each prospect, and on having that information organized and ready to review quickly just before approaching the prospect. As soon as you have assembled your list of potential givers, it is important to start a file for each prospect. Arrange your files alphabetically, and every time you learn something about a prospect that you suspect might be useful (e.g.: a business venture or other financial transaction; a death, major illness, or additional child in the family; other significant personal events) record that information in the file without delay, before it slips your mind.

Keep your files up to date. Cultivate the habit of screening local newspapers and other sources of information. Insert entire clippings or notices in your file; later you may regard some of the minor details as significant. When you are dealing with successful business people you will need to track their financial ups and downs through insider's reports, proxy statements of local companies, probate decisions, etc. It is particularly useful to determine the prospect's assets through Dun and Bradstreet or some similar reporting service. The ACCL staff can assist you with this and other research inquiries. Talk to friends and business or professional acquaintances about the people you have lined up as possibilities; try to find out how these prospects feel about pro-life issues.

Research is an aid to solicitation, not a substitute. It is easy for some solicitors to get carried away in their research, indefinitely postponing their approach until they have learned "just a little more" about their prospects. Set a practical limit on your research, and resolve to act as soon as you have formed a reasonable estimate of a prospect's interest and capacity for contributing. A fellow solicitor or ACCL staff person may be able to help you resolve any doubts in this regard.

#### DETERMINE IF THE POTENTIAL DONOR IS READY TO GIVE

How do you know if a person is ready to give? Often your indicators are financial, as when your research shows that a person or business has acquired extra money through an inheritance, business promotion, successful business venture, property transaction, etc. At times it is wise to wait a short while until such things occur before you request funding. However, because some people feel so strongly about abortion, they will be ready to give as soon as you ask. Don't wait for anything else if you think a potential contributor is highly interested in saving the lives of unborn children.



Look for prime time. Various experiences and events occur in people's lives which motivate them to make much larger donations than they ordinarily would. When such experiences or events take place, these people feel a definite need to give and to participate through their gift in something significant, something of lasting value; they will have entered prime time. Before and after this time you will receive an "ordinary" gift. The amount will be the usual amount given to anyone who had a reasonable cause, and will be given because of the nuisance value of the request, as much as for any other reason.

In prime time, however, there is a dramatic increase in contributors' interest in charity and in their need for meaningful involvement and commitment. Perhaps the strongest example is that of the newly widowed person who has recently sold a business. Let us look at what would have changed in that person's life. More money is now available, and for tax purposes decisions must be made concerning this money by the end of the year. With the death of the spouse, there is no longer the same need to provide an estate, and there may be heightened awareness of the inevitability and nearness of death. The surviving spouse is likely to become more introspective, more attentive to personal values, and interested in finding some way to perpetuate his/her beliefs while perhaps memorializing the dead spouse. Your approach to such a person should of course be timed tactfully, neither so soon after the death that such discussions would be painful, nor so long afterwards that remarriage and resumption of old attitudes may have occurred.

Some personal situations create prime time. Your prospects can become sensitized to life issues simply by learning of people around them who are experiencing crisis or are troubled by indecision. If some relative or acquaintance recently has been touched by the abortion problem, has had to deal with miscarriages or with handicapped children, or has been frustrated in efforts to adopt children, the prospect who is reminded of these events easily enters prime time. Recent newspaper or television coverage of people who are caught up in such crises, especially local people or appealingly vulnerable people, can do much to engage the sympathies of your prospects and stimulate their reflection on what really matters in life.

Recognize and make use of the similarities between different sorts of personal situations. One who has become aware of the plight of the relatively helpless aged is likely also to be sympathetic toward the completely helpless unborn. Those who are beginning to accept their failing health are inclined to appreciate the preciousness of life; they are disposed to recognize that the handicapped of all ages have a right to survive. Be ready to offer hope and opportunity to those who have recently become more idealistic: once relieved of occupational strain and practical concerns, many retired persons start thinking of ways to have their dreams for social improvement fulfilled. Allow those who have experienced unexpected good fortune the chance to share that good fortune in a way that will ultimately amplify and prolong their contentment.

Keep track of financial transactions. A limited period of prime time often is created in the course of financial transactions of many different kinds, as businesses and properties are sold and investment holdings are liquidated or re-arranged. Promotions, as well as inheritances, instantly transform some people into excellent prospects. Keep in mind the large income fluctuations experienced by certain businessmen, farmers and many professionals, and be sure to approach such individuals when they are having a good year or a good season. If you are approaching a prospect who is taking advantage of tax shelter





investments, remember that tax shelters cannot be sold once they are purchased--but they can be transferred. When they are transferred to a charity, the donor may deduct the full market value of the gift from his/her taxes. The donor gets a double tax deduction, first when the tax shelter is purchased, and second when it is donated.

Remember that the situation of each prospect is unique, and demands an unique approach. Once you have sensed that the time is opportune for your approach, by all means design your approach to fit the prospect's specific needs. Your chances for getting the gift will increase tremendously.

#### SECURE AN INTERVIEW

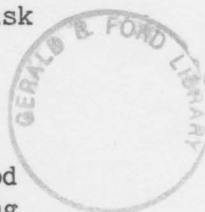
The most difficult task you will have is securing an interview. People don't like to be asked for a contribution any more than most of us like asking. To be successful you must decide if you want to see someone individually, or with his/her spouse. Which spouse is most committed? That's the one to call.

A reminder: before picking up the telephone, be sure that you are not duplicating someone else's prospect.

Develop your own personalized approach. Conversations which slavishly follow a suggested script can too easily come through to the prospective donor as mechanical and unappealing; they sound like they are scripted. For that reason none of the examples provided in this booklet should be used as a script to be followed rigorously. Take the time to become thoroughly familiar with these examples as you develop your own style. Remember that you are not merely passing along information; you are communicating your own interest and motivations and feelings as well. Rephrase any of the suggested statements in language which would make you or your prospect feel more comfortable. Insert appropriate social amenities which feel right to you. You may want to enrich your presentation with insights and illustrations drawn from your personal experiences, as you adjust your approach to suit a particular prospect. It may be helpful to practice calling another solicitor before venturing your first prospect. Start out by calling your longest shots first. It's better to risk losing a minimal prospect than your best.

Be yourself and be at your best. Let your natural enthusiasm and assertiveness work for you. Recognize that you, like everyone else, have psychological ups and downs, and plan accordingly. It is probably not a good idea to make calls when you are not feeling well or when things are not going well in your work. Your confidence and positive attitudes deliver strong non-verbal messages to the prospect, which can come through even in your tone of voice as you make a phone call; in personal contact the additional visual messages are even more powerful. Take advantage of the principle of self-fulfilling prophecy: believing that you will be successful as you approach your prospect has a great deal to do with actually becoming successful. Try to avoid unpleasant surprises by anticipating some of the prospect's possible excuses and expressions of concern or annoyance or confusion. Decide in advance how you will react to unexpected comments.

Consider using an entree. An entree is a friend or acquaintance whom you and the prospect have in common. By recommending you and ACCL to the prospect, the entree establishes your legitimacy; he or she may set up the initial meeting, and may even be willing to accompany you. The influence of an entree





can do much to make your first meeting with the prospect go smoothly.

Here are some suggestions for that first telephone conversation:

"Hello, Mr./Mrs./Ms. \_\_\_\_\_, this is \_\_\_\_\_.  
[\_\_\_\_\_Name of entree\_\_\_\_\_ suggested that I speak with you.] I am active with American Citizens Concerned for Life. We are working to save unborn children by educating people about abortion.

"I wonder if you know that last year over one and a half million babies died from abortion in the United States. When I first realized that, I was shocked and felt that something should be done. I would like about 20 minutes of your time to go over some of our programs with you. We need your help and advice. What day would be good for you?"

PREPARE FOR THE INTERVIEW

Learn as much as you can about the prospect before the interview. Check your files and review your earlier research on this individual. Talk to mutual acquaintances and use whatever additional means you can to find out about his/her personality, emotional makeup, philosophical and religious commitments, wealth, social circle and interests. Has the prospect ever indicated his/her feelings about abortion, euthanasia, treatment of the aged and handicapped, the shortage of children available for adoption, or the problem of adolescent pregnancy? All of these factors indicate to you a prospect's needs as well as his/her capacity for giving. You will want to plan your presentation around a prospect's particular combination of interests and needs.

Think ahead. Be ready to offer different ways for the prospect's contribution to be put to use. Anticipate how you might steer the conversation around to what the prospect thinks about the pro-life movement in general and ACCL's programs in particular, and how the prospect feels his/her contributions might best help. On the basis of your preliminary investigation, select several program items from the campaign objectives which are likely to be especially attractive to the prospect at this time. In the course of the interview you may discover some even better designations for the contribution, but it helps to narrow down the possibilities as much as possible beforehand.

Decide on how much to aim for. If you have made good use of your talents and of the materials and suggestions provided in the campaign kit, expect that the prospect will soon feel that he/she should be doing something to help. At this point the "something" will not be very well defined in the prospect's mind. It is up to you to bring the matter into focus with a tactful opening suggestion of the amount that might be contributed. You will want to avoid giving the impression by your language, tone of voice or manner that you are stipulating in absolute terms the amount to be given, i.e., that you are "giving orders" to the prospect. At the same time, as a person convinced of the importance of your mission, you do not want to come through as so indifferent or indecisive that you are afraid to talk about money. Have in mind from the start a definite amount that you will suggest, and make your suggestion tactfully but not timidly.

Always ask high; people are seldom insulted by being over-estimated. You can always come down in your suggestions, but it is difficult to go up.



Be prepared to suggest alternative arrangements for payment. Some people take pride in paying "cash on the line". For many of us, however, the easiest and least costly way to give is to pledge our gift over a period of time, quarterly, semi-annually, annually, or on whatever schedule best suits our present circumstances. Always allow your prospect full flexibility in scheduling payment. The ACCL office will send a notice whenever pledge payments are due.

#### BEGIN THE INTERVIEW

Settle for nothing less than a face-to face interview. Although your first contact with the prospect will be a telephone call to set up an appointment, don't allow that phone call to slide into an actual solicitation, and don't attempt to solicit over the phone at any other time. There is a very good reason for this: all the experts assure us that telephone solicitations simply do not work for major gifts.

Use the campaign presentation book and follow its logical sequence. When you have entered the home or office, arrange to sit down alongside your prospect. Set the presentation book The Pro-Life Challenge before him/her and tell your story, starting with the first page.

Here is a suggestion for introducing your approach:

"Since becoming involved in this campaign, I've become more aware of how important it is that we educate people about abortion and the other life issues. I'd like to discuss with you why we must educate and how American Citizens Concerned for Life is going to accomplish this education."

Keep the prospect's attention as you move through the presentation book from introduction to the need, and then on to the cost and the challenge. It is assumed that you will have become thoroughly familiar with the presentation book and with the expanded version of each page's information in the Solicitor's Guide. As each new page is turned, you may find it useful to recapture the prospect's attention by pointing to the first line or two and reading them aloud. Keep your gestures minimal and your reading aloud casual. If overdone, these "helpful" efforts could be misunderstood as patronizing and insulting to your prospect's intelligence.

Retain control of the interview. You must have your prospect's undivided attention in order to succeed. Should you happen upon the occasional person who reads letters or attends to some other matter of business while pretending to listen to you, stop and wait quietly for him/her to finish. If the prospect should tell you to come to the point before you've told the facts, this will probably mean that you are on the wrong track, that you have failed to hold the prospect's attention. You will hardly ever be interrupted if you tell quickly the story of the need. Of course there are times when a prospect's interruption will mean that he/she is already convinced, requires no further persuasion, and is ready to pledge generously. In these situations, by all means take the pledge immediately and leave a brochure for the prospect to read for him/herself.

USE DEVICES TO KEEP YOUR PROSPECT INVOLVED



Involvement is essential to success. You have not come to this interview just to tell your donor what you have to offer. Your mission is to discover what he or she wants, and then to show the prospect how your project fulfills his/her needs. Involvement makes it easy for the prospect to reveal the experiences, feelings, beliefs and aspirations which make up his/her needs.

Involve through personal warmth and openness. Your manner should be pleasant and relaxed, avoiding the sort of excessive smiling and exaggerated cheerfulness which people tend to associate with slick salesmanship. First develop and then project a sincere interest in the person you are interviewing. If you show yourself to be at ease and interested, this will "give permission" to the prospect to relax and talk about him/herself. If you want to compliment your prospect, be sure that your compliment is believable. Let the prospect know that you and ACCL are interested in advice as well as financial assistance. This is a genuine interest: we at ACCL are constantly learning from people's reactions to our descriptions of problems and needs and to our suggested solutions, using this information to modify our programs and to improve our campaign strategies.

Involve through questions. Well-timed and "open-ended" questions force the prospect to talk about your proposal. Not much is accomplished by questions which invite a simple "yes" or "no" answer, unless those questions provide openings for later open-ended questions.

You can ask fact-finding questions to verify and amplify your research.

Feeling and opinion questions uncover the prospect's convictions and motivations and lead you to a more precise determination of his/her needs, e.g.: "How do you feel about all these abortions, especially when so many couples are desperately trying to find children to adopt?" or "What do you think of the pro-life movement's efforts up till now to educate the public about abortion?".

Challenge questions allow you to be sure that the prospect understands and follows what you are saying. Whenever you suspect that the prospect is becoming inattentive or confused a challenge question like "Is there anything in this part of our plan that sounds unreasonable to you?" will help to renew the involvement.

Remember that even the most skillful question asking can be wasted effort if you do not listen carefully to the answers. The prospect will be telling you a lot about him/herself. Take this information and put it to immediate use in adjusting and readjusting your individually tailored appeal to this individual.

Involve through drama. Assist your prospect's imagination by dramatizing situations and possibilities, particularly the prospect's opportunity to accomplish something significant for him/herself and others. Paint pictures for your prospect. Show in graphic terms how much better things will be because of his/her donation. Tell the prospect stories about the sort of people whose problems are being solved through ACCL's efforts. Perhaps you can also tell of donors who found a way to meet their needs and fulfill their dreams through their support of ACCL. Another way to dramatize is to incorporate dialogue within your presentation wherever appropriate, e.g.: "Senator Hatfield told our ACCL director, 'What really impressed me about you people was that when the Adolescent Pregnancy Act was before Congress in 1978, you were the only pro-life group in the whole nation who bothered to testify.'"





Involve by overcoming the prospect's objections. Underlying every objection is a strong undercurrent of doubt: basically the prospect is questioning your and ACCL's ability to do what we say we can do. It is important therefore to respond to the objection in such a way that the prospect is reassured. In this situation the need for reassurance is even stronger than the need for information. Begin by acknowledging the objection. Show that you understand the objection and that you are sympathetic to it, i.e., that you think it is a reasonable enough point to bring up. Restate the objection as a question. For example, take the objection "I think we're wasting our time and money trying to get through to these slippery politicians" and convert it to "If I understand you correctly, you're asking what ACCL has to show for all its efforts to influence legislation". At that point you can proceed to answer the question you have just clarified. If a prospect tells you that he or she doesn't understand some aspect of your presentation, run through that part again while being careful to avoid giving any sign of impatience or irritation.

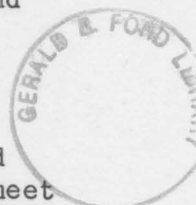
#### CLOSE THE INTERVIEW

There's no way to get a donation you don't ask for -- and a request that's not plainly stated and clearly understood is almost as bad as no request at all. Move directly from your presentation into asking for the gift. A straightforward request is always best. Talking around the subject makes it too easy for the prospect to "play dumb", conveniently pretending that he or she doesn't catch on to where all your elaborate hints are leading. After you have clearly covered all the points and feel your prospect is in agreement, ask if he or she would like to give the suggested amount as a cash gift or by pledge. If the donor has indicated a specific interest, you can offer to restrict the contribution to a specific budget item in the campaign objectives. Be sure to specify the restriction as you fill in the pledge card.

Stick with the predetermined amount of the suggested gift. The one phrase you want to avoid is "Anything you want to give will be appreciated." This will get you at best a small gift. As the "moment of truth" approaches, some solicitors have reported experiencing a strong impulse to revise their original estimate sharply downwards. Analyzing their feelings afterwards, the solicitors discovered that these sudden urges to ask for less had very little to do with what the prospect could afford or might be willing to give; their hesitation was brought about by a momentary crisis in confidence.

Sometimes solicitors make the mistake of imagining that they have come as individuals to ask their prospects for personal favors. If you should have such a mistaken notion in mind, it would be natural to feel shy, to want to avoid rejection, and to imagine that asking for less will somehow make the whole transaction less painful. But this is not the situation at all. You are not asking for favors of any kind; you are offering this person an opportunity to participate in an endeavor which you, through your own involvement, already know to be noble, meaningful and crucially important. It is a good idea to remind yourself of the worthiness of your cause just as you move in to suggest the amount of the gift.

Be ready to ask for an additional meeting to take care of "unfinished business" or to salvage an uncomfortable situation. If your prospect should say, "But I just can't do it!" or indicates that he or she is not ready to meet your suggested gift, suggest that he or she take more time to consider the importance of this project, and set up a second appointment within the next few



days. Be sure to set a specific date, time and place; never leave your arrangements vague. If the prospect offers to contribute a significantly lower amount, be reluctant to accept. Use your ingenuity to stall for time, e.g., ask if it would be all right to check with someone at the campaign headquarters. In other words, do anything you can to prolong negotiations into a second meeting. It's very hard to get a prospect to increase a gift once the pledge card is signed. Occasionally a prospect will want to consult his/her spouse or lawyer. Even if you suspect that this is an evasive tactic, call the prospect's bluff by pinning him/her down to a specific new appointment that will allow time for the consultation to have taken place.

Sometimes you can sense from the start that there is the possibility of a significantly large contribution, and that the prospect should be approached in stages. In these cases, use the first call to ask for an opinion of the campaign and to get the prospect to ask how much money you want, but don't actually solicit the gift or take a pledge card; ask for another appointment. While your memory is fresh, make notes on the interview to assist you in the next meeting. On your second call, be prepared with answers to questions or objections raised at the first visit. Consider taking someone else along; this has been known to improve greatly your chances of winning a gift. Refresh the prospect's memory on the main points of his/her interest, and try for further discussion of these points. Ask for the gift, and leave as soon as you can after obtaining it.

Show the prospect how he or she can make a responsible gift without depriving self or family. Emphasize that since the Federal government permits us to deduct our gifts from our income taxes, our gifts actually cost less than it might appear. (See Appendix 1,2,3) Some people are more likely to make significant contributions if you break down the amount of the gift you are discussing. For example, if your prospect appears to be able to afford a gift of \$1000 you can say, "We are talking about \$200 a year for five years, or \$50 a quarter. If you are in the 30% tax bracket, this means an actual cost to you of less than \$12 a month, or 39 cents a day."

Complete the pledge card and take it with you. Once an amount has been pledged, complete the card according to the terms of the gift upon which you have agreed, and have the prospect "okay" what you have written by signing the card. If a cash gift is to be given, wait for the check. The signed pledge card or check should be returned to the ACCL office as soon as possible. Do not under any circumstances leave the actual pledge card with the prospect; as soon as it passes from your hands, you shift responsibility and lose control of the situation. If requested, you can leave a sample (blank) card or the ACCL campaign brochure, which has a tear-out card of its own.

#### FOLLOW UP WITHOUT DELAY

The donor deserves our thanks and special attention, and deserves to be made to feel a part of the ACCL organization. In addition, donors who are given appropriate consideration are much more likely to renew and increase their contributions in the future. We should show the donor that we care about him/her as a person, and not just as a source of funding. The ACCL office will send out a thank you letter from the president, occasional progress reports, and other devices to express appreciation, maintain interest and solicit donors's ideas. As the solicitor, you should send the new donor your own personal letter of thanks (not a form letter) the next day. Your letter can be quite short;





prompt timing has its own way of telling a donor how much his/her gift is appreciated. After six months or more have elapsed, it is often a good idea to arrange for a casual meeting, not to raise money, but to socialize, to bring the donor up to date on your campaign efforts, and to ask for advice.

Occasionally a donor does not wish to be involved beyond making a contribution. People who are very successful and/or busy, or burdened with demanding personal and family problems sometimes feel that they cannot spare the time and emotional energy required to process the information that would be sent out to them. These people are content to let their money "participate" for them; after receiving their thank you letters they would prefer not to hear from us again until it is time to write another check. Whenever you determine in the course of an interview that you are dealing with someone who cannot "afford" personal involvement, be sure to inform the ACCL office of this when you return the pledge card or check, so that they can act accordingly.

Donors can lead you to other strong prospects. If you've done your job well, your new donor is now relieved and satisfied; he or she has taken care of a personal need by donating, and may be interested in helping others feel the same way. Ask the donor to suggest names of other people with similar interests and concerns.

Donors who show strong interest can be asked to take an active part in the campaign. In addition to asking for new leads, you can ask a prospect who seems to be enthusiastic and agreeable to make some of these calls with you. Those who show signs of deeper commitment can be asked if they would like to help raise major gift donations. Let the ACCL office know of anyone who is interested in becoming a campaign solicitor, so that campaign literature can be provided.

#### SUGGESTIONS FOR SUCCESS

Never solicit when you are unprepared. Have as much prior information as you can manage. Have a definite amount in mind to suggest. Have a pledge card prepared with the typed name of the prospect.

Investigate the possibility of working in pairs to improve your results. As strange as it may seem, fund-raising research shows that two people can usually solicit a given number of prospects in less time and with better results if they go together than if each solicits half of the prospects separately. Something about the presence of two solicitors helps you get down to facts sooner and to get out more quickly. A pair has the advantage of continuously comparing notes about problems and their solutions, pooling their contacts and resources, trading hunches and reinforcing one another's confidence and conviction. The donor who is interested in becoming a campaign solicitor may also be interested in working as your partner.

Never allow a telephone call to a prospect to drift into discussion of his/her gift. Use of the telephone places you at a tremendous disadvantage in telling your story. Your prospect can't sign a pledge card over the phone. Telephone solicitation would give the impression to the prospect that he or she is not important enough to warrant a personal visit, or that you the solicitor do not consider the project to be worthy of your valuable time. As far as major gifts are concerned, personal visits get results. Telephone calls get excuses.





Be ready with a further suggestion of extending the contribution. When a prospect offers a cash gift, tactfully suggest that he or she give the same amount each quarter over a three to five year period. You'll be surprised how many prospects, once the idea is implanted, will give as much each quarter as they had intended to give as a single cash donation.

Keep your sights high. We are engaged in a large fund-raising project. Many of the people you visit are more familiar with annual appeals and have never been asked to consider a three-to-five year pledge payable on a quarterly basis.

Keep your ideals straight. You are not approaching these people as an individual seeking personal favors; you come to them as the representative of a great humanitarian cause, inviting them to join you in commitment and leadership.

Remember:

You are not begging for money.

You are recruiting important people to exert their influence!

You and they are saving lives!



## Appendix I

### CONTRIBUTION PROGRAMS FOR CORPORATIONS

Amount of Contribution	Net Tax Savings* Resulting From Contributions	Net Cost To Corporation
\$ 5,000	\$ 2,400	\$ 2,600
10,000	4,800	5,200
25,000	12,000	13,000
50,000	24,000	26,000
100,000	48,000	52,000
250,000	120,000	130,000



## Appendix 2

### CONTRIBUTION PROGRAMS FOR COUPLES FILING JOINT RETURN

Taxable Income Before Charitable Contribution	Amount of Charitable Contribution	Net Tax Savings* Resulting From Contribution	Net Cost of Contribution To Donor	Per Cent of Contribution Absorbed by Government
\$ 7,000	\$ 200	\$ 38	\$ 162	19.0
10,000	350	77	273	22.0
15,000	500	125	375	25.0
20,000	1,000	280	720	28.0
30,000	2,000	780	1,220	39.0
50,000	5,000	2,500	2,500	50.0
75,000	7,500	3,750 to 4,125	3,375 to 3,750	50.0 to 55.0
100,000	10,000	5,000 to 6,000	4,000 to 5,000	50.0 to 60.0
150,000	25,000	12,500 to 16,200	8,800 to 12,500	50.0 to 64.8
250,000	50,000	25,000 to 35,000	15,000 to 25,000	50.0 to 70.0

\*In certain cases there is a range of possible benefits depending on the nature of the individual's taxable income for the year; there is a maximum rate on income derived from personal services.



### Appendix 3

## CONTRIBUTION PROGRAMS FOR SINGLE PERSONS

Taxable Income Before Charitable Contribution	Amount of Charitable Contribution	Net Tax Savings* Resulting From Contribution	Net Cost of Contribution To Donor	Per Cent of Contribution Absorbed by Government
\$ 7,000	\$ 200	\$ 48	\$ 152	24.0
10,000	350	88	262	25.1
15,000	500	155	345	31.0
20,000	1,000	360	640	36.0
30,000	2,000	900	1,100	45.0
50,000	5,000	2,500 to 3,000	2,000 to 2,500	50.0 to 60.0
75,000	7,500	3,750 to 4,900	2,600 to 3,750	50.0 to 65.3
100,000	10,000	5,000 to 6,900	3,100 to 5,000	50.0 to 69.0
150,000	25,000	12,500 to 17,500	7,500 to 12,500	50.0 to 70.0
250,000	50,000	25,000 to 35,000	15,000 to 25,000	50.0 to 70.0

\*In certain cases there is a range of possible benefits depending on the nature of the individual's taxable income for the year; there is a maximum tax rate on income derived from personal services.



## Appendix 4

### JOB DESCRIPTION

#### JOB TITLE:

Major gift solicitor

#### SUPERVISORS:

ACCL Steering Committee

#### OBJECTIVE:

To make it possible for ACCL to fulfill its mission. We can only save unborn children if we have sufficient financial support to pay for our educational and legislative efforts. The major gift solicitor works to identify major gift contributors, secure interviews and request contributions.

#### RESPONSIBILITIES:

1. Raise through pledges and/or cash gifts a percentage of the campaign objective.
2. Utilize leads from the ACCL office.
3. Identify as many additional major gift contributors as possible.
4. In cooperation with the ACCL office, research each prospect and determine his/her general and specific interest in the pro-life movement, as well as how much he or she can afford to contribute.
5. Secure an interview with each potential donor.
6. Ask each potential donor for a contribution.
7. Send the signed pledge card and/or check to the ACCL office.
8. Send the donor a personal thank you letter.
9. Advise the Steering Committee on fund-raising strategy.
10. Advise the Steering Committee on allocation of funds.

#### QUALIFICATIONS:

Since being a major gift solicitor primarily involves working with people, a friendly, warm, out-going personality is a strong asset. A great deal of patience and persistence is needed. A solicitor needs to understand abortion and related issues, and the efforts of the pro-life movement. Most important of all, the solicitor must be willing to ask a potential donor for a suggested specific contribution.



#### TRAINING:

Individual training, and follow-up assistance as required, will be provided for each major gift solicitor.

#### EVALUATION:

Self-evaluation is needed so that each solicitor can continuously modify and improve his/her approach. In addition, a fellow solicitor or ACCL staff person will assist each solicitor in studying his/her effectiveness.

#### COMMITMENT:

This is an on-going responsibility. Each major gift solicitor is appointed by the ACCL Steering Committee to serve on the Finance Committee, and serves in this capacity until giving notice that he or she no longer wishes to participate. Each year the combined committees meet to set a campaign goal and each solicitor commits him/herself to raise a reasonable percentage of the goal. Once an individual solicitor has raised that percentage, his/her commitment for that year's campaign is over.

#### REWARD:

Participation in meaningful activity in the public interest; satisfaction in knowing that you have helped save the lives of unborn children and other vulnerable human beings.



[illegible]

TOTAL \$ \_\_\_\_\_

6 TEAMS X \$4,166.71 = \$25,000.26



## AMERICAN CITIZENS CONCERNED FOR LIFE

1981-1982 CAMPAIGN FOR HUMAN LIFE <sup>OBJECTIVES</sup> ORGANIZATIONAL DEVELOPMENT PROJECT

## SUMMARY

American Citizens Concerned for Life seeks the sum of \$50,000 to fund a major organizational development effort. Half of this amount is to be obtained via a one-time unrestricted foundation grant, or challenge grant, that will match \$25,000 of contributions solicited from private individuals within a one year period.

The grant and the private contributions will be used to finance a professionally managed direct mail campaign to increase ACCL's constituency and resulting membership revenues to the point of being able to sustain all of the organization's operating expenses. In addition, these monies will be used to secure increased services of professional staff and to expand ACCL's research and communications capabilities in keeping with the scope of its public policy and educational programs.

The minimum development budget required to carry out these activities during the next year is \$50,000. ACCL proposes to raise \$25,000 of this amount from private individuals, largely in Minnesota. The result of the development effort will be a minimum of 19,000 new members and donors, which will move ACCL from its present situation of financial non-viability into a position of long-range growth.

## THE NEED

The abortion controversy continues to divide our society. The opposing forces seem to be drawing farther apart, confronting one another with desperate tactics and angry accusations. There is too much emphasis on power politics, polarization and heated emotion, and not enough emphasis on the search for areas of constructive cooperation.

There is a clear need for more people to adopt ACCL's reasonable, persuasive, bridge-building approach to the life issues. ACCL does not promote demonstrations or civil disobedience, does not rate political candidates, compile "hit lists", or engage in similar political action. We do not believe in questioning the sincerity of those who disagree, nor in cultivating fear and hatred of alleged "enemies".

Instead, ACCL works publicly, and quietly behind the scenes, to enlighten the formation of public policy by providing educational, legislative, research and policy analysis services as needed. Among those who have come to rely on ACCL for carefully researched information, advice and testimony are members of Congress, their staffs, citizen activists and the news media. ACCL's reputation for fairness and reasonableness has won the respect of persons on all sides of the abortion controversy. This may account for ACCL's success in promoting social welfare legislation which offers constructive alternatives to abortion.

ACCL has worked diligently to establish expertise and to maintain liaison and build trust with legislators, governmental agencies and professional and citizens organizations throughout the country. But many of the opportunities ACCL has



created for itself will be wasted if the organization does not grow to keep pace with its responsibilities. ACCL must expand its membership, staff and research/educational resources in order to maintain its national leadership. Finances permitting, ACCL is in an excellent position to build the national constituency necessary to keep alternatives to abortion high on the public policy agenda.

#### THE DEVELOPMENT TASK

ACCL believes -- based on direct mail testing, public opinion surveys and personal experience -- that there are millions of Americans interested in addressing the issues of adolescent pregnancy, abortion, adoption, sex education and responsible family planning who are not yet members of organizations working on these problems. For example, a recent Gallup Poll (copy available) revealed that 3% of the American adult population contributed to a pro-life group during the past 12 months, and a surprising 6% of all adults, or about 5.2 million persons, are not yet -- but would like to be -- members of such groups.

One reason why many of these people are inactive is that they have not been persuasively asked to contribute or join an organization which they could feel comfortable with. A program such as ACCL's, which has an educational, charitable, humanitarian and social welfare focus has tremendous appeal to potential donors among the general public.

ACCL was founded in 1974 with only \$4,000 in seed money, a tremendous gamble in view of the standard recommendation that \$100,000 or more be available in advance for such ventures. The result is that ACCL has been unable to conduct membership prospecting on a significant scale, and the current small membership is not sufficient to finance the organization's work on a permanent basis.

Since 1974 the ACCL's executive director has loaned the organization over \$13,000 to help finance its activities. These loans and a variety of other fundraising activities have kept the organization alive, but it is clear that the organization cannot continue much longer without substantially increasing its membership and donor base. ~~Lacking additional funds, ACCL will go out of business on December 31, 1981.~~

During recent months ACCL has been evaluating direct mail companies, and has determined that there are tremendous possibilities for membership development through direct mail. Using conservative response estimates, ACCL's net cost to acquire 19,000 new donors over a one year period will be \$27,500. However, the income from those 19,000 donors over a five year period would be \$935,882. In addition, by continuing to do prospect mailings in large volume for several years, ACCL's donor base would increase from the present 3,500 by at least 19,000 persons each year. Obviously, the multiplier effect of the \$27,500 would be quite substantial.

The remaining \$22,500 of development funds would be allocated to salaries for the executive director, who is currently serving full time as a volunteer, and the program director, who was laid off at the end of August for lack of funds.

To match the \$25,000 foundation grant, ACCL's Campaign for Human Life must raise an additional \$25,000 in cash or pledges ~~by December 31st.~~ \$50,000 is the

minimum realistic development fund that will assure the long-run continued functioning of the organization. ~~Should ACCL not receive the \$25,000 foundation matching grant,~~ the \$25,000 raised from individual donors will be returned to them. ✓

#### PROPOSED BUDGET FOR CALENDAR AND FISCAL YEAR 1982

A program budget for fiscal year 1982 is attached which outlines projected income and expenditures. Additional details on the direct mail program are available on request.

#### BACKGROUND ON THE ORGANIZATION

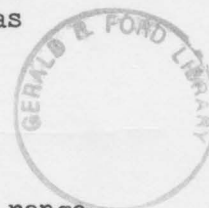
American Citizens Concerned for Life is a national, direct membership association engaged in educational, legislative, research and service activities which serve to promote respect for life in contemporary society. Based on the premise that each life must be nurtured, ACCL seeks to achieve social conditions in which each human person can fully realize his or her potential. ACCL is the only national pro-life citizens organization with this latter goal as its primary mission.

ACCL was founded by a group of national pro-life leaders who perceived a need for a national organization with a broad and persuasive approach to the life issues and a commitment to meeting human needs which would complement its advocacy of legal protection for human life. ACCL's formation was announced on August 21, 1974, when the organization presented testimony on the need for alternatives to abortion before the U. S. Senate Subcommittee on Constitutional Amendments.

A five member board of directors and twenty area representatives were elected initially, and an advisory board was named later that year. A congressional advisory committee was added in 1975, and in 1977 the board of directors was expanded to sixteen members. ACCL has approximately 3,000 members and contributors, located in all fifty states.

ACCL's current objectives include the following:

- \* Advocate life-supportive public policies and the availability of a wide range of alternatives to abortion.
- \* Provide technical assistance and consultation on request to public non-profit organizations and institutions concerned with maternal and child health.
- \* Prepare and present testimony at the request of appropriate legislative bodies.
- \* Represent the pro-life viewpoint at professional seminars and symposia addressing relevant health, welfare and education issues.
- \* Develop and disseminate new approaches to values education which will foster responsible sexual behavior.
- \* Research and develop new life issues literature and audio-visuals.





- \* Provide financial assistance to innovative pregnancy services such as the proposed National Pregnancy Hotline information service.
- \* Operate a variety of information services for those interested in the life issues, including:
  - newsletters focused on adolescent pregnancy, abortion, adoption and related social welfare concerns.
  - a national resource center for the sale of life issues literature, audio-visuals and books to the general public and interested organizations.
  - free educational literature to students and the general public.
  - training materials for public speakers and counseling center personnel.
- \* Identify and recruit a membership constituency large enough to support these activities on a permanent basis.

## DEVELOPMENT PROJECT ADMINISTRATORS

Joseph A. Lampe, Executive Director, American Citizens Concerned for Life

1964 to 1967	Digital Computer Specialist, Strategic Air Command Control System
1968 to 1969	Student in Computer Sciences, University of Minnesota
1970 to 1974	Executive Director, Minnesota Citizens Concerned for Life
1975 to 1979	Executive Director, American Citizens Concerned for Life
1980 to 1981	Product Development Specialist, NCR Comten, Inc.
April, 1981	Executive Director, American Citizens Concerned for Life

Mr. Lampe was a founder of the National Right to Life Committee, American Citizens Concerned for Life and Human Options, Inc. In addition to holding a variety of administrative and leadership positions in the above organizations, he has served as an organizational development consultant to numerous national and state pro-life organizations during the past ten years.

Raymond J. DiBlasio, Program Director, American Citizens Concerned for Life

1964 to 1969	Instructor, Philosophy Department, Youngstown State University
1969 to 1972	Program Director, Cooperative Campus Ministry, Youngstown State U.
1974 to 1979	Educational Research and Development Consultant
Jan., 1979	Director, Human Options, Inc.
Feb., 1981	Program Director, American Citizens Concerned for Life

Dr. DiBlasio received his Ph.D. in Educational Research and Development from Ohio State University in 1977. Many of his research projects dealt with the problems of developing the values of young people. He has provided consultant services to school systems and to such agencies as the Staff Training Academy of the Minnesota Department of Corrections. He has an extensive background in counseling, communications and community education.

ACCL . . .



~~ATTACHMENT #1~~~~CAPS~~ PROGRAM  
~~Organizational~~ Budget for 1982INCOME ~~etc~~

Gross Receipts from Direct Mail <i>Prospecting</i>	\$287,750
Memberships and Contributions	30,500
Foundation Challenge Grants	25,000
Matching Contributions <i>("Campaign for Human Life")</i>	25,000
Other Major Gifts <i>from E</i>	15,000
Love of Life Benefit Raffle	6,000
Sales of Educational Materials and Books	3,500
Total	\$392,750

~~CAPS~~Expenses

Direct Mail Membership Development		
A: Production and Mailing Expenses	\$310,250	
B: Creative Services	5,000	
		315,250
<del>Legislative and Public Policy Activities</del> <i>Initiatives</i>		
A: Legislative and Public Policy Advocacy	5,500	
B: Preparation of Congressional Testimony	2,500	
C: Technical Assistance, Research and Writing	3,000	
D: Liaison With Related National Organizations	2,000	
		13,000
Public Information and Education		
A: Communications Center Expenses	1,500	
B: Audio Visuals	2,500	
C: Books	1,500	
D: Literature	1,500	
E: Convention Booths	1,000	
		8,000
Newsletter Publication		
A: Editor (part-time)	2,000	
B: Production Expenses	6,000	
		8,000
Professional Seminars, Colloquia and Meetings		
A: National Meetings	3,000	
B: State Meetings	1,000	
		4,000
Alternatives to Abortion Services		
A: National Pregnancy Hotline Support	6,000	
		6,000
National Office Personnel		
A: Executive Director	15,000	
B: Program Director (half-time)	12,000	
C: Secretary (full-time)	12,600	
		29,600
National Office Administration		
A: Office Supplies	2,000	
B: Telephone	2,300	
C: Postage	1,500	
D: Rent	1,200	
E: Office Equipment Purchase and Maintenance	1,900	
		8,900
Total		\$392,750

