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hope

**CAMILLUS HOUSE, INC. - POLICY AND PROCEDURES**

**TITLE: SOLICITATION OF FUNDS**

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**I. POLICY**

The Advancement Department coordinates all private fund solicitations on behalf of Camillus House, Inc., ensuring that all soliciting is conducted in an ethical and professional manner that portrays Camillus House in a positive light. Funds are solicited only for programs and purposes deemed appropriate and necessary by the senior management and board of directors of Camillus House.

**II. PROCEDURES**

**A. General Solicitation**

1. Camillus House is dedicated to the highest standards of ethical conduct in all fundraising activities conducted on its behalf. All staff and volunteers are required to adhere to the Code of Ethical Principles and Standards of Professional Practice (Attachment A) and the Donor Bill of Rights (Attachment B) as set forth by the Association of Fundraising Executives (AFP).
2. Staff and volunteers must refrain from placing any undue pressure on a giving prospect when seeking gifts from potential donors. The responsibility of every staff member and volunteer is to create conditions of opportunity, not obligation, in assisting the donor to fulfill their philanthropic endeavors.
3. No solicitations are conducted by any staff member, Board member, volunteer or outside organization without the prior knowledge and approval of the Advancement Department. All solicitations over \$50,000 must gain approval from the President.
4. The terms of any gifts should be as general and flexible as possible. However, Camillus House encourages both unrestricted gifts and gifts for a specific purpose as set forth in the annual budget or as otherwise approved by the President and board of directors.
5. All solicitations must clearly and honestly represent the purpose the funds raised will serve. Any promises made to the donor in regards to gift designation and recognition should be honored.

6. Prospective donors wishing to make a substantial gift are advised to seek the counsel of their own attorney and/or financial consultant on matters relating to estate planning and tax liability. Camillus House may also seek the counsel of its own advisors, when needed, before executing certain documents with donors.
7. A donor's wish to not be solicited is respected at all times. Donors who request not to be solicited by Camillus House are coded such that they will not receive solicitation mailings or phone calls.
8. Camillus House does not solicit funds on behalf of another organization, on behalf of a specific client, or for the personal use of any staff member, Board member or volunteer.

**B. Unacceptable Forms of Solicitation**

1. Camillus House considers some forms of solicitation to be inappropriate. This includes any form of solicitation, which the general public perceives to be questionable, annoying, intrusive, or misrepresentative of Camillus House.
2. Following is a non-inclusive list of specific forms of solicitation which are prohibited by Camillus House:
  - a. *Cold-Call Telemarketing:* Calling a non-donor individual who has no prior relationship to Camillus House to solicit a contribution over the telephone, whether done by Camillus staff or volunteers or outside organizations, is prohibited. Current donors may be contacted to discuss their giving history and/or to request that they upgrade or continue their giving.
  - b. *"Roadblock" Fundraising:* Soliciting funds from people on the street and in passing cars is prohibited. Such forms of fundraising cannot be controlled and Camillus House is unable to confirm that all money collected on the street was actually turned over to Camillus House. The general public perceives such forms of fund-raising as untrustworthy and a nuisance. This form of fundraising is also too closely linked in the minds of the general public to the habit of some homeless individuals of soliciting money on street corners, which is a negative image Camillus House would like to avoid.
  - c. *Misleading Advertisements:* Any form of fundraising where the general public is led to believe that 100% of its contribution will go to Camillus House, when in fact only a smaller percentage

will go to Camillus House, is strictly prohibited. In all cases where a percentage of profits, net or gross, will be donated to Camillus House, the exact percentage must be noted on all materials. Camillus House must approve all such materials if an outside organization is doing the fundraising.

- d. *Mailing List Rental:* Raising funds through the sale or rental of Camillus House's mailing list is strictly prohibited. All donor names and records will remain the confidential property of Camillus House.
- e. *Pyramid Marketing:* Raising funds through pyramid style marketing schemes is strictly prohibited. This includes any type of sales agreement where an outside source promises a percentage of sales in return for Camillus House's agreement to market the product. Camillus House does not endorse products or encourage supporters to buy specific products and may not use its mailing list for the purpose of selling non-Camillus House related items.

**C. Minor and Mid-Gift Solicitation**

1. Minor Gifts are those gifts that range between \$1.00 and \$999, and Mid-Gifts are those gifts that range between \$1,000.00 and \$4,999.00. Both types of gifts are generally received through direct mail appeals. In some instances, Mid-Gifts may be followed-up via telemarketing initiatives, which involve phone calls as a personal solicitation. Direct mail appeals are solicitations sent via the post office or if agreed by the Advancement department via electronic mail to current and/or potential donors to request contributions. Appeals may be targeted for a specific fund or may be for general unspecified operating costs of Camillus House.
2. Camillus may engage in three types of appeals:
  - a. *Clarion:* The Camillus Clarion serves as both a communication tool and as an appeal. It is considered an appeal in that it always includes an envelope for recipients to send in donations. The Clarion may or may not have a direct appeal for donations included, depending on the editorial content of a particular issue. For the purposes of auditing expenditures involved in



producing the mailing, the costs are distributed between educational and fundraising costs.

- b. *General appeals:* General appeals, such as holiday mailings, are sent to the Camillus House mailing list of current donors and prospects. These appeals can have a variety of designs and purposes, and can be sent at various times of the year.
  - c. *Acquisition appeals:* Acquisition appeals are generally conducted with the assistance of an outside organization specializing in direct mail acquisition with the purpose of acquiring new donors. The appeal is designed as an introduction to Camillus House with a direct ask for a contribution. It is mailed to a rented or purchased mailing list, with respondents being added to the Camillus House mailing list as new donors for cultivation.
3. Appeals may be designed by Camillus House staff or by an outside designer. All designs must be approved by the Marketing Department and President prior to production.
  4. Every effort needs to be made to coordinate the timing of the appeals with other fundraising initiatives under the auspices of the Advancement Department. Both Institutional Advancement and Marketing must create a schedule of planned activities at the beginning of the Camillus House fiscal year.
  5. All appeals include a coded response envelope, which will tell the Advancement Department which appeal a gift is in response to. Responses to appeals are tracked and analyzed through the Raiser's Edge database.
  6. All mailings of over 1,000 pieces use the bulk mail sort rate. Pieces are printed with the Camillus House bulk mail permit indicia included. The return address on the mailing must match the address on file for the bulk mail permit. Mailings with a return address, which does not match the address on file, will be rejected by the post office. This includes mailings for which the return address is anything other than Camillus House (i.e. the address of a co-sponsoring organization or Camillus Health Concern).



7. An independent mailing house may be used for large mailings. The mailing list will be provided to the mailing house on a computer disc. The mailing house must agree not to keep or reuse Camillus House's mailing list.
8. Each direct mail solicitation is evaluated for effectiveness, efficiency and overall quality. Recommended enhancements for direct mail appeals are made at this time.

**D. Major Gift Solicitation**

1. Major gifts are contributions of \$5,000 or more from an individual or organization. Such gifts generally require identification, cultivation, solicitation, recognition and stewardship, with a goal of developing a long-term relationship with the donor.
2. Potential donors may be identified through a variety of sources, as long as ethical and professional standards are maintained in the process. Sources may include:
  - a. *Current donors:* Current donors who are already giving at a lower level may be considered prospects for a major gift. Donors' names and addresses are periodically submitted to a national database company for the purpose of appending additional donor information such as income, home ownership and other net worth information used to determine which donors can potentially become major donors. Current donors may also be identified as potential major donors by word of mouth from Board members, volunteers, and staff members or through media sources.
  - b. *Family Members:* Members of the "Camillus House Family" may be considered major gift prospects. These members include current and former volunteers; former medical residents; Board of Directors, Campaign Committee, Steering Committee; current and former employees; and successful former clients.

- c. *Board/Volunteer Contacts:* Board members and volunteers may submit names of their contacts, including friends, family or professional acquaintances, as potential donors.
  - d. *Public Information:* Names of potential donors may be pulled from many sources of public information, including newspaper articles on local businesses, influential individuals, large gifts to other charities, or business promotions; annual reports from other charities; and "Top Lists" listing the best and wealthiest individuals and corporations locally and statewide.
  - e. *Membership Lists:* Lists of potential donors may be available from organizations including, but not limited to, the Greater Miami Chamber of Commerce membership, the United Way Leadership list and the Bankers Club Mailing List.
  - f. *Rented/Purchased Lists:* Lists of potential donors may be purchased or rented for a specified number of mailings from a reputable list broker. When working with a list broker, the broker must guarantee in writing that a specific percentage of the list is accurate, the list should not have been used by similar organizations within the past six months, and the list should be drawn from other lists of people sharing characteristics of our known donors. Camillus House will not purchase a list blindly, without knowing the demographics of who is on it.
  - g. *"Fishbowl" Names:* Individuals who attend events where Camillus House is present may be considered potential donors. The "Fishbowl" technique collects names by asking individuals to drop their business card in a bowl, to sign up on a sheet, or to leave their name and address in some other way.
  - h. *Callers:* Individuals may be added to the Camillus House prospect and mailing lists when they call Camillus House for information.
3. Most prospects must go through a period of cultivation before being solicited for a major gift. The specific period of time depends upon the



individual prospect and the amount of the gift to be asked, but an average time period is twelve to eighteen months. Cultivation methods may include:

- a. *Camillus House mailings:* All prospects should be on the Camillus House mailing list so they receive all Clarions and other non-solicitation driven marketing materials
  - b. *Personal correspondence:* Major prospects may receive personalized correspondence from the President, members of the Board of Directors, Advancement Department and authorized volunteers.
  - c. *Phone Calls:* Prospects may receive personal phone calls from the President, members of the Board of Directors, Advancement Department and authorized volunteers when appropriate.
  - d. *Personal Tours:* Prospects may be given a personal tour of Camillus House, Camillus Health Concern and the SROs by the President, the Advancement Department and authorized volunteers. If an extremely important prospect is to be given a tour, all departments should receive prior notice so that they have ample time to prepare.
  - e. *Socialization:* Prospects may be taken out for meals, to sporting events or to other social settings, which offer the opportunity for discussion and cultivation at the expense of Camillus House. These activities are undertaken at the discretion of the President, members of the Board of Directors and the Advancement Department.
4. In order to ensure an efficient, organized and professional solicitation, all cultivation activities are coordinated through the Advancement Department. Notes on each activity are kept in the prospect's file in both Razor's Edge and physical file.
  5. At no time should a prospect be made to feel that their invitation to an event or social event is contingent upon their making a gift to Camillus House. Cultivation methods are used only to share more about Camillus House, to demonstrate need, and to learn about the

prospect's own motivations for making a gift. No pressure should be put on a prospect.

6. The Advancement Department generates a monthly report listing major gift prospects, their giving potential, the solicitor assigned to the prospect, and any scheduled activities with that prospect. Prospects are removed from the Prospect Classification Matrix if it is determined that a gift will not be made. The length of time it takes to reach this decision varies depending on the type of prospects and cultivation methods being used.
7. No solicitation of a prospect is made without the prior knowledge and authorization of the Advancement Department. Organizations, which are co-sponsoring an event with Camillus House must submit a list of all entities to be solicited for sponsorship before approaching anybody. The solicitation letter to be used must also be approved by the Advancement Department.
8. The giving potential of a prospect is carefully researched before an ask is made, ensuring that the ask is not too high or too low. An ask which is much too high may offend or embarrass a prospect; an ask which is too low can result in Camillus House losing out on a much larger gift. The amount of an ask should be approved by the Advancement Department prior to the solicitation.
9. In order for a major gift ask to take place, the Advancement Department must carefully create a proposal fully customized to the donor's needs and based on key learning obtained through the cultivation period. The President must approve each proposal before it is handed over to the donor.
10. Appropriate follow up is coordinated with the Advancement Department after the ask is made. Negative responses receive a polite follow-up letter thanking the prospect for their time. Positive responses receive an immediate thank you letter. The donor is recognized following regular recognition procedures.
11. Major donors receive periodic updates on Camillus House. If the gift was designated for a specific purpose, news of that program is



included. Major donors may be invited over for a tour to see their donation at work when appropriate.

12. A senior staff member is assigned for the next year to ensure that Camillus House maintains contact with the donor. This process is called stewardship and constitutes the act of thanking and maintaining contact with each major donor. The Advancement Department is responsible for providing the designee senior staff member with timely information and the support needed to make the next solicitation. The Advancement Department is responsible for writing annual updates to the donor that provides status and information on the donor's gift.