

THE SALVATION ARMY IN OKLAHOMA CITY:  
HISTORY, FUND-RAISING AND PUBLIC  
RELATIONS ACTIVITIES 1970-1982

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## PREFACE

The investigation into the subject matter of this thesis began in May, 1982. Since that time, an attempt has been made to gather as much information as possible to give this study a representative outlook while a lot of obstacles have been encountered which have formed a barrier making an examination of some material impossible. It is regretted that only scanty information could be obtained on The Salvation Army's history from 1900-1982. Substantial information about the organization's annual reports dating from 1900-1982 could not be obtained because they weren't on record at the time this research was conducted. Also, the annual reports for 1981 and 1982 were not available at the time this research was conducted.

It is necessary to point out that this thesis will adopt the abbreviation "Army" to represent The Salvation Army as is the convention in a variety of publications. Also the title "development officer" will be used to represent officers conducting fund-raising activities. At the same time the activities discussed about the organization's fund-raising and public relations would form the basis of its history; because The Salvation Army's activities mostly comprise fund-raising and rallies to empathize with the

needy.

Although research about The Salvation Army was difficult due to poor record keeping, this writer went ahead with the study as a result of his interest in knowing much about one of the most dynamic charitable organizations in Oklahoma City. The interest in pursuing this study arose as a result of the bad publicity suffered by the organization in Richmond, Virginia, when it failed in its efforts to build a new complex at 2 West Grace Street. The organization in the 1970s wanted to expand its activities in Richmond by trying to erect a building at 2 West Grace Street to help the needy and poor of Richmond, but residents of the area (i.e., 2 West Grace Street) organized and defeated the Army's proposed plan in the City Council. I was disappointed at the attitude of the residents who organized to defeat the Army proposals because I was of the opinion that the Army was trying to expand its activities to help the poor. I believed in the idea that all fingers were not equal so that those with secured values must be prepared to help the have-nots. Unfortunately events never went well for The Salvation Army whereas its mode of evangelism is the type that helps the needy most because it provides them with self-esteem. And it is my belief that the down-trodden need to have self-esteem, to get along well in life.

I decided to study the history, fund-raising and public relations activities of the Army in Oklahoma City, as a way of contributing to its success through suggestions as

to how the organization can better obtain funds to raise the potential of the poor to become good citizens at a time which I feel really oppoertuned to do so. This is why the difficulties posed by my inability to obtain needed documents to conduct this research did not reduce the will to carry on, because I believe that every human being has the potential to be somebody if given the chance and opportunity.

Therefore, The Salvation Army should not be left to shoulder society's responsibilities all by itself. Assistance must come from the public. I believe I have to contribute my share to the organization's efforts because of the feeling that the poor need assistance from educational institutions. The current recession brings such an urgency into a clearer perspective.

As part of the process of conducting this exploratory study telephone interviews were held with Ralph Chamberlaine, Director of the Army's National Archives and Research Center in New York. Dr. Edward E. Mckinley of Ashbury College, Kentucky, provided good suggestions about the means of obtaining research materials on The Salvation Army. At the Oklahoma City offices of the Army, Major Steven Weaver and Mr. Robert Haley were of great assistance in helping to obtain various documents for this thesis. Gratitude must be expressed to Mr. Eldon Maret, coordinator of the organization's activities in Stillwater for his notable suggestions.

Rarely is anything the work of one person, this is why I must express hearty thanks to Dr. Philip E. Paulin for the encouragement provided during the period of research and the writing of this thesis. To Dr. Walter James Ward, who provided unceasing encouragement throughout the period this exploratory study was conducted, I must say thanks. I am also grateful to Dr. William Robert Steng for his helpful suggestions with regards to this thesis. To Dr. Harry E. Heath who offered helpful suggestions about some methods of obtaining information for this thesis I say thank you. Finally, I say thank you to other members of the Oklahoma State University faculty whose encouragements have helped immensely in getting this thesis through the rigorous stages of research. To my parents and members of the family, I say thanks for their prayers and assistance through the years. There is one way I would like to end this preface and that is to say a happy thanks to others who helped to make this research effort come to fruition.

I have learned a great deal from this research effort into the conditions and plight of the needy, and I hope it will be of immense assistance to the poor who visit the Salvation Army for assistance in years to come.

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## CHAPTER I

### INTRODUCTION

The Salvation Army, a charitable organization founded by William Booth, grew out of a first organization called The Christian Revival Association founded by the same man in July 1865.<sup>1</sup> In July 1865, London, then a city of three million, had more than 100,000 paupers within its vicinity.<sup>2</sup> William Booth, who at the time was a Methodist minister, resigned from his pastoral duties to minister to the poor and needy of the slums of England. His initial aim in July 1865 was to convert the unchurched and poor of England to Christianity and then pass them on to existing churches as members. But the task of converting the poor of East London to Christianity in the early years was an awesome one for Booth. His three pounds a week income was too meager to combat the awesome task of ministering to the needy and providing food and shelter for them at the same time.<sup>3</sup> Until November 1865, when he moved his family and operations from Hammersmith to 1 Cambridge Lodge, East London, Booth trudged 8 miles from his home to the East End on Sundays for church services. After Evangelical services he stumbled home, always haggard and fatigued, his clothes torn as a result of the rowdy nature of the mob environment.<sup>4</sup>

## Historical Background of the Salvation Army

1865 - 1880

A study of the Salvation Army's history in Oklahoma City would be incomplete without a mention and a provision of a chronological history of the founding of the organization in the slums of London to its early inception in America.

The Christian Revival Association, as it was called in 1865, was absorbed in the East London Christian Mission from where Booth intended to embark on a strictly evangelical movement to serve unchurched paupers through donations from the public. As a result of the enormous challenges involved, Booth and his wife Catherine braved the odds of the time to continue their evangelical ministry.

In this early period the organization was plagued by rioting, arson and hooliganism in East London. The worst problem that plagued the organization in the 1860s was finances. As a way of alleviating financial problems, Booth approached a variety of wealthy English philanthropists for assistance. Samuel Morley, "an austere Nottingham textile manufacturer," was one of the first to contribute to the organization's funds.<sup>5</sup>

Following Morley's philanthropic performance, other merchants continued in his foot-steps by giving to the organization. The head of the Barclays banking group in 1865 saw Booth's adventure as nothing but "a leap in the

dark" and as a result refused to provide substantial assistance to William Booth.<sup>6</sup>

Compounding such difficulties in fund-raising was the fact there were more than 500 voluntary organizations soliciting funds and doling out \$7.5 million annually to the have-nots of East London in 1865. Despite these facts, Booth went about providing for the needy out of the meager sums collected. According to Collier, Booth's wife urged him on with the suggestion that "If we get tired we had better go and be done with. Anything is better than a dead church."<sup>7</sup>

The methods adopted by Booth in fund-raising and publicity in the 1860s was potent enough considering the means available at the time. As mentioned earlier, his appeals to rich financiers in England and the use of volunteers brought fruitful results in philanthropic contributions and public awareness to the aims of the Christian Revival Association. Benjamin Franklin raised funds in the 1860s to found the University of Pennsylvania through a special list of prospects he prepared, and then eventually made personal calls upon them for contributions. William Booth also used a similar system by writing "begging letters" which were distributed by volunteers to various people in England for funds.<sup>8</sup> This same method already being used in England was later used by hospitals, orphanages and other welfare institutions in America to

raise funds in the late 19th century.<sup>9</sup> But one problem with begging letters, as far as the Christian Revival Association was concerned, is that it was already being abused by other charity organizations in England.<sup>10</sup>

In the period of the 1860s, the main mouth piece of the Christian Revival Association was The East London Evangelist which Booth launched in 1868. The magazine served as an instrument for disseminating information and defending the organization against a hostile press that tried to link it with prostitution, crime and other frivolities.<sup>11</sup>

The magazine informed the people about the progress of the organization, meeting times and requested financial contributions as well. Sensational headlines like "Son of Belial," and "A Raging Mob Defied," appeared in the magazine to signify the stiff campaign the mission was waging, as a way of holding its own in troubled times.<sup>12</sup> The magazine served well as a means of communication, and consequently the financial contributions to the organization's purse soared.<sup>13</sup>

The Christian Revival Association, followed this same part in its fund-raising activities until 1880 when Scott Railton was sent to America to establish the first official branch of what the organization had become by 1878--The Salvation Army. The only difference in fund-raising in the 1870s was the intensification of efforts

in collecting more funds. The organization opened more branches, increased membership and funds through its iron-willed officers. They appealed for funds at rallies wherever they went, and the bounties of the organization increased.

Never too proud to learn, Booth went about his evangelical activities with the belief that the Savior commanded his Apostles not to preach sermons alone, but to witness to people's conscience so they can obtain Salvation. As previously mentioned Booth had sought to return his converts back to the church until it became apparent that the majority of those converted did not care much for old stone churches like St. Pauls, Westminster Abbey and others.<sup>14</sup>

Most of his converts saw these churches as provinces for well-to-do people. Moreover, most of Booth's converts needed food, clothing and other basics of life. While church wardens frowned at church members dressed without suits, only 1 in 30 of Booth's followers could afford a suit.<sup>15</sup> As a result of the poor treatment meted out to the poor, Booth decided not to return his converts to the churches which in the first place would not accept them.<sup>16</sup>

This goal of providing self-esteem for the poor, practiced by the Salvation Army bears a resemblance to what Robert Schuller addressed in a recent book. Robert

Schuller in a study of human self-esteem, provides the following insight:

Self-esteem is the human hunger for the divine dignity that God intended to be our emotional birthright as children created in his image. . . A person is in hell when he has lost his self-esteem. . . For decades now, we have watched the church in Western Europe and in America decline in power, membership, and influence. I believe that this decline is the result of our placing [theological] communications above the meeting of the deeper emotional and spiritual needs of humanity. We have been a church first and a mission second.<sup>17</sup>

Schuller defined self-esteem through a reconciliation of psychology with religion to provide a useful synthesis for theologians in dealing with a similar situation witnessed by Booth in the 1860s. These problems of low self-esteem, which resulted in people getting labelled as outcasts in society, were present not only in the days of William Booth still are very much with us, and the Salvation Army is still battling to solve them through its good humanitarian efforts.

Schuller argued that if churches hope to survive they must learn to feel and talk and care as believers who are sincerely interested in understanding and meeting the deepest spiritual including the emotional needs of unbelievers.

Most of what Schuller is addressing today was addressed long ago by Booth through his evangelistic

ministry in England. Booth's most trusted aide in the 1860s was George Scott Railton who later started the first Salvation Army branch in the United States. Railton had quit an export merchant business to join Booth in his ministry because commercial ethics called for non-truthfulness in the business he had earlier embarked upon.

Railton's splendid organizing ability aided the spread of the ministry throughout England. As private secretary to William Booth Railton's enormous wit and energy brought several converts into the ministry. Collier said Booth "was not aiming for settled communities of virtuous folks sitting under a favorite preacher" that was why he recruited officers with drive and initiative into the Christian Revival Association to help spread his message of self-esteem for the needy.<sup>13</sup>

Such stringent disciplinary procedures to guarantee success of the ministry paid off because by August 1877, 26 flourishing stations had been established. An important point is that a movement which in 1870 cost \$80 a week to finance, by 1877 brought in more than \$29,000 in contributions from the poor alone. The East London Evangelist, a lively 16-page monthly established as the mouthpiece of the organization in 1868, was renamed The Christian Mission Magazine.<sup>19</sup>

The ministry intensified its attempts at social work

as its funding increased. During Christmas, as on every other day the organization distributes free meals to the needy throughout England. On the 7th of August 1878, the control of all the properties of the mission in Britain and every other country became vested in William Booth. Subsequently the title, General Superintendent was conferred on him. The organization, now known as The Christian Revival Association had become an army of believers in all but name. Finally in May 1878, William Booth proclaimed that the Christian Revival Association title be changed to that of an Army of Salvationists. Henceforth, the 88-member-strong mission became the Salvation Army.<sup>20</sup>

By January 1879 the Salvation Army stations in Britain had risen to 81 manned by 127 full-time evangelists and 1900 volunteers holding 75,000 services a year.<sup>21</sup> This same year witnessed dramatic changes in the Salvation Army's activities that are still highly noticeable. The then mouth piece of the organization, Salvationist, was abolished. In its place was instituted The War Cry.<sup>22</sup> During the same period, the Salvation Army started issuing army ranks to its officers; and, in order to maintain stability in day-to-day operations officers were forbidden from marrying outside the organization.<sup>23</sup> This rule is still in place.

Early in October 1878 the organization proclaimed



Field Marshall Sir Garnett Wolseley's Field Pocket Book For the Auxiliary Forces as a required reading for every officer serving in its corps.<sup>24</sup> This book provided officers with essential information about hygiene and other health questions in their evangelistic crusades. With the immense success coming their way, the salvationists were not only ready to proclaim the gospel in Britain, but beyond the seas as well. They were particularly ready to claim America for God. Railton, for sometime, had been urging William Booth to consider the idea of embarking on an American mission. The initiative to establish a mission in America was not taken until 1880.<sup>25</sup>

#### Framework for the Study

The Salvation Army presently has branches in 88 countries excluding the Eastern block nations. In the United States alone, it has 1,067 branches, 112 adult rehabilitation centers and 25 homes for the needy, including hospitals. In Oklahoma City, the Salvation Army funds activities and programs like: camping activities, emergency lodging, adult rehabilitation centers, boys clubs, senior citizens programs, day-care centers, league of mercy, corps community center, family and transient services, including funds for the administrators of the above activities based at its headquarters and branches throughout

the city.

In return, the Salvation Army derives funds mostly from public contributions and the United Way, which provides the majority of its funds. Other avenues for funds include: thrift stores, adult rehabilitation centers and miscellaneous sources. The organization prints brochures explaining how people can bequeath their estates to the Army.

Opportunities are available through information provided in the brochures for people to make tax deductible contributions, participate in annuity trusts, pooled funds, gift annuities and life insurance programs. While these programs have been set up the Salvation Army has continued to be in the red, year after year.

The writer of this thesis intends to use the abbreviation "Army" to represent the Salvation Army just as is the norm in a variety of publications. Also the title "development officer" will be used to depict officers organizing fund-raising activities. It will be necessary to point out again, that not enough information was available from extensive research on the Army's operations in Oklahoma City from 1900 to 1982. The information available for the years 1974 to 1982 did not provide this researcher with annual reports from 1974 to 1976 including 1981 and 1982. Findings for the 1982 annual report is not included in this thesis because

they were not available. The unavailability of this highly significant information posed a grave obstacle in providing adequate information about those periods.

The operations of the Salvation Army is very complex, because it involves a combination of street-side evangelism with the rendering of social assistance to the needy. The Salvation Army in Oklahoma City does not possess a good record-keeping system nor an extensive file of information. Its financial position is not strong and its public relations activities are not effective enough to engender a financial solution to these problems.

It is within this framework that several questions arise about the Salvation Army: What has been done in past years with regards to adequate record-keeping to make the coding and decoding of information easy for the director of public relations?

What efforts are being made to review the organization's fund-raising mechanisms to bring it in line with modern trends? What effort is being made to strengthen and improve information dissemination mechanisms to bring its public relations apparatus in line with those of the modern age? These questions are fundamental to the study of the history, fund-raising and public relations activities of the Salvation Army in Oklahoma City.

The first branch of the Army in Oklahoma City was established on October 18, 1900 by Ensign Hattie. The

above information, though scanty in nature, was not available at the Oklahoma City headquarters of the Salvation Army. The information was obtained from the Army archives in New York. The archives couldn't furnish further information about the history of the Army in Oklahoma City due to its unavailability. Such were the enormous difficulties encountered in obtaining adequate information on the Army.

The Salvation Army operates a variety of facilities whose services are open to the public but these facilities do not bring in adequate financial rewards for the organization. That is why the Army usually looks outside for funds.

The organization has a variety of brochures already designed in its facilities. But these brochures are left to attract dust as a result of an ineffective public relations program.

This study was concerned mainly with studying ways the Salvation Army can better raise funds and generate effective publicity for its activities in Oklahoma City.

The history of the organization in Oklahoma City formed part of this thesis because its history from 1970-1982 encompasses both its fund-raising and public relations activities. In other words, the organization's history from 1970-1982 is its fund-raising and public relations activities including services provided to the

public with the funds generated.

#### Procedure

This study attempted to synthesize selected publications, books, articles and periodicals. Other sources of information included personal interviews with Major Steven W. Weaver, Mr. Eldon Maret, and Mr. Robert G. Haley. Other sources interviewed by telephone were Dr. Edward McKinley of Ashbury College, Wilmore, Kentucky, a noted authority on the Salvation Army's history. Also interviewed for this study was Mr. Ralph Chamberlaine, director of the Salvation Army archives and research center in New York City.

A review of literature on this subject, (see bibliography) indicated that other books and publications have dealt with different facets of the Salvation Army. The variety of studies mostly dealt with the early history of the organization in the United States and abroad. A lot of books have been written about William Booth and his wife Catherine and the organization they founded. Other specifically have dealt with the history of the Army in Britain and the United States from 1865 to 1980.

The Salvation Army occupies an important position in Oklahoma City philanthropism. And a study of this nature was needed due to Major Weaver's assertion that the current

recession is biting very hard into Army finances. It has created a situation where the Army is unable to provide for all who come for assistance the way it used to before the recession. With the number of increasing mouths to feed the Army's fund-raising and public relations apparatus will need some overhauling if it is to continue to perform its services effectively. That is why this study appeared to be taking place at a crucial period in the Salvation Army's history.

#### ENDNOTES

- 1 Richard Collier, The General Next To God (New York, 1965), p. 50.
- 2 Ibid.
- 3 Ibid, p. 49.
- 4 Ibid.
- 5 Ibid, p. 51.
- 6 Ibid.
- 7 Ibid.
- 8 Arnaud C. Marts, Man's Concern For His Fellowman (New York, 1961), pp. 19-24.
- 9 Ibid.
- 10 Collier, p. 56.
- 11 Ibid.
- 12 Ibid.
- 13 Ibid, p. 52.
- 14 Ibid.
- 15 Ibid.
- 16 Ibid.
- 17 Robert H. Schuller, Self Esteem, The New Reformation (Texas, 1982), pp. 11-17.
- 18 Collier, p. 56.
- 19 Ibid, p. 65.
- 20 Ibid, p. 67.

- 21 Ibid, p. 73.
- 22 Ibid, pp. 74-76.
- 23 Ibid.
- 24 Ibid.
- 25 Ibid, pp. 80-82.



## CHAPTER II

### THE EARLY YEARS OF THE SALVATION ARMY IN AMERICA 1880-1900

Richard Collier provided the following insight into a famous song composed by Scott Railton, the Salvation Army representative who later established a beach head in New York on March 10, 1880. The song contained the following words:

Shout aloud Salvation, boys!  
We'll have another song!  
Shout it with a spirit that will start  
the world along. Sing it as our  
fathers sang it many million strong!  
As they went marching to glory!<sup>1</sup>

Before Railton's trip to America, several Salvationists already had made trips to the U.S. on their own, to "plant seeds" about the gospel message as proclaimed by the Salvation Army in Britain. As early as Feb. 14, 1880 a New England resident, Harry Edmonds of Portland, Maine, confided in a diary that it was his belief that "Railton will make the work of the Army in America surpass those in England."<sup>2</sup> Railton personally urged William Booth to initiate a move for the establishment of an Army branch in America due to extensive pressures by Amos

Shirley who earlier had established a branch in Philadelphia, October 1879.<sup>3</sup>

Through pressures by Railton on Booth's wife, Catherine, efforts were begun to send reinforcements to boost the work already started by Shirley. The branch in America at the time was shortstaffed and in need of financial support as well. Railton's task was to expand Army activities in America by recruiting local officers to stimulate national pride in the people.

Railton and his retinue of assistants arrived in New York City on March 10, 1880. The conditions of the poor in the city of New York on Railton's arrival was despicable. What touched Railton and his assistants most was the statistics of sorrow on New York city streets that the wealthy ignored. Collier had the following to say about the situation in New York at the time Railton arrived:

. . . 10,000 children were adrift on New York streets, panhandling the drunks outside 8,000 saloons. . . . On the city's East side, 290,000 people to the square mile were living in viler conditions than Chinese peasants. A minister who had offered the use of his church for week-nights was appalled to learn that Railton's first corner of Houston and Crosby streets where wrestlers and prostitutes often converged was being used as a place of worship. It is the most disreputable den in the United States, the minister said. Go there and you will lose your reputation at once. But Railton replied, 'Then that is the place for us'.<sup>4</sup>

A temporary headquarters was established at 44 Baxter Street in the heart of the five-point slum in New York. There, Railton and his staff began a program of trying to provide for the souls of the unchurched through street rallies. Drunkards, harlots and bums seeking redemption packed the mission headquarters daily. On a street filled with "murder-by-contract racketeers, whose price ranged from fifteen dollars for chewing up an ear, to a hundred dollars for murder," Railton and his associates went about providing social counselling to the poor without fear of harm.<sup>5</sup>

Within a few months of arrival in New York, the fruits of the organization increased tenfold, due to the method used in reaching would-be converts on the streets. The method worked so much so that the Army's Hudson River mission began teeming with crowds. The non-availability of space in the building led Railton to appeal to then Mayor of New York, Edward Cooper, for permission to preach on the street corner of 9th Avenue and West 29th Street outside the mission. After repeated attempts failed to win the mayor's approval, Railton transferred the Army headquarters to the "city of brotherly love," Philadelphia, where six months earlier, the Shirley family had established a mission.<sup>6</sup> By May 1880, Railton cabled Booth in London to inform him that the Army's U.S. forces totalled 16 officers, 40 cadets, 412 privates.<sup>7</sup>

The first year of operation at 45 South Third Street, Philadelphia, then the new Army headquarters, saw the mission win 1,500 converts. But financial problems soon set in as the \$500 allotted to Railton by Booth before the trip to the United States was exhausted.<sup>8</sup> Through the summer of 1880, Railton put his ascetic character to work travelling West, third class, looking for fresh cities to establish missions.

Vowing to carry the Army flag across the Mississippi, he served in several capacities, all by himself. Railton, by himself, served as Captain, Lieutenant, Sergeant-Major and hall-keeper on several occasions, while addressing would-be converts in the Western United States. His iron-will made him choose St. Louis, Missouri, as the Army headquarters for his Western campaigns to win more converts. But the reception by the merchant class in Missouri was not encouraging. Despite newspaper articles and other press reports that proclaimed Railton's evangelistic ideas as promising for alleviating the conditions of the down-trodden, the landlords found it difficult to rent him a hall for meetings.<sup>9</sup>

Most of the real estate people had a negative opinion about the Salvation Army. They were mostly of the opinion that the establishment of a branch in St. Louis would encourage prostitution, murder, alcoholism and other vices, whereas the opposite would have been the case.

Amidst these odds, Railton finally was able to rent a house from where he launched the first American War Cry in January, 1881.<sup>10</sup>

Railton's stay in America was short-lived because he was called back to London in 1881 due to the increasing demands for effective officers to help spread the gospel in other countries.

Throughout his brief stay in the United States Railton had one very strong notion about how the organization could effectively expand its activities in such a vast country. The notion was that local officers would have to be trained to carry on the Army's work independently of the headquarters in London.<sup>11</sup>

One of the most remarkable things that can be surmised from Railton's training is that he knew about the usefulness of publicity. He knew much about it with the launching of the first Army War Cry in England, and the subsequent launching of the first American War Cry in St. Louis in 1881. Even before that time, Railton had displayed a good camaraderie in answering reporters' questions when he disembarked from the Australia with his "seven sisters" on March 10, 1880, at Castle Garden, New York.<sup>12</sup>

Edward McKinley offered the following insight into what took place at Castle Gardens on the day Railton arrived:

. . . with an instinct that served the army well, Railton began to converse with several newspaper reporters who happened to be present. Just as the Reverend James Ervine and other christian supporters who helped the Shirleys with their first rallies as forerunners to Railton's coming, demonstrates the Army has never had to go it entirely alone.<sup>13</sup>

So, Railton's eagerness to discourse at length with reporters who, to his surprise, were all around suggests that the Army, from the beginning, recognized the value of publicity, especially newspaper publicity which was free at the time.

The arrival of the Salvation Army received an enormous boost from New York City newspapers. Railton "was delighted [because] the press took the Salvation Army on with characteristic energy."<sup>14</sup> Railton told reporters that "the Salvation Army did not consist of wild and thoughtless fanatics [and that its] members had no intention of making a mockery of the Christian religion."<sup>15</sup> On the contrary, it consisted of pure men and women who were devoted to Christ and who had agreed to sacrifice their lives in order to convert people to Christianity.<sup>16</sup>

Railton, on arrival, provided reporters with valuable statistics about the success of the Army in England, and urged reporters to visit them at rallies. The commissioner also, due to an early awareness of the importance of publicity, inquired about printing shops in New York where posters could be produced. The organizing abilities

of Railton prompted a spread of the organization's activities to Baltimore and its environs, before he himself, as mentioned earlier, came to establish a headquarters in St. Louis.

Unfortunately, the recall of Railton, despite several pleas to William Booth to allow him to remain in the U.S. mission, led to a variety of internecine strifes within the organization. The Missouri mission, which he founded, disappeared so much so that new officers coming to establish a mission there in 1887 had nothing to build upon.<sup>17</sup>

Also the recall of Railton on January 1, 1881, left the organization in a state of confusion for about five years. With the departure of Railton, Captain Amos Shirley took up the position of commissioner pending the arrival of Booth's designee, Major Thomas E. Moore. After Railton's departure the Salvation Army was able to establish several branches across the United States. In fact, the Harper's Weekly had reported in 1880, that "they [i.e. Salvation Army officials] have a gigantic and ambitious scheme of travelling" throughout America and by so doing establishing new branches of the organization in cities and towns.<sup>18</sup>

The way the Army spread its message of street evangelism across the United States amazed every one, including critics. The year 1881 admittedly was one of

consolidation. By 1883, the Army had established branches in Ohio, Connecticut, California, Kentucky, Indiana, Michigan, Massachusetts and West Virginia, before the internecine authority conflict had begun that almost tore it apart.

The Salvation Army's gospel of Jesus Christ blossomed forth spontaneously so much so that by 1890 branches had been established in 43 states.<sup>19</sup> The increases in branches were so high in magnitude that the new headquarters in Brooklyn could not exercise effective control over field offices.

By 1890 the divisional officers were given some autonomy in the recruitment and swearing in of new members in their respective divisions.<sup>20</sup> The organization from 1880 to 1900 derived most of its funds from wealthy philanthropists and donations from street rallies it organized weekly. Whatever success the organization achieved in its fund-raising efforts during the period must be attributed to the energetic efforts of Railton who risked every kind of harm to organize rallies and to collect funds, which in return, were used for raising the self-esteem of the downtrodden.

A reporter who covered one of the Baxter Street rallies organized by Railton, had the following to say about the audience: They were a motley cynical crew of "station-house tramps, young men with canes and eye



glasses, seedy old pensioners with faded hair and stove-pipe hats."<sup>21</sup> The reporter went on in his description that the audience was made up of "irresistibly won sympathisers with the Army's tranquil faith."<sup>22</sup>

Years later, it was found that "one Methodist congress numbered fully 60 ministers whose life-work stemmed from their conversion by the Salvation Army."<sup>23</sup>

Railton's fund-raising effort was so successful on his arrival in America in 1880 that, by April of the same year, well-wishers had subscribed enough for the commissioner to purchase a fine new hall, with a porch for open-air meetings on 7th Avenue in New York.<sup>24</sup>

Prominent on the minds of every official that participated in the organization of such rallies, was the fact that the idea of generating followers and funding through rallies worked. Railton obtained enormous success in fund-raising and publicity, since the rich and poor coming together were able to empathize together as one and to give generously towards a cause--the salvation of human souls.

The organization, after the departure of Railton to London, continued to organize street rallies to win converts and to generate funds by using the Railton format. But the series of secession attempts in the 1880s seriously affected its fund-raising drive and the willingness of would-be converts to join in Army activities. The loyalty

of members and workers was gravely endangered by the crisis. The consequences did not result only in losses in membership and funds. It led to a consequent lowering of morale among corps workers and members throughout the country. In 1883, the crisis mentioned earlier, actually did hit the Salvation Army in America, due to a clash of authority with the headquarters in London over the ownership of assets and liabilities of the organization in the United States.<sup>25</sup> The crisis shook the organization's foundations and almost tore it apart. Major Thomas E. Moore, assigned to replace Scott Railton, had signed an article of incorporation in New York City claiming ownership of all assets of the Army in the United States.<sup>26</sup> Earlier on, he had changed his citizenship to that of an American. But William Booth, as founder of the organization, saw himself as a "Pope" to oversee all Salvation Army activities around the globe.<sup>27</sup> Booth proclaimed that all properties of the Salvation Army were vested in himself as spiritual leader.

Therefore, a challenge by any of the branches against such a proclamation was tantamount to an insubordination to the founder. Moore had embarked on an incorporation of Army assets and liabilities in his name not for personal gains but to prevent a group of corps officers in New Jersey from incorporating a 5th branch in that state.

The corps of officers in the 5th branch in New Jersey, wished to secede as a result of rumors making the rounds then that all public money contributed to the Salvation Army was going into the personal accounts of either Moore or Booth.<sup>28</sup> If the 5th New Jersey corps, as the name was then known, successfully obtained an independent certificate of incorporation, logically it would be entitled to a refund of all funds the branch already had contributed to the headquarters of the Army in Brooklyn. Moore, in an effort to forestall such a precedent-setting event decided to abort the secession attempt.

Another point of interest is that if Moore did anything to forestall the New Jersey 5th efforts to incorporate independently of the Army headquarters he would be liable to arrest in New Jersey for contravening that state's statute. Moore and a group of other Army officials urged William Booth to consider allowing the organization to obtain a certificate of incorporation in the U.S. in order to forestall the impending secession crisis but Booth refused.<sup>29</sup>

Finally, Moore was arrested in the corps during a rally at Rahway, New Jersey, December 1883 for forestalling the effort of the 5th New Jersey mission to incorporate independently.

The problem within the army became that of a clash of personalities and ideas. Moore wanted the Army to

consolidate its activities in the United States as one body while General William Booth wanted to retain ownership and control over Army properties in America from his home office in London. Any critical observer making a long term assessment would have been able to detect that Moore's proposition would stand the test of time due to the nationalistic feelings of Army workers in America. Booth, in a dramatic display of authority, deposed Moore in 1884 and replaced him with Major Thomas Coombs.<sup>30</sup>

The arrival of Coombs in Brooklyn served to intensify the clash of personalities. Coombs sent telegrams to all Army branches throughout the country proclaiming himself commissioner and leader of the Army in America while Moore did likewise. Moore was determined to go ahead with incorporation for the benefit of local Salvationists. He did obtain a certificate of incorporation after a vote of 121 to four by officers demanding incorporation on October 24, 1884.<sup>31</sup>

With all these happenings, General Booth dispatched a more energetic officer to come and reorganize the activities of the army and to boost the already sagging morale of its officers and workers in America. Major Frank Smith assigned the tasks of reorganization, established a loyal headquarters at Battery Park in New York, and issued a loyal War Cry, dismissing as rebels those officers still loyal to Moore. Smith charged Moore with mis-

management of Army funds and insubordination. Moore struggled to retain some members of his own sect of the Army while Smith continued to stress the idea that Booth would never give in to Moore's blackmail and creation of a rival organization.<sup>32</sup>

At last, the Moore sect of believers defected to the Smith camp thus contributing to a dwindling of the Moore sect of Salvationists.

The main reason for going at length into providing such an extensive survey of the history of the Army is to shed light on the varieties of factors which must have contributed to the growth or setback of the organization's activities in America. It is left for the reader to assess in his mind what costly toll such antagonism must have wrenched on the Army's history in those five years (1883-1888).<sup>33</sup>

The cost in time, finance, manpower and spiritual obligations for the Salvation Army was enormous. The victory of William Booth in the controversy was a major factor in his decision to travel to the United States in the fall of 1887 to cheer up his faction of the Army. His triumphant entry did much to provide some stability in the Salvation Army, but the Moore faction of the Army did not dissipate entirely until 1888.

ENDNOTES

1 Richard Collier, The General Next To God (New York, 1965), p. 80.

2 Ibid.

3 Ibid.

4 Ibid.

5 Ibid, p. 82.

6 Ibid, pp. 83-84.

7 Ibid.

8 Ibid, p. 85.

9 Ibid.

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11 Ibid.

12 Edward H. McKinley, Marching To Glory (New York, 1980), p. 12.

13 Ibid.

14 Ibid.

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16 Ibid.

17 Ibid.

18 Ibid, p. 20.

19 Ibid, p. 21.

20 Ibid.

- 21 Collier, p. 83.
- 22 Ibid.
- 23 Ibid.
- 24 Ibid.
- 25 McKinley, p. 24.
- 26 Ibid, p. 25.
- 27 Ibid, p. 27.
- 28 Ibid, p. 26.
- 29 McKinley, p. 27.
- 30 Ibid, p. 28.
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- 33 Ibid.

### CHAPTER III

#### THE OPERATIONS OF THE SALVATION ARMY IN OKLAHOMA CITY FROM 1900-1969

As pointed out in the previous chapter, the crisis within the hierarchy of the Salvation Army was short-lived. The ending of the crisis did help provide needed stability for the organization's structure of administration. Once it was realized that Thomas Coombs had taken over as the new leader of the corps of Army officers loyal to William Booth the entire organization started to rally round him and the mission of the Army continued to progress and blossom through a continued expansion of its activities in other parts of the country. But the dust of the crisis did not begin to settle until arrival of Frank Smith an energetic officer ordered by Booth to take over the realm of authority from the weakling-Thomas Coombs. Since the crisis was settled the organization has been able to stand the test of time. From the scanty information supplied by the Army national archives and research center in New York; evidence suggested that a mission was established in Oklahoma City on Oct. 18, 1900, by Ensign Hattie.<sup>1</sup>

As in majority of the places where the Army established branches, the attempt to establish a corps in Oklahoma City



met with fierce resistance from the people.<sup>2</sup> As had always been the tradition of the Salvation Army, its goal then was to try to raise the self-esteem of the downtrodden by providing for their specific needs in clothing, food, and shelter and not in sermons alone. The early founders of the Army long ago had seen the mere preaching of sermons to people with empty stomachs as pure negative Calvinism. The first meeting hall rented in Oklahoma City was closed because drunkards and people committing a variety of other frivolous acts tried to overwhelm the mission. Consequently, a new mission at 106 W. Reno was established.<sup>3</sup> This served as the mission's initial base of operation until the office at 2 1/2 South Walker Street was opened in 1920.<sup>4</sup>

The following were the names of officers who served as Army pioneers in Oklahoma until it reached statehood in 1907: Ensign Hattie, Mrs. Lee Threnburg, Major Ira Moore, John Dennis, and Major Ray Malott.<sup>5</sup> This group of officers ministered to workers in the oil fields and streets of Oklahoma. The organization currently has branches in 66 communities across the state.<sup>6</sup> The operation in Oklahoma, from 1900-1920, involved a form of mobile evangelism because Army officers preached by travelling to established branches in several towns and cities across the state. The great Southwestern division was the name of Texas and Oklahoma at the time.<sup>7</sup> In the

1900s the Oklahoma City branch of the corps held street services in front of the Lee Huchins Hotel, then the largest hotel in Oklahoma City. It was a suitable spot for meetings because the Army was able to generate increased contributions from travelling salesmen who visited the hotel.<sup>8</sup>

At the 106 West Reno local mission, Mr. Will Fry operated a thrift store where reusable items were sold.<sup>9</sup> From 1921-1930, the Army mission operations remained at 1716 West 11th Street. Mrs. Toby Harper, adjutant, and Mrs. Lewis Chase headed Army operations in the city during the period.<sup>10</sup>

The Salvation Army in Oklahoma City in 1940, under the leadership of Captain George Ribble was able to establish a welfare bureau, women's lodge and dental clinic while corps activities provided 88,000 meals, 14,853 lodgings and 5,418 garments to the needy in the same year.<sup>11</sup> In 1940, alone jobs were obtained for 264 persons, and other assistance like household supplies including cash relief was given to the poor during the same period.<sup>12</sup> The evidence indicated so far suggests, that until 1940, the Army continued to rely on its age-old idea of raising funds on street side through appeals to rich merchants and would-be philanthropists. Its principal organ of communication in Oklahoma City was the Oklahoma City Times.

On Feb. 11, 1951, the Army, in keeping with its goal of providing for the development of character and fairplay in people, opened its new citadel recreational center at S.W. 5th Street and Hudson.<sup>13</sup> Built at a cost of \$350,000 it was one of the most outstanding undertakings the organization had ever embarked upon in Oklahoma City. The dedication climaxed a four-year effort of fund-raising organized through an advisory committee which the organization had formed to assist in such capacity. The dedication of the building received newspaper coverage demonstrating somehow that the Army at least was doing somewhat an effective job in information dissemination.

The new building provided opportunities for young people to learn handicrafts in the craftshop. But unfortunately many of the young could not enjoy the benefits of the craftshop because the organization lacked the funds to hire a craftsman.<sup>14</sup> Lt. Colonel Edward Laity, an Army commander, appealed to the community chest in the city for \$5,100 to expand the activities of the craftshop for the benefits of the needy, but later abandoned the idea of expansion, because the necessary funds were not forthcoming. The Army could not obtain funds to expand the activities of its craftshop simply because it had no funds reserved for such a purpose and moreover much of the fund-raising activities at the time were conducted on an emergency basis.<sup>15</sup>

From scanty information available on the Army in 1956 it became apparent that the organization provided toys for more than 4,000 children and dinner for more than 1,200 families in the city. With the aid of 44 volunteers, the Army was able to raise \$17,600 out of a total of \$20,000 earmarked to be raised in 1956.<sup>16</sup>

The year 1956 marked a turning point in the history of the organization in the city vis-a-vis fund-raising due to the poor shape of the economy. Approximately 18,000 Christmas baskets were distributed in 1956 compared to 24,000 in 1955.<sup>17</sup> The Salvation Army also received donations and letters through the mail in appreciation of assistance provided to needy people. Some letters contained phrases like this, with some money in it urging the organization to "give somebody else the same chance you gave me, thanks."<sup>18</sup> According to official figures for 1965 the Army made an expenditure of \$1,577,966 out of an income of \$1,576,548 received.<sup>19</sup> It was also detected during this same year that the Army had established a state advisory committee to handle activities such as: budgeting, leadership, public relations, development and finance.<sup>20</sup>

The Oklahoma State Advisory Conference in the 1960s assisted the Army in its religious and charitable works by bringing to the attention of the people the humanitarian efforts of the Army and deriving contributions in return

to support its works in the city. The Salvation Army derived a bulk sum of \$493,334 from the United Way of America. But despite this, the organization incurred a deficit of about \$1,418.<sup>21</sup>

Although no information was available on the organization for 1969 the suggestion is that the Army never adopted an effective public relations program in the city. Consequently its fund was always deficient in meeting projected needs.

One great event that actually drew public awareness to the activities of the Army nationwide was the excellent humanitarian assistance rendered in France to American servicemen during World War I.<sup>22</sup> This prompted The New York Times to write in 1917 that when the memoirs of this war "comes to be written the doughnuts and apple pies of the Salvation Army are going to take their place in history."<sup>23</sup>

While an event like this had been able to generate some publicity for the humanitarian efforts of the Army the question of whether the organization seized upon the publicity generated since World War I to consolidate its efforts and increase its funds is something else. As the indications suggest, the Army was not able to generate adequate funds between 1880-1969, due to inadequate and ineffective public relations activities. To generate increased funding would have required a manipulation of

public opinion in its favor. Scott Cutlip asserted that "the power of public opinion must be faced, understood, and dealt with; [because] it provides the psychological environment in which organizations prosper or perish"<sup>24</sup>

According to Cutlip, the primary objective of a philanthropic organization (1) should be to raise funds to keep growing demands for its services. (2) Another objective is to maintain an effective volunteer organization; win public acceptance of a variety of ideas which are highly controversial; and to empathize with the disadvantaged, cut off from the mainstream of society.

The noble ideas spelled out so far bear a resemblance to those of the Salvation Army. Apparently, there was a variety of vital public relations and fund-raising ideas that was never put to use, but which should have been used by the Army between 1900-1969 due to their potency in yielding adequate results (i.e. a change of opinion) in the direction desired. In 1969 alone, \$17.6 billion was contributed to charity in the United States which demonstrates a substantial increase over the 1968 total of \$17 billion.<sup>25</sup> It is increasingly evident that the door-bell ringing type of fund-raising has not enabled the Salvation Army to obtain adequate funds for its activities in Oklahoma City. Efforts should have been made within the years of the organization has been in Oklahoma City to help society shed some of its neo-Darwinian

instincts in which most people cling to the philosophy of individualism and a survival of the fittest.

The Army should have engendered to build a solid base for funds by bringing the rich and poor together so the well-to-do class may better understand the plight of the have-nots in the city. A move in such a direction would suggest that the organization was ready to confront the problem of the poor once and for all instead of adopting half-way measures to generate funding and information dissemination as was done from 1900-1969.

The method whereby the haves should have been invited to visit with the have-nots to see the real plight of the have-nots should have been adopted in the city. The 60 methodist ministers who came to worship with Railton in New York in the 1880s came of their own volition. It may be difficult for such a thing to repeat itself without someone initiating such a move.

One of the aims of public relations is to persuade people to change their opinion in the desired direction by those promoting a specific program. Some years ago, some criticisms erupted in New York state against the state welfare program. To counteract such criticisms the state's Communities Aid Association set out to bring the critics face-to-face with the have-nots so that they could see the grim problems of illiteracy, poverty, and illegitimacy. The program was sponsored in 10 communities.

The critics were able to see first hand how case workers dealt with the poor. Also, they (i.e. the critics) were able to talk with the poor. In these communities the critics were paired with case workers and made to observe the so-called loafers. This public relations effort, designed to create a positive attitude towards the poor, did work because it helped to erase some of the suspicion most critics had about the poor.

According to Cutlip

A Billy Graham crusade is based on public relations, meticulous attention to detail and almost down-to-the-minute advance planning; churches are not immune to the power of public opinion because religious problems are born out of the intense competition of ideas and membership.<sup>26</sup>

Basically, the Army has always availed itself of the services of volunteers in its fund-raising campaigns, but the only suggestion in this area is that the number of volunteers involved should have been increased during the period. It is better to ask enough people to ask a lot of other people to ask for money. Prudence suggests that such a strong force could have enabled the organization to generate funds and increase publicity in Oklahoma City.

The Army, within its 90 year period of operation in Oklahoma City should have sought counselling from experts



in public relations and developmental fund-raising as to how it could embark effectively in its own in-house fund-raising and publicity. Perhaps the organization could not afford to pay for one as a result of its tight financial position that was why experts were not consulted on developmental and public relations issues.

Richard Wacht provided the following suggestions for philanthropic organizations that might be making long range plans to build facilities or embark upon some future projects: "An organization must plan for the future, bearing in mind the impact inflation can have on a project."<sup>27</sup>

Therefore for the Salvation Army to spend its finances wisely it must take into consideration the effect of cash flows and outlays. For example, after the opening of the citadel center in 1951 the Army could not afford to avail itself of the services of an employee to oversee the crafts department. The cause of this mistake was the short-sightedness of the planners of the building project. They probably did not take into consideration inflation and the time factors involved. What should have been done in the first place was for the organization to have made a long-term projection of what the rate of inflation might be at the time the building was completed. In other words, they should have projected for a greater amount than the building actually cost in

order to have money left for unforeseen expenses in the future.

In addition to the above the Army should have continued to review its fund-raising and public relations program by identifying new prospects continuously and getting contributions either to its capital projects fund or annual operating funds. The Salvation Army should have compiled the lists of reputable foundations that usually gave to charitable organizations. The Mabee Foundation of Tulsa, the Kerr Foundation of Oklahoma City, the Robert Grand Rapp Foundation of Oklahoma City and the Davis Foundation of Florida, contribute a lot to charity.<sup>28</sup> The Army should have availed itself of the services of some of these charity organizations as a way of clearing its expenditure accounts of deficit.

ENDNOTES

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- 3 Ibid.
- 4 Ibid.
- 5 Ibid.
- 6 Ibid.
- 7 Ibid.
- 8 Disposition of Forces (October 18, 1900), page number not available.
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- 10 Ibid.
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- 13 Jimmie Reid, "Army's Citadel Formally Opens with Dedication," Oklahoma City Times (February 12, 1951), page number not available.
- 14 "Young Lives Are Being Renovated in Salvation Army Craft Shop," Oklahoma City Times (October 16, 1951), p. 3.
- 15 Ibid.
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22 Ernest A. Miller, Public Relations In The Salvation Army (New York, 1981), p. 18.

23 Ibid, p. 19.

24 Scott Cutlip, Effective Public Relations (New Jersey, 1971), p. 502.

25 Ibid, p. 503.

26 Ibid, p. 124.

27 Richard Wacht, "Long-Range Financial Plans: Prerequisites to Fund-Raising," Fund Raising Management (March/April 1977), pp. 11-12.

28 John J. Scales, "University Learning Center Built by Leadership Gifts," Fund Raising Management (March/April 1977), Vol 8, p. 21.

## CHAPTER IV

### PROBLEMS DISCOVERED IN FUND-RAISING AND PUBLIC RELATIONS 1974-1978

Throughout the period research was being conducted for this thesis, no available information could be found in the Salvation Army headquarters in Oklahoma City on the organization's activities from 1970-1973. Similar efforts at obtaining research data on the Salvation Army activities in the city for the period 1970-1973 from Army research archives in Atlanta and New York were fruitless. Due to the failure encountered in obtaining information for the above period this chapter begins a discussion of the problems discovered in the Army's fund-raising and public relations activities from the year 1974 to 1978. Included in this segment are suggestions as to what should have been done within the period to boost the organization's publicity and finances. This chapter of the thesis is a little bit difficult to begin because the researchers couldn't locate annual reports of the Army for 1974-1977. The problem this omission poses is that it makes it very difficult to conduct an adequate examination of the organization's income and expenditure for the period to ascertain how well it was able to meet its obligations to

the public. In the absence of this some general percentages indicating the income and expenditures of the organization for 1978 were obtained.

#### Summary of Activities from 1974-1978

Evidence from research indicated that the Army issued press releases to newspapers in 1974 requesting donations of hearing aids for senior citizens. During the same period the organization received a van donated by the Kiwanis Club for the transportation of senior citizens.<sup>1</sup>

During January 1974, press releases were issued to newspapers asking for donations of walkers and wheelchairs for senior citizens.<sup>2</sup> However evidence indicated a poor showing by the organization in a charity drive conducted in the city in 1974. Although the Army raised \$99,041 in the drive, the most efficient campaigns were those mounted by the area Seventh-Day Adventist Churches, the Agency for Christian Cooperative Ministry for UNICEF, and Community Hunger Appeal.<sup>3</sup>

As customary with the Salvation Army, a large portion of its income was derived from the United Way of Greater Oklahoma City. The United Way allocated \$207,912 to the Salvation Army in 1974 versus a bulk donation of about \$231,000 in 1975.<sup>4</sup> According to Jon Denton (1976) the Salvation Army fund-raising drive in December of

the same year was plagued with enormous problems due to "a shortage of volunteers to carry out the bell-ringing campaigns" designed to raise money for the purchase of Christmas toys for the needy.<sup>5</sup>

The Army's goal in the city was to raise \$40,000 through the bell-ringing campaign but only 20 volunteers showed up in the first week. Consequently the campaign lost \$1,000 weekly. The Army on June 4, 1977, organized a campaign with volunteers from the Telephone Pioneers of America Oklahoma Chapter. The volunteers helped to man the phones while Army trucks picked up reusable items from various donors within the city.

Donors were urged to call telephone number 231-3677 in the city for emergency pick-up trucks to collect their reusable items.<sup>6</sup> About 16,632 persons in the city received some form of Christmas aid from the Salvation Army in December 1977.<sup>7</sup> One thousand nine hundred fifty-four families received food checks while 11,158 new toys were distributed to 5,579 children in the same year.<sup>8</sup> About 100 homeless shared in the Army's hospitality during the Christmas season. The League of Mercy workers visited 23 institutions including nursing homes and the services of 3,800 volunteers was utilized during the period.<sup>9</sup> Fifty-two civic clubs, boy scout troops and church groups took part in directing the "kettle program" during the Christmas season.<sup>10</sup> Christmas dinner was served at the

adult rehabilitation center in the same year for homeless and needy people. The Salvation Army organized several activities during the period, but the ones mentioned appeared to be of prime importance with regards to the scope of this thesis.

The organization did not make effective use of radio, television and direct mail for effective fund-raising and public relations activities during the period. An examination of duplicate copies of news releases sent to the different branches of the media, newspaper clippings, and other Army documents demonstrates this fact. That is why the next focus of this chapter will involve an examination of the development programs of other organizations across the country; looking into how they've been able to survive financially as well as derive adequate publicity through radio, television, cable, and direct mail. Following this, the writer would use their ideas to derive suggestions about what the Army should have done with regards to its fund-raising and publicity from 1974-1978 in Oklahoma City.

#### Need for Radio Usage

Don Bates argued that many a worth-while fund-raising effort has been weakened

and many a non-profit organization has paid an unnecessarily high price in



dollars and morale because of the failure of those in charge to understand a basic management principle which is that no matter how terrific a company's fund-raising plans may look on paper such plans cannot succeed fully without skillful public relations.<sup>11</sup>

Public relations in this regard includes organizational performance and the public's acceptance of a fund-raising campaign. The Salvation Army could have generated increased funding and publicity if it had availed itself of the services of radio in the period 1974-1978. From research on this aspect of the media from Army files there was no evidence that the organization made substantial use of radio for fund-raising and publicity in the city.

A good way the services of radio could have been used with telephones is emphasized in this example of the Metropolitan Opera in New York. Since 1976 the MET has conducted a four-hour marathon annually in order to raise funds via radio for its activities.<sup>12</sup> Before such activities began the MET usually asked members to contribute funds that would be used to pay for on-air time in a radio station. Celebrities are featured during the marathon "to encourage would-be contributors."<sup>13</sup>

The Salvation Army should have followed a pattern like this, by soliciting funds through a radio station with volunteers manning phones to receive pledges from

members of the community. As a substitute for celebrities who may not be available in the city's vicinity the organization should have availed itself of the services of opinion leaders like its senators, the city mayor, congressmen and the state Governor, himself to spend some time on radio to encourage would-be contributors to make their pledge to the Salvation Army.

In the local St. Louis area, the lives of 1,500 blind and handicapped people are brightened daily by broadcasts from radio station WMRV-FM, operated by the Radio Information Service under the auspices of Our Lady of the Snow Roman Catholic Convent. The radio station headquartered in the same building as Our Lady of the Snow, serves the handicapped in the St. Louis area 96 hours a week 7 a.m.-11 p.m. weekdays and 10 a.m.-4 p.m. on weekends.<sup>14</sup> The radio station impressively has a "talkback" time set aside when listeners can call in from the 50-mile broadcasting radius.<sup>15</sup>

The recipients of the service, most of whom are above 65 years of age are on substandard income. With a staff of six and more than 200 volunteers the station has been able to perform its services effectively in the interest of its listeners.

The radio station amazingly receives donations starting from \$25 to \$300 from listeners who are mostly community members enthusiastic about the performance

of RIS (Radio Information Service).<sup>16</sup> The lesson to be drawn from this example is that The Salvation Army currently supports senior citizens in 15 different locations throughout Oklahoma City. A radio station like the type mentioned would probably have enabled it to be self-sufficient in funds with regards to senior citizens' programs, because, in 1978 alone, 23.2% of its budget was devoted to taking care of senior citizens. Through a radio station devoted to serving senior citizens in the city, the Army might be able to raise more funds for activities devoted to senior citizens, if the radio station's services was expanded to include the entire city population.

Apart from listener contributions, Radio Information Service does receive contributions from a variety of foundations. The station's "proposals are geared towards foundations that support programs for the aging, handicapped and communications projects."<sup>17</sup> Although the idea that the Army should have established a radio station to serve senior citizens as a prelude to expanding the radio's area of service throughout the city is a mere suggestion; there was no evidence in Army documents or newspaper clippings that the organization utilized the services of radio effectively between 1974-1978.

The organization, without possessing a radio station of its own, should have utilized the services of

the radio stations in the city. There presently are 24 radio stations in the city. Although the request that the Army establish a radio station may not have been practical at the time, the organization should have been able to utilize the services of radio more effectively by designing news releases in the format for radio before being sent to the stations. Such news releases could have been designed for radio stations to air from 30 seconds up to 60 seconds, depending on the kind of message being disseminated.<sup>18</sup> Well-written radio spots probably could have helped the organization to generate funds from Oklahoma City residents.

#### Recommended Television Usage

The Salvation Army's national headquarters produces and delivers some public service announcements (PSA's) yearly to various local television stations around the nation. The production format is 16 millimeter film but local stations could add a few films of local interest to the public service announcement, if necessary. From research at the Army headquarters in Oklahoma City, there was no evidence the Army utilized the services of television stations effectively through locally written PSA's for television broadcast from 1974-1978. According to Major James Weaver the organization would

like to be self-sufficient in funds even though it is a non-profit-making type.

From the above statement the inference can be drawn that the Salvation Army is not self-sufficient in funds due to certain factors. One of such factor is the inadequate utilization of the services of local television stations to boost its finances. There presently are four major television stations and several others in the city.

According to Joe Little:

Few would question the reality that television can now reach more people faster, and with more impact, than any other media. On a typical evening in America, 50 to 60 percent of the nation's households will be found in front of their TV sets, which speaks to the typical family for over seven hours a day. Recent research has shown that more people receive their news from television newscasts than from newspapers. So while TV entertains, it provides information, as it provides information it provides credibility.<sup>19</sup>

Little argued that multi-hour telethons if well advertised in advance can serve as a potent tool for fund-raising. Using celebrities as guests that would urge contributors to pledge in such programs have proven successful in campaigns organized by the Easter Seals, Muscular Dystrophy, etc.<sup>20</sup>

Conducting a telethon depends on the funds available to an organization, the income level of the audience it is trying to reach and the amount of energy put into the

campaign.<sup>21</sup> This and other factors will affect the sum to be paid to a station for the time it would pre-empt programming for the telethon.<sup>22</sup> There is no doubt that the Army could have been able to generate adequate funding through television, if it had utilized such an avenue effectively from 1974-1978. Occasional talk-shows with some footage of film clips displaying the services the Army rendered to the community on various occasions probably could have encouraged would-be contributors to make pledges towards the Salvation Army's fund drive.

The director of resource development for Oxfam-America Robert Hohler, asserted in November 1980 that Oxfam campaign for 1979 attracted a sympathetic audience in a program that featured a celebrity figure, Ed Asner.<sup>23</sup> The television documentary on Cambodia, produced by Oxfam and WCVB-TV in Boston stressed how contributions to aid the poor and hungry in Cambodia can be made in order for those people to become self-reliant once again.<sup>24</sup> The system of approach adopted by Oxfam-America yielded an income of \$5.5 million compared to just \$1 million in 1978. The television program increased Oxfam's visibility among the populace and consequently generated enormous returns.<sup>25</sup>

#### Direct Mail Use

The Salvation Army in Oklahoma City does raise funds

by direct mail. Evidence indicated in its annual report for 1978 about 20% of its contributions came from the public. The organization has a direct mail fund-raising system that is not as sophisticated as it should be in view of present trends towards a sophisticated computerized mailing system.

In its direct mail system, the Army would mail a pledge card and some brochures containing information about the organization's activities in the city.

Again, given the fact that only 20.2% of the Army contributions for 1975 came from the public we must assume that the organization is not doing enough to raise funds by direct mail.<sup>26</sup> The little pledge card discovered during the period of the research did not seem appealing as far as good publicity and the will to generate contributions were concerned. A similar organization, the Community Service Society, headquartered in New York, used a well-designed mail kit for its direct mail campaign which brought in contributions of about \$211,300 in 1976 including grants from the United Fund and New York Times.<sup>27</sup> The success was attributed to a well planned and adequately executed fund-raising campaign by Community Service Society of New York.<sup>28</sup> The organization performs philanthropic services similar to those of the Salvation Army.

The Community Service Society of New York went about its fund-raising campaign through a mailing package that

was nicely designed with the photograph of a needy child on the top right-hand side of the letter.<sup>29</sup> The pamphlet outlined the various programs of the CSS and the signature of the chairman of the board who happens to be popular in New York City, gave it some credibility.<sup>30</sup> The result of the campaign was the huge success it generated in funds.

A very good example of another situation in which the sophisticated kind of direct mail has been used effectively is that of The Rev. Robert Schuller's Crystal Cathedral built at a cost of about \$15 million.<sup>31</sup> The income of Schuller's ministries jumped from \$350,000 in 1970 to \$8 million in 1976 due to a highly sophisticated direct mail campaign.<sup>32</sup>

The ministry, through its fund-raising effort, was able to expand its television activities from one television station (channel 5) in Los Angeles in 1970, to 170 stations by 1977.<sup>33</sup> The aim of the ministry was to expand its base through an expansion of the number of television stations, televising the "Hour of Power" messages that usually come on television on Sundays.<sup>34</sup>

As the messages of self-esteem and love spread to those hurting and in need of eternal salvation, membership in the ministry expanded. Through such expansion, by 1977 the ministry had been able to obtain a mailing list of one million.<sup>35</sup> Also, through the sale of church windows with the names of buyers etched on them for posterity the



ministry suddenly received such an avalanche of mail that it quickly expanded its activities to cope with the surge in mail.

The remarkable difference from Robert Schuller's ministries is that he combined the effectiveness of his messages on TV and other advertisements in the Readers Digest with a sophisticated direct mail system with lists obtained personally without purchase from fund-raising consultants.<sup>36</sup> The ministry also drew mailing lists from members of the church and their relatives as well.<sup>37</sup>

The Salvation Army should have derived a broad-based mailing list from members and relatives and those people who attend the different rallies held between 1974-1978. If this did not prove effective, then the Army, as a final option, could have purchased mailing lists from reputable consultants, good in philanthropic fund-raising activities.

All in all, what is being asked for is an effective campaign through direct mail. An aggressive direct mail effort like Rev. Schuller's whereby donors' letters and gifts are acknowledged, and, in return, informed about church activities frequently and provided with financial reports when asked for, appears successful. The Army should have done a similar thing in Oklahoma City to increase funds, because it also is a philanthropic organization catering to the souls of the poor. Susan

Rouder argued that:

In spite of the \$34 billion form letters received by Americans each year, this junk mail is not unwelcome. . . . Nearly 80 percent of all direct mail recipients not only read the promotions, ads, and appeals delivered to them, they have favorable attitudes towards receiving such mail [because] Americans contributed more than \$43 billion to philanthropy last year. Nearly 90 percent of it came from individuals, up nine percent from the previous year. Many of these contributions were in response to direct mail. . . . The average is just under \$200 a year for every man, woman and child.<sup>38</sup>

While the above factor provides an indication about Americans' attitude towards direct mail one very important factor involved in the use of direct mail should not be overlooked. And that is an organization must acquire a good mailing list and update it constantly if it wants to succeed in raising funds.

According to Susan Rouder:

Your copy can sparkle; your layout and format may be an art directors' job; your painting good enough to win a graphic arts top award, and your postage can be the newest and hardest-to-get commemorative stamp.<sup>39</sup>

But if "your mailing list is directed to people who are not prospects and cannot buy the product your entire effort will be an expensive bust."<sup>40</sup>

A lesson that should have been learned by the Army in its fund-raising activities from 1974-1978 is that sophisticated mass communications methods should have been

used. In a direct mail type letter the Army should have tried providing Oklahoma City residents with the benefits they could receive from becoming members of the organization's contributing public. Attention-getting headlines on letters should have been used. Such headlines should have emphasized the benefits contributors would derive in contributing towards Army funds. Other tips like: providing full information about the project for which the funds are being raised, convincing the reader and urging specific action in the amount he should contribute towards the Army fund should have been carried out.

Most of the suggestions provided so far for improvement in Army fund-raising and public relations activities are those that either have been used successfully nationally or in various communities across the country by several organizations including those mentioned previously. The reason these examples have been suggested as potent instruments that should have been used to generate funds and publicity in Oklahoma City is due to their success in other communities where they have been pushed strongly.

Most of the examples suggested so far should have been combined with aggressive and dynamic leadership in order to obtain success. Also, the examples cited so far as some of those that should have been used, were drawn

from other philanthropic organizations' campaigns because they have worked in the various communities where they have been adopted.

Another important point that needs to be mentioned is that most of the writers of the different articles cited for this study have worked in the same capacities as development officers in various organizations. The different methods suggested as those that should have been used by the Army between 1974-1978 also had been used successfully by the various development officers. With the successful use of these programs in various communities, all that these development officers do now is take the program designs with them as they move to different places of employment for use in fund-raising campaigns.

Another example of a successful direct mail effort worthy of emulation is that of Crosier Seminary in Onamia, Minnesota. Crosier Seminary was a four-year high school with 2 years of college that went totally broke because its officials failed to adopt a modern technique of fund-raising and public relations.

Since its founding in 1922 by the Crosier Order of priests of Holland 15 percent of the graduates from its seminary had become priests.<sup>41</sup> This 15 percent figure is by far higher than the national average of 10 percent and almost 90 percent of the students at Onamia receive one form of financial aid.<sup>42</sup>

Since 1922 the seminary has "never turned a student away because he couldn't pay his tuition"; but all this notwithstanding the seminary's financial position continued to remain in a state of disrepute as a result of its cumbersome management system.<sup>43</sup>

Looking at the names of its prospects remaining in shambles the seminary decided that automation was the best way to go. Advanced computers were purchased to handle direct mail letters and to send back acknowledgements to donors. Its 50,000 active and 90,000 inactive mailing lists were rejuvenated and followed up effectively with letters asking for financial contributions towards the school management fund.<sup>44</sup> The personalized direct mail campaign was designed to strengthen Crosier Seminary's fund-raising drive through personalization segmentation of mails to prospects and upgrading of prospective contributors' list.<sup>45</sup> The results have been remarkable since automation. Contributions jumped more than 100 percent between 1979 and 1980.<sup>46</sup>

The above example, as mentioned earlier about direct mail, should have been implemented between 1974-1978. And as Robert Getz, a Salvation Army development officer for the Eastern Michigan division asserted:

Many development officers lack the will and initiative to begin a fund-raising drive, not even talking of carrying one through, [because] each time such officials are

asked whether they have a development program going, they usually answer. . . . Oh, we haven't started yet.<sup>47</sup>

Gertz said that, "the usual bug that causes this is the prevailing impression that the field is extraordinarily complex and fraught with legal septicity," which might not be the case.<sup>48</sup> He added that such slow initiative in conducting a fund-raising drive "is as thorough as you want it to be [because] there is enough technical substance to entertain the most technically apt."<sup>49</sup> However, all that is really essential is a conversational knowledge of the subject and the ability to work with people.

Direct mail is one area that is inseparable from others in any fund-raising campaign. Its indispensability is such that it gets interwoven with every facet of a development program. The reason for this brief mention of the importance of direct mail, again is to make things clear to the reader because he might come across the word direct mail later in Chapter Five when other facets of fund-raising and public relations of the Salvation Army from 1979-1982 are discussed.

Direct mail brochures and letters are paramount tools whose importance is immense in any fund-raising and public relations campaign.

The Salvation Army probably would have been able to increase its funds and publicity if it had embraced a

direct mail program like those emphasized in this chapter. But in the absence of such, the only note of optimism that can be sighted is that it is not too late to embrace the direct mail ideas mentioned above. They still can help the Army improve its publicity and finances immensely.

In addition to what has been discussed so far with regards to measures that should have been adopted between 1974-1978 to generate an increase in funds and publicity the following could have served as guidelines if it wanted to embark upon a fund-raising campaign while embracing some of the following means for raising funds. The means as discussed in this chapter were: radio, television and direct mail. The population of Oklahoma City was 699,092 in 1974. The household income then was \$10,892. But by 1978 the city's population had risen to 798,700 coupled with a higher household income of \$11,703. The city experienced a consumer buying of close to \$2.6 billion in 1978.<sup>50</sup>

The above figures have been provided in order to demonstrate the changes in income and population in the city between 1974 and 1978. As mentioned in sections of Chapter Four the Salvation Army's finances are in poor shape therefore if it had wanted to embark on a fund-raising exercise while embracing some of the suggestions provided so far for raising funds and generating increased publicity in my opinion the organization would have had to

turn to some banks for financial assistance in the form of loans.

The Community Service Society of New York City, a society with comparable goals like the Salvation Army providing social assistance to the needy of New York City conducts a successful fund-raising effort that embraced several paraphernalias of fund-raising including radio, television advertising and direct mail.

The organization headquartered in New York and operating with an annual budget of \$7 million received total contributions of \$2,113,000 in its 1976 fund-raising drive which as previously mentioned encompassed, television, radio advertisement and direct mail letters.<sup>51</sup> The fund-raising drive cost the CSS \$191,800. The percentage of income against cost was less than 10 percent.<sup>52</sup> These figures have been provided about New York, a city with a population of 7,895,563, \$143.7 billion in financial resources and 43 savings banks in 1976.<sup>53</sup>

The results that could be drawn from these comparisons is that New York City appears to be richer than Oklahoma City in financial resources. Although the Salvation Army's annual report for 1978 did not provide enough estimates about its annual operating budget the inference is that such a budget was within the range of \$1 million with about \$80,000 increase annually. Therefore if the organization borrowed about \$200,000 in 1974 from some



Oklahoma City banks while using its assets as collateral it might have been able to generate about \$800,000. The \$200,000 could have covered the cost of television and radio advertisements, including direct mail campaigns and consultants' fees if necessary. Again it would be important to point out that the inference made above may not bring forth success in a fund-raising campaign unless Army officers put in a strong effort to reach potential contributors by direct mail, radio and television. Because as mentioned in previous chapters no fund-raising drive can succeed in the absence of energetic gift-soliciting campaigns. If the organization had adopted the above strategy of borrowing \$200,000 from banks in 1974 with its assets serving as collateral probably all it need do in following years would have been to increase its campaign budgets to match the trends in inflation and the cost of embarking on such campaigns. Because the Army derives a portion of its funds from government grants, the United Way and its adult rehabilitation center a strong push for funds from the public through direct mail, radio and television advertising with a potential of bringing the organization close to \$800 thousand annually after adjusting for inflation and the expenses could have made it financially solvent.

ENDNOTES

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- 40 Ibid.
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## CHAPTER V

### THE PROBLEMS IN FUND-RAISING AND PUBLIC RELATIONS 1979-1982

Evidence in Chapter IV indicated that the Salvation Army did not utilize the services of radio, television and direct mail very effectively to generate an increase in funds and publicity between 1974 and 1978 in Oklahoma City. Although not rich in funds as a result of these shortcomings, the organization continued to function on what it was able to receive in funds mainly from the United Way and the meagre contributions from the public.

Because some of its facilities like the adult rehabilitation centers and day care centers were already partially self-supporting in funds; all it needed to do was to generate as much as its resources enabled it during the period.

But this did not mean that the organization did not need more funds from the public. It did need more funds only the techniques for doing an effective fund-raising and publicity campaign wasn't available during the period. That was the reason some of these suggestions were made as to the effective methods that should have been utilized during the period. An effective fund-

raising method could indirectly have yielded effective publicity and enormous funds for the Salvation Army to expand its activities among needy persons.

#### Summary of Activities From 1979-1982

The summary of the Salvation Army's activities from 1979-1982 begins without the availability of enough summaries of activities for 1982. The income and expenditure figures for 1982 were not included in this summary because they weren't available. But the writer was able to obtain some needed information from Army officials about the organization's precarious financial situation.

As mentioned previously conducting research on the Salvation Army's activities in Oklahoma City is like trying to bring a camel through the eye of a needle because, for some periods, data might be available while for others, nothing would be found of historical importance. The same can be said for the period 1970-1973 in which there were no available summaries or annual reports of the Army's activities in the city. It is hoped that this thesis would help to straighten some of these anomalies in Army fund-raising and public relations activities through suggestions for remedying such deficiencies. Before delving into the summaries of

the Army from 1974-1982 it would be necessary to mention certain quotes by Don Bates in 1979 about fund-raising: he said that a fund-raising campaign cannot succeed without skillful public relations support.

Public relations for a non-profit charitable organization involves a pursuit of public acceptance of its campaign and, at the same time, improved organizational performance. The director of communication in a philanthropic organization has to address an inside and an outside public during a public relations campaign.

Not much happened regarding Army activities in 1979. Available evidence indicated that the organization acquired a minibus with a built-in lift capable of easing senior citizens' entry and exit from trips in the bus. As of 1979 the Army had 11 minibuses provided by the Federal Department of Transportation for senior citizens' use. The vehicles provide needed mobility to senior citizens under the care of the Army to such places as doctors' appointments, places of employment, to recreation centers, etc. According to Mrs. Nina Willingham director of senior citizens affairs at the Salvation Army "many of these people [i.e. senior citizens] have no other way of getting to these places" were it not for these vehicles.<sup>1</sup> The drivers of these buses serve as key part of the transportation program. Most of the drivers are employees

of the Federal Comprehensive Employment and Training Act (CETA) program which has been drastically reduced by the Reagan budget cuts.<sup>2</sup>

From November 1, 1978, the Army received an income of \$1,271,703 versus an expenditure of \$1,271,703 for its entire activities in the city during the same period.<sup>3</sup> The inference that can be drawn from these figures is that the Salvation Army had no surplus in 1979.

In addition to this, something also needs to be pointed out regarding the figures just cited. The Salvation Army is a non-profit organization but as mentioned in Chapter IV the director of communication officially stated during a personal interview that there is nothing wrong with the Army having some surplus on its books. But this does not happen, due to the enormous financial commitments to various activities for the needy.

On July 12, 1980, the organization received an emergency disaster canteen from Benham and Blair Corporation for use in assisting victims and rescue workers in times of disaster. The Salvation Army witnessed a surge in philanthropic activities in 1980. But for the purpose of this thesis, prudence demands a mention of only notable events. The organization observed its centennial in 1980 at a time when its finances were beginning to go deeper in red. Despite this seeming misfortune, the Army received an accolade in an Oklahoma



City Times editorial on Nov. 30, 1980, which enjoined city residents to rally round the organization in these words:

. . . . From treatment centers for the homeless and the aged, to meals and clothing for the deprived, the Salvation Army's good works are among the enduring manifestations of the greatness of the human spirit. And it is safe to say that the Army does more good with what it receives than just about any organization going. . . . If you are among those who've never dropped a contribution into a Salvation Army Kettle this 100th year would be a fine time to start.<sup>4</sup>

As is always the case, the Army usually holds annual Christmas Kettle rallies during which it tries to raise funds through volunteers serving as bell ringers at various strategic locations around the city. In November, 1980, the Army was able to obtain the services of Eillis McKinley, a former heavyweight boxer who suffered a detached retina in a match with heavyweight boxer Mike Weaver. McKinley, with a cheerful spirit, said, "If my spirit can ignite people with the enthusiasm to give then they have helped someone else."<sup>5</sup>

There is no doubt whatsoever that the Salvation Army does receive very substantial coverage of its activities from the Oklahoma City Times. In fact, such coverage has contributed immensely into making research about the Army possible, to a large measure through the availability of clippings from the newspaper articles

about the Army. This is not to say that other newspapers in the city do not cover the Salvation Army's activities. The point here is that the Army receives much more coverage of its activities from the Oklahoma City Times.

From Nov. 1, 1979, the Army received an income of \$1,751,036 versus \$1,751,036 in expenditures by Oct. 26, 1980.<sup>6</sup> Again the inference to be drawn from the above figures is that the organization did not have a surplus in its balance sheet for 1980. The Army remained in the precarious financial situation it was in by Oct. 28, 1979, when no surplus was declared in finances. With regards to all that has been written about the Army's finances an axiom of history will help to put things in a better perspective. The axiom states that if an organization is not growing but remains static financially then that organization is not making any progress, it is indirectly losing. A historic event occurred in 1981. The Salvation Army launched a five year \$2.5 million fund-raising campaign to build a new community center in Southeast Oklahoma City and to renovate the existing Boys Club and Welfare Center for use.

The organization used the occasion to appeal for donations from city residents towards its efforts at expanding philanthropic activities to the needy. The Army unveiled on the occasion plans to relocate on a five-to-eight-acre site. Plans were made to seek three-

year pledges from about 1,200 local businesses and individuals. A Dallas-based private fund-raising consulting firm was hired to conduct the drive.

Serving a city of 403,213, about 35,000 persons participated in activities at the senior citizens centers in 1981. In addition, 6,132 meals were served in March and 2,013 lodgings were provided at the adult rehabilitation center. About 1,243 persons attended the boys club activities in 1981.<sup>7</sup> The Salvation Army, in view of its activities in 1971 and the high demand for services, expects to expand its activities in the 1980s for several reasons. Landis Fleming cited the following as some of the reasons:

. . . . It is estimated that the population of the city will increase by 10 percent in the 1980s. . . and the number of those under 16 will increase 25 percent by 1990. . . . And the number of those over 65 will increase 6 percent by that year. . . 75 percent of all women between the ages of 25 and 54 will be in the work force by the end of the decade, which will bring a need for many more day care centers.<sup>8</sup>

In addition to the above there is a significant shift in the population to the South and Southwest. Also a lot of people are moving to Oklahoma City in search of jobs. They come from Detroit, Cleveland and Chicago, even though they have to work for lower wages.

The year 1981 was one in which the Army saw its funds and contributions from people begin to plummet drastically. Donations for the Army's adult rehabilitation center at 2041 North West 7th Street increased but were still far below what they were last year [i.e. 1980].

The facility, though facing dwindling finances, continued to operate at half capacity. In previous years the organization had averaged 150 to 170 calls a day from city residents wanting to contribute reusable items.<sup>8</sup> But in May 1981 such calls averaged 80 per day while 8 workers in the rehabilitation center were laid off due to the recession.<sup>9</sup>

During Thanksgiving Day celebrations the Army provided meals for about 700 persons a rise from the 600 to whom meals were provided the previous year. The increase from 600 to 700 was due to the current recession. The year ended with the annual Christmas rallies and Kettle programs and the Army anticipating providing gifts for about 2,300 persons in the city.<sup>10</sup>

With regards to Army services and activities to members of the public in 1982, Major Weaver, during a personal interview at the Army's Oklahoma City headquarters, made extensive comments that the Army had continued to witness a continued downturn in finances. There are plenty of mouths to feed, but less funds to purchase food

for them. Added also is the problem of people moving into the state from Detroit and some northern industrial states hard hit by unemployment and company closings.

The Army no doubt is doing its best to cope with these problems, but the important questions remain, and that is for how long can the Army continue in such a situation as its finances continue to witness a less than the usual anticipated increase.

The annual report for 1982 was not available as at the time this research work was being compiled; therefore, it is hoped that this and other problems that might be posed by the non-availability of these and other data whose absence is not of the writer's own making can be overlooked. Interviews with Army officials indicate a terrible year as far as finances are concerned.

#### Need for Research

Research is a key aspect of fund-raising. It could mar or contribute to the success of a fund-raising campaign. Although there are thousands of foundations, government and state agencies, there are problems for the fund-raiser as he attempts to determine which of these organizations' patterns of giving are similar to what he may be anticipating. Therefore, to be able to find some solutions to his problems, a potential fund-

raiser must attempt to pinpoint organizations that in the past had funded projects similar to the one he is proposing to embark upon.

Obtaining research material for determining the avenues from which to raise funds can pose problems for a fund-raiser. But it shouldn't pose a problem to a development officer who knows his cue. There are a variety of research aides. The Foundations Directory, Annual Register of Grant Support and the Catalogue of Federal Domestic Assistance are but a few of the numerous research instruments indispensable to a potential fund-raiser. Each of these grant sources easily can be put to use through the aid of the subject indexes.<sup>11</sup>

The Foundations Directory contains information on more than 2,800 private, company and community foundations each with reported assets of \$1 million or more including total contributions of \$100,000 annually.<sup>12</sup> Each complete entry in these directories contains:

a statement of purpose and activities; grant application information; financial data on assets and expenditures [including] total amount and number of grants, plus the range of awards.<sup>13</sup>

Also included in The Foundations Directory is information:

about donors, officers, trustees and contact persons; IRS employer identification number; founding date; address of various foundations, and telephone number.<sup>14</sup>

The Annual Register of Grant Support contains descriptions and information on the following:

more than 2,000 programs sponsored by about 1,400 public and private foundations, government agencies, corporation, community trusts, unions, educational associations, and special-interest organizations.<sup>15</sup>

The Foundation Directory and Register of Grant Support are not comprehensive. Entries in both are limited by considerations of space. They serve better as indicators.

Another suggestion for an organization trying to conduct research before gift solicitation is to review the Catalogue of Federal Domestic Assistance which is invaluable for any charitable organization that qualifies for Federal support. The Catalogue of Federal Domestic Assistance contains information on the following:

more than 1,000 programs administered by 55 Federal agencies which are described with objectives, types of assistance, eligibility requirements, uses and use restrictions, application information and contacts, post-assistance requirements and other pertinent information.<sup>16</sup>

The Foundation Index which appears in the Foundations News, published by the council on foundations is an indispensable fund-raising journal for a development officer. The index contains recent contributions of \$5,000 or more by foundations.<sup>17</sup> An alphabetical listing of recipients of funds allows a development

officer willing to conduct a fund-raising campaign to locate organizations with projects similar to the one he is about to embark upon.

In addition, "The Foundation Center, publishers of The Foundation Directory, maintains a computerized data file of essential grants information."<sup>18</sup> The grant seeker may purchase a printout of foundations' funding projects in key subject areas. The center libraries in New York and Washington contain information on more than 26,000 foundations in the United States.<sup>19</sup>

By this state of a research effort a potential fund-raiser should have been able to obtain information about a potential fund source, whether a government agency, foundation, etc. Included are opportunities for a potential development officer to know which organizations receive funds from these different funding agencies and the different types of projects that were funded including the specific amount given to such projects.

What all the above sources of funds point out is that research for a fund-raising campaign could be time-consuming and extensive. Therefore, any development officer embarking on a fund-raising drive must be ready to do extensive research to generate adequate results from the campaign. It takes a lot of hard work, patience and endurance to succeed in a gift-solicitation campaign,



but the results from extensive research often justify its means.

By conducting extensive research before a fund-raising campaign, a development officer would not only save an organization the finances of hiring an outside consultant he would, as well, gain immeasurably in experience that may prove useful in future fund-raising campaigns. This is why the Salvation Army's hiring of the Dallas based Community Service Bureau Inc., to conduct the \$2.5 million fund-raising drive for its new facilities is questionable. The fund-raising drive should have been conducted by an in-house development officer employed by the organization.

This writer discovered in an exploratory study of Army research activities that the organization didn't focus its effort much in conducting adequate research about Oklahoma City residents before embarking on fund-raising drives. As mentioned earlier, this inability to conduct research to raise funds and increase public awareness of its financial plight has served one purpose and that is jeopardizing the Army's financial position.

And as a way of evading research for fund-raising on its own which could as well have generated more publicity for the organization the opposite has been the case. The \$2.5 million fund-raising campaign for its development plan which could have been done through

an in-house effort to save funds, has been given to Community Service Bureau of Dallas. The point that should be made here is that the organization could save itself an enormous amount of money if it does gift-soliciting by itself through adequate research utilizing some of the sources mentioned above. It is useful to repeat that the Foundations Index; The Foundations Directory; The Annual Register of Grant Support; and The Catalogue of Federal Domestic Assistance are indispensable for effective fund-raising.

James Gregory Lord, vice president of Goettler Associates Inc., a Columbus, Ohio based fund-raising and marketing consulting firm argued that in the 1980s a majority of the charity organizations may have to go the marketing way with regards to their method of research to be able to derive adequate funds to meet their financial goals. The reason a majority of the organizations may have to do marketing research to market their programs successfully in a community in return for adequate funds is that a majority of the donors to charitable causes are tired of being begged for contributions to charity.

Lord cited an example of a theater in a city that refused to beg for funds, but simply approached members of the community to explain the public relations boost the theater was providing for that city, through

projection of the city's name nationwide. The strategy convinced a majority of the citizens of the community to contribute in a large measure to the theater's purse.

To generate community appeal, while adopting the marketing plan for fund-raising, Lord suggested the following:

A development officer need not conduct an extensive research in his community to determine what people think and feel about an organization. All he need do is listen to communities' views and opinion about the organization and try to provide what the community wants. Following this, the market can be segmented in order to be able to provide for the various segments needing a satisfaction of its wants.<sup>20</sup>

In order to satisfy the wants of the various segments of a community needing its services a development officer must be able to know how well his organization has performed in a community over the years, after which he can utilize the organization's successes to placate would-be donors to donate to an organization that has performed good philanthropic service in their community.

There is no doubt the Army has been able to inform the community through newspaper articles about its effectiveness in combating the problems of the needy in Oklahoma City. But the problem remains in the area of its funding and information dissemination. A lot still

needs to be done in the organization's education of the public about its goals in the city. The consequences of this deficiency in information dissemination and fund-raising has resulted in a continued dwindling of its base of income. The marketing plan as spelled out should have been used and might have been able to put the organization in a better financial position because it appears to be the most dynamic of the charitable organizations in the city. If the Army is able to adopt a marketing strategy in a city with an average household income of \$17,868, two metro daily newspapers, 24 radio, and 7 TV stations, including three subscription channels, there is no doubt that the idea could yield positive results.

Thomas Scheffler provided the following insight into the influence research plays in fund-raising:

Fund-raising is 90 percent research and 10 percent solicitation. Regardless of the actual proportions, successful major gift solicitation requires an in-depth knowledge of a prospect's financial, business, family and philanthropic background. The advantages of thorough research are that you can better determine the right amount to solicit from a prospective donor without asking for too much or too little. Of equal importance, you will know who is the best person to approach, each prospect thus improving your chances of a successful solicitation.<sup>21</sup>

As mentioned in Chapter IV, the first priority in

research about major prospects is to determine their financial capability. The prospects profile includes things like: family background, business and philanthropic background to plan an effective fund-raising campaign. The research approach suggested by Scheffler is somewhat different from that suggested by Stuart Ehrlich in his 1977 article on the funding of the Rev. Robert Schuller's Crystal Cathedral, because it stresses more the idea of scrutinizing prospective lists for major donors.

Scheffler argued that the:

best way to reach substantial contributors is to conduct research through newspapers and business magazines for recent fund-raising campaigns, identifying those who made large contributions to your previous campaigns and reviewing your record for wealthy people that may be willing to contribute to charity in your community.<sup>22</sup>

In addition, conducting research on the 10k forms, filed annually with the Securities and Exchange Commission by companies wanting to increase their capital base:

can provide a development officer with a clue about major donors because owners of more than 10 percent of any class of securities of a company as well as the holdings of management are disclosed in these forms.<sup>23</sup>

Disclosure Incorporated is one among a group of magazines offering research service about the information disclosed in reports filed with the Securities and

Exchange Commission by about 11,000 publicly-owned companies. This is a good source of maintaining the names and financial background of officers that might be willing to contribute to an organization.<sup>24</sup>

Quantus is a financial publication that publishes the names of directors of major U.S. corporations. It lists the stockholdings of directors, the positions held in other corporations, including philanthropic organizations. The magazine lists such things as a director's family holdings, options, and securities controlled in each company.<sup>25</sup> One reason the two publications mentioned above are very important is that, as far as shareholding in private companies are concerned, most of the time there is less available information existing for researchers to work with.

A publication titled The Top 1500 Private Companies lists financial information about large corporations but does not reveal the shareholding capacity of individuals. In the case of ownership of real estate, research can be done on the property rolls and plot books at the county or city assessors' office.<sup>26</sup>

Such research should provide evidence about those owning large amounts of real estate in the community. They can then become a target audience for fund-soliciting. Also, real estate brokers can serve as a useful asset during research efforts to locate wealthy

real estate financiers.

Probate lists are a very good alternative to rely upon for funds because they may contain the amount of property and real estate left behind by a deceased.<sup>27</sup> Usually, probate documents automatically become public property once a prospect dies. Therefore, by examining probate wills and documents, a development officer will be able to update his list of prospects by deleting the names of deceased prospects from the original list of potential contributors. In this case the development officer would be able to place in the name of the present owner of the property left behind by a deceased prospect. By so doing he would be able to include the new owner of the property as a prospect.

Fund-raising does involve enormous research and experienced fund-raisers must realize the value of research because no fund-raiser knows that piece of information may be the key opener to a substantial gift. The Salvation Army could gain immensely from the suggestions provided so far for increasing solicited gifts if it embraces some of them. The Salvation Army has a wills program whereby it tries to generate funding through acquisition of wills on demand but from personal observation the idea is being under-utilized because the Army continues to complain about insufficient funds. There are a host of avenues for generating funds including

those from corporations annual reports mentioned previously.

Also, it is no use saying that adequate research generates adequate fundings. And in the case of fund-raising, adequate research can drastically improve an organization's gift potential. The more a development officer knows about a prospect's financial background the more he is able to assist the prospect in meeting his obligations to a community. It would, in the long run, serve the Salvation Army's interest best to establish an effective in-house development department embracing the techniques spelled out so far as a way of pushing its activities in Oklahoma City to greater heights. Throughout the research conducted for this thesis no evidence was found of a strong push to generate funds through an adoption of the techniques spelled out so far.

But the reasons for the under-utilization of these methods of fund-raising are not hard to find. One way or another, the organization has not been exposed to these sophisticated research methods and the public relations department hasn't enough knowledge about these methods of research. At any rate it is hoped that the ideas generated in this thesis will be utilized adequately in research to boost its funds.



## Problems in Capital Projects Funding

The methods for raising funds cuts across the variety of other methods involved in gift soliciting as mentioned in previous discussions on fund-raising. This point is made because none of the sub-headings in this Chapter V can be treated in isolation from other aspects of fund-raising. So, for example, when the terms "Donor Financial Planning" is mentioned in this chapter, the reader might look at the first subheading analysis and say Oh! I read about a donor financial planning before, while it isn't really so. Capital projects planning is a very distinct area of fund-raising that requires adequate efforts and energy for successful accomplishments of the enormous tasks involved.

Donor Financial Planning is a term used mostly in capital fund-raising for strategic projects. For example it is a term that could have been used by the Army if it decided to conduct a fund-raising campaign through an in-house effort for its proposed \$2.5 million new site in Oklahoma City.

The term Donor Financial Planning when combined with aggressive leadership during a fund-raising campaign, can help to generate funds for an organization. Adrian Cockerill, made the following assertion regarding Donor Financial Planning:

. . . . Capital fund-raising, if well planned, could help to quintuple an organization's gift solicitation, because capital giving is planned giving and planned giving is capital giving. . . . Major gifts and legacies are made only by individuals who are totally convinced that the donee or legatee is in need of the gift. The sensitive and complex process wherein someone comes to the decision to make a major gift begins, or at last is advanced, when he or she becomes clearly aware of the financial problems faced by the object of his potential bounty.<sup>28</sup>

Cockerill repeated some of the same themes sounded earlier that capital gift solicitors must identify a gift potential early in a campaign and encourage him to make a commitment that he must do something significant to help ensure the future success of this organization.

Arguing further, Cockerill advocated a continuous capital fund-raising even after a campaign had realized its goal, in order to generate a reserve of funds for long-term capital programs. According to Cockerill, fund-raising is not an end in itself it is a means to an end; therefore, the end of a fund-raising campaign is indirectly a beginning.

Arthur Frantzreb attributed the following to a prospect who was being solicited for an amount not in tune with his financial position in society. The prospect simply told the charitable organization that it is about time they asked him for a respectable gift.

Some development officers do not systematically

study, analyze and rate their publics adequately before beginning a fund-raising campaign. The result of this inadequate preparation often leads to:

staff officers, governing board members, and volunteers, unfairly for the organization prejudging erroneously the potential donors interests, concerns, capacity and proclivity to respond in the form of generous support rather than insulting tokenism.<sup>29</sup>

Low-asking level type contributions sometimes do not negate the urgency for substantial contribution. Some prospects simply take it as an indirect insult on their financial standing. In addition, some organizations embrace a defeatist stance of apologizing when asking prospects for contributions by assuming that the prospect is being pressured unnecessarily to contribute funds whereas

goodness, they have two kids in college, have other interests, are active club members etc; yet the fund-raiser [failed to realize that] separate and comfortable incomes are present plus other sources.<sup>30</sup>

There are two problems which large gift-seeking organizations face: (1) Not everybody taking part in the fund-raising program is psychologically and philosophically capable of estimating a prospect's objective. (2) The low morale of those participating in a fund-raising campaign can hamper the effort because "large gifts result from a highly motivational campaign,

not begging for participatory handouts."<sup>31</sup> Large gifts result from carefully analyzed constituents in terms of the ability to give. As development officers:

we just simply cannot blame donors with substantial assets for contributing menial gifts; we must start blaming ourselves for lack of vision, understanding and market analysis.<sup>32</sup>

So as the above analysis has demonstrated again there are numerous ways of raising funds for capital projects for an organization. Raising capital project funds is a difficult exercise; therefore, in order to be successful, a development officer must get involved in such a fund-raising exercise. He must be ready to face the odds involved. From personal observation, putting some of the above examples of successful fund-raising ventures into practice will definitely bring the Salvation Army to redefine and redesign its development program in Oklahoma City. And it is in this regard that we can ask the question: Is the Salvation Army willing to redesign its public relations and fund-raising programs to include some of the sophisticated types of examples just described above; due to the challenges it would be facing in the 1980s.

If the Army is ready to do capital fund-raising by itself through an application of the above suggestions that would have answered the question. But if the Army stillsticks by its old ways of avoiding extensive

capital fund-raising and continues to give it to an outside agency then the question remains unanswered. It would be advisable for the Army to conduct fund-raising by way of examples provided earlier. These have been used successfully in other communities across the country. Such an effort will not only save Army funds it would enrich its knowledge of effective fund-raising and public relations.

#### Problems with Fund-Raising Letters

Some specimens of fund-raising letters written by Salvation Army staffers, and examined in the process of writing this thesis, were found deplorable. The letters were not emotionally inspiring and, from personal observation, may never satisfy the purposes for which they were written.

It is necessary to point out that, during the extensive research conducted on the impact of letters on fund-raising it was discovered that letters play a crucial role in eliciting either a positive or negative response from a prospect. As a result of this finding adequate care has been taken to provide useful suggestions as to the best ways letters could be written during gift solicitation exercises to obtain positive results.

One reason good letter writing plays a crucial role

during fund-raising is that it serves as a means of telling prospects about an organization and its functioning in a community. Therefore, if a letter does not provide a good explanation about the reason for a gift solicitation, that letter may not accomplish its goal of convincing a prospect to contribute to the organization.

Jerald Huntsinger argued that fund-raising letters should be written in simple language with a combination of short words. Huntsinger offered further suggestions about writing fund-raising letters by asserting that a careful count of everyword in a fund raising letter including the salutation, closing, proper names, hyphenated words and the number of words containing five letters or less could provide excellent readability. Huntsinger said that fund-raising letters which embrace these suggestions could yield ample gifts for development officers.

The reason Huntsinger suggested an extreme use of short words is to increase readability. Long words are less readable. The use of short words also applies to intellectuals because they may get discouraged by letters containing long words which block the flow of information. Gaylord Briely, described the art of writing fund-raising letters "as that of delivering a baby because the job requires a period of gestation and fertility

before good skills can be developed".<sup>33</sup>

Briley decried the phenomenon whereby in-house development officers write fund-raising letters to please the ego of the board and committee members of their organization. A fund-raising letter has one purpose: to be effective in convincing a prospect. Briley emphasized that, most of the time when he received warm accolades from members of the board for the letters he has written he had always re-examined such letters to see what he had left out because such letters rarely generate contributions from donors.

Among the notable suggestions offered was to make sure the specific needs of the letter were spelled out. Also, the time limit for the fund-raising effort must be specified. In addition a preferred premium must be included. It is also essential that a development officer not suggest to a prospect that can make a \$25 contribution to donate \$10. Such an idea may sound degrading to a prospect.<sup>34</sup>

Contributing further to the debate on how to write effective fund-raising letters, Huntsinger urged development officers to send appeal notes to accompany letters of acknowledgement to donors. According to Huntsinger, it is more rewarding for an organization to emphasize the problems it is facing more than the successful aspects of its fund-raising campaign; by so doing, an organization

can generate funds continuously from multiple donors.

The Salvation Army should take these suggestions seriously and follow them in designing a fund-raising campaign because fund-raising is a process filled with a variety of uncertainties. Nobody knows where and when the most funds will be generated. Thus, writing of fund-raising letters has developed into a highly sophisticated chore.

In the area of fund-raising letter writing there has been a series of controversies brewing about which letters were more successful in generating funds. One school of thought contends that long letters are more successful than short letters while another school of thought refutes such an idea. Board members in some organizations contend that donors are too busy to read long letters.

According to tested results about fund-raising letters

80 percent of the time a multiple-page letter would attract more donors than one that was single-paged; while 50 percent of the time, a four-page letter may outpull a two page letter.<sup>35</sup>

Despite these assertions a single-page letter can beat a two-page letter on some occasions.

Making a decision whether to use a long or short letter depends on the extent to which prospects are



familiar with the name of an organization. For example charitable organizations like the Salvation Army or Red Cross may not mail extensive letters to prospects familiar with their activities; while obscure ones may write extensive letters to generate interest in their activities.<sup>36</sup>

The best way to counter human inertia in prospects is to get them involved in a letter. And the only way that gets done is by getting a prospect to spend more time reading a long letter. Whether to write a long letter depends on the kind of message a charitable organization is trying to get across. An organization seeking medical aid for the victims of an earthquake may generate an adequate response with a short letter, while an organization soliciting funds for an obscure project may not. In addition, form typed letters are more potent in eliciting a positive response from donors than computer letters because computer letters have become commonplace. But when computer letters work, a short type of letter is more cost efficient.

The Salvation Army could greatly improve on its fund-raising letters if it could adopt some of the ideas enumerated previously with regards to the current strategies adopted in letter writing for fund-raising. Suffice to say, some of these new ideas are indispensable to an organization's fund-raising campaign. Letters

incorporating the previous suggestions could help the Army increase publicity for itself in Oklahoma City, because effective fund-raising indirectly generates effective publicity.

#### Tax Deduction Problems

Perhaps no area of Salvation Army fund-raising has been used less effectively than that involving tax-deductible contributions. The Army officers mail tax deductible contribution brochures and envelopes to prospects willing to provide gifts but as the annual reports for 1979 and 1980 indicate the organization spent \$501,764.88 for family and transient services, while it received \$446,892 in public contributions within the same period. The inference drawn from these figures is that the Army is not receiving much from the public in return for the services it provides.

Tax-deductible contributions are potent instruments for generating funds. And in a city of 403,213 residents, there is no doubt that if efforts are redoubled, tax-deductible contributions can get the Army out of its financial problems.<sup>37</sup>

The Economic Recovery Act of 1981, signed by President Ronald Reagan, means significant tax benefits for businesses and individuals. The law "reduces the maximum tax on capital gains income from 28 percent to

20 percent."<sup>38</sup> It gives a charitable contribution deduction for all tax payers. It is projected that the benefits contained in the package will amount to about \$750 billion within the next five years.

According to Philip Converse:

The unified credit act a brain child of the 1976 tax reform act designed to give individuals a credit against cumulative life time or death transfers before any tax was imposed, will be greatly increased over the next six years. Individuals making gifts or dying prior to December 31, 1981, have available \$47,000 of credit to use before paying any gift or estate taxes. A credit of \$47,000 is equal to \$175,625 of assets which can be passed to any beneficiaries free of Federal gift or estate tax. In 1987, the United Credit will be \$192,800 which is equal to having \$600,000 worth of assets to pass to heirs free of any Federal gift or estate tax. Beginning in 1982, the maximum tax rate on estates and gifts will be reduced over a four year period from 70 percent to 50 percent.<sup>39</sup>

What this evidence points to is that the gift and estate tax provisions will provide a lot of people and their beneficiaries with more disposable incomes in their life time. The Salvation Army can endeavor to increase its sources of funds by utilizing some of the above suggestions regarding tax deductible contributions. In fact, the organization has never been so opportuned as in the 1980s when these liberal regulations can increase immensely the amount of charitable contributions

of organizations that seize these new opportunities to increase their earnings.

Conrad Teitell, a fund-raising consultant, supports the argument that the 1981 tax laws continue the long established national policy of encouraging charitable gifts through tax incentives, although it is limited "to 70 percent of tax payers who until 1981 could not deduct charitable gifts because they claim the standard deduction."<sup>40</sup>

The 1981 Tax Act allows those who itemize to deduct on the amount contributed to charity. For those who take the standard deduction the law allows deductions for their charitable gifts. In 1982 and 1983 they may deduct "25 percent of the first \$100; in 1984, 25 percent of the first \$300; in 1985, 50 percent of all contributions; and in 1986, 100 percent of all contributions."<sup>41</sup> These provisions expire at the end of 1986 unless extended by Congress.

While these changes in the tax laws relating to contributions to charity could boost earnings it will be necessary to point out that most donors contributing to a specific organization will do so because they believe in the work and goals of that organization. Therefore, the added tax deductible contribution incentive will only help to enlarge a planned gift soliciting campaign from its original proportion.

The Salvation Army must examine these new tax laws as they relate to its pooled income, unitrust, and annuity gift funds to effectively utilize them for increased financial benefits. As the tax regulations mentioned previously demonstrate the avenues for increased funding exist, but such avenues are presently not being used effectively. Therefore the public is not entirely to blame for the downturn in Salvation Army earnings. The organization's authorities should share part of the blame.

Army officials partly are to blame because they have not painstakingly studied these tax laws to determine how they could be used to generate an increase in funds. The tax laws may appear a little complicated for a development officer not versed in economics or taxation, but any development officer willing to study the tax regulations definitely would derive enormous benefits for his organization in return. The Salvation Army definitely can derive enormous benefits from these suggestions on how to use tax-deductible contributions effectively in the 1980s. These suggestions could be utilized in a city with an average household income of \$17,868, and banking resources of \$6.9 billion annually.<sup>42</sup>

#### Face-to-Face Fund-Raising

One problem discovered within the Army fund-raising

apparatus is insufficient use of a face-to-face, one-to-one approach. The Army, as a matter of fact, does utilize the services of volunteers to do bell-ringing on street corners during Christmas fund-raising campaigns. But the amazing fact is that, very often, volunteers are not easy to come by as a result of the harsh winter and inertia on the part of people to help in gift solicitation.

As the organization continues its onward march into the 1980s, it will have to question its lack of effective use of the face-to-face approach in fund-raising. Something would have to be done to stimulate corporate charitable contributions at a time of high unemployment and high inflation because these are some of the major problems the Army will be facing in this decade. Most of the Army efforts in this face-to-face gift soliciting should be shifted from the bell ringing format to a face-to-face fund solicitation from individuals and major corporations in a congenial environment because this is where the financial destiny of the organization lies.

There is an adage which says that being a good salesman involves being knowledgeable and advocative but these qualities aren't enough. There must be a face-to-face encounter with officers and prospects in a congenial environment. People as human beings must be ready to confront each other face-to-face and discuss their problems and feelings.

This is something Salvation Army development officers face in the 1980s. They must look at the organization as a product to be sold, because the Army cannot allow itself to fail the community in its tasks of ministering and providing social assistance for the poor.

Michael McDevitt utilized this face-to-face approach in establishing a branch of the Partners Corporation in Foster City, California, by obtaining 90 percent of his contributions from corporations and the remainder from individuals.<sup>43</sup> Earlier, McDevitt had envisaged a plan of establishing the Partners Corporation in California to cater to juvenile delinquents. And to fulfill such a plan he set out to make personal contact with friends and officers in the corporate world.<sup>44</sup> Through a face-to-face aggressive effort he was able to contact 107 companies for sponsorship of a corporation that would provide legal and social assistance to juvenile delinquents. Overall, about 35 percent of the companies contacted became corporate sponsors. Rather than prepare a list of companies to solicit for funds, a list of friends was prepared. Through these friends most of whom occupied middle corporate positions funds were obtained to start the corporation.

One of McDevitt's objectives was to spend less time with corporations for whom the focus of the program was of marginal interest. Some of the companies contacted

for sponsorship declined at first but later they came on board as corporate sponsors of Partners Incorporated.

The suggestions McDevitt provides to development officers from his experience is that they should not fear face-to-face contacts during gift solicitation campaigns. Charitable organizations must approach the private sector with business-like enthusiasm and efficiently run programs. Corporate leaders must be invited to share in the problems of the community in which they live because the responsibility for finding solutions to community problems belongs to every resident of that community.<sup>45</sup>

Greg Olberding, director of development at Glenmary Home Missioners, argues that

establishing a better relationship with your donors benefits them and benefits the institution you represent; but the personal visits benefit the fund-raiser more.<sup>46</sup>

Personal meetings with prospects can be very rewarding because people differ in their characteristics; therefore, we must be ready to respond in any way in many ways. Olberding suggested that "the best way to interact with prospects and to obtain long-term contributions is for development officers to visit donors" not only for fund-raising purposes but also to find out directly about their feelings towards the organization.<sup>47</sup>



Using a specific example of an encounter with a donor to the Glenmary Home Missioner fund, Olberding argued that personal interaction with prospects was indispensable to the survival of a charitable organization. The specific situation described by Olberding went as follows:

One morning a letter was received in the mail with a \$10 check and a request by the donor for the development officer to pay his family a visit. Promptly Olberding offered to visit at a specific time. (One important thing that should be mentioned is that the donor had earlier placed the family property, in conjunction with the husband's into a trust organized by another organization but there was no personal contact from that charity.) When Olberding visited the family, the husband of the donor informed him that they were childless and would like to place \$250,000 worth of property in the Glenmary Home Missioner trust fund.<sup>48</sup> The reason for this amazing success was that Olberding had developed the habit of meeting face-to-face with donors regardless of the amount a donor might contribute.

When Olberding visits an area to meet face-to-face with prospects he usually takes a list of contributors living in that area. By so doing, he saves time and further travel expenses.<sup>49</sup>

Fund-raising is an art that involves a lot of communication to obtain gifts for an organization.

Sometimes, when visiting some areas, contributors would ask Olberding to spend the night with the family. He does, contrary to the customary pleadings of development literature that gift-solicitors not encourage too much familiarity with donors.<sup>50</sup> There was even a specific example when Olberding visited a family that had placed the name of a deceased Rev. Father of the Glenmary Home Missioners into their wills.<sup>51</sup> After several visits the family transferred the amount of money in the will into the organization represented by Olberding (i.e. The Glenmary Home Missioners).<sup>52</sup>

The main reason these examples have been provided is to demonstrate that planned giving campaign is not an end in itself. It must be followed by a face-to-face contact so that prospects can be heard from personally and become motivated to give. A development officer must visit with his prospects to learn first-hand about their problems and how they feel about a charitable organization. But, of course, only highly motivated development officers can put such an effort, plus energy, into a campaign. With the current state of the economy only highly-motivated development officers succeed in raising funds effectively.

Relating what has been discussed so far with the Salvation Army, the best thing is to suggest that the organization overhaul its public relations apparatus

because the Army is not on the road yet to achieving what has been discussed so far about face-to-face gift solicitation. The cases discussed above demonstrate the enormous public relations boost and credibility face-to-face visits generated for the organizations mentioned.

At this period of its history, the Army must reassess its goals and come out in full swing to meet face-to-face with donors and cultivate and enlist them in the permanent goal of providing for the poor. By this statement it is meant that telephones, except in a telethon will be used only for making appointments for the development officer to meet prospects later.

The Army could diversify its fund-raising in Oklahoma City by employing several development officers to handle fund-raising campaigns in different parts of the city. The city could be divided into zones with each officer handling a section, interacting with donors and putting that personal touch into fund-raising. This is best achieved by meeting face-to-face with contributors. By visiting personally with donors at home, a development officer would find that people give best when met in a cordial environment.

There is one final technique of face-to-face fund-raising that should be discussed. It has been used successfully by the United Jewish Appeal Fund. The

method bears some similarity to those used by the Glenmary Home Missioner.

To begin, it is necessary to point out that UJA is not a charitable organization. Its system of raising approximately half a billion dollars annually is enviable. Much of the money raised by the UJA-trained volunteers is used to support the state of Israel, and it comes mostly from Jewish Americans.<sup>53</sup>

But an important fact is that adequate preparations go into UJA fund-raising campaigns. The volunteers undertake about 50 hours of training in New York after which they return to their communities to conduct fund-raising. In every community targeted for gift soliciting, there usually is a local chairman of the UJA. Before a volunteer goes to solicit funds under the upgrade system, a telephone appointment is made. In fact, this is the only period a telephone is used throughout the fund-raising campaign.

A background check of a prospect is usually conducted so that a volunteer would know what to expect when he arrives to solicit funds from that prospect.<sup>54</sup> Back to the training of volunteers, they view videotapes where they observe the role they might be performing. Also a variety of psychological hints are provided to volunteers about human behavior and the likely response to be generated in an encounter with a prospect. Through efforts like

these, the UJA has been able to generate enormous funds for its activities yearly, and contributions have continued to soar.

Meeting prospects face-to-face to solicit funds, alone, does not generate contributions. It does boost the public image of an organization because contributors are able to ask various questions and to express concerns about certain activities of an organization. The development officer, in return is able to address the negative perceptions prospects have about his organization.

This type of effective public relations campaign, though unorthodox in outlook, would help the Salvation Army. Army officers could collect gifts on the spot from contributors. Those unable to provide instant gifts could mail them.

The Salvation Army though a non-profit making organization can embrace some of the methods adopted by the United Jewish Appeals fund by training its volunteers adequately and doing more face-to-face fund-raising. It is suggested that a combined team of development officers and a strong team of volunteers could help the Army immensely in its fund-raising and public relations activities in Oklahoma City.

### Training and Care of Volunteers

The role and positions occupied by a volunteer often can determine which direction a fund-raising campaign follows. This is why adequate training and care must be provided for volunteers. The proverbial pat on the back for volunteers is not enough these days.

A development officer must know a volunteer's likes and dislikes and must be willing to contribute to his growth potential, so he can better serve the organization.

Dudley Hafner, executive vice-president of the American Heart Association in Austin, Texas, argued that there are three major reasons why volunteers may not be willing to make effective commitment to a program: (1) Most are enlisted without any commitment to a larger goal after a project is completed. Some volunteers just get abandoned after a fund-raising program is completed, and this sometimes gives them a feeling that they have no role in the larger goal of such an organization.<sup>55</sup>

(2) Also, most of the staff in some charitable organizations "do not understand that an organization is a collection of different elements unified for a common goal."<sup>56</sup> Volunteers sometimes are asked to perform degrading jobs. They are never "involved in the day-to-day decisions of the organization as it pertains to them."<sup>57</sup>

(3) Some organizations employ volunteers to be used--not

to become a participatory entity in the organization's administrative structure. Such a mode of placing organizational performance above individual needs has brought frustration to a lot of volunteers. They are just pushed to achieve and not led to identify with an organization's needs.

According to Hafner, volunteers serve

because they have a feeling of being of service to others; they have a sense of upholding one's civic duty and being a part of the development program of an institution they believe in.<sup>58</sup>

And for a correction of the situation of non-adequate care for volunteers that presently exists in most charitable organizations, Hafner suggested that volunteers be included more in the decision-making apparatus of the organizations they work for. Also, they should not be used and dumped when a campaign is over. Their services could be incorporated into larger goals. By so doing, an organization would be able always to avail itself of the services of volunteers on demand.

Finally, volunteers should not be assigned degrading chores. This may lead to a decline in morale and less effectiveness.<sup>59</sup>

The Salvation Army can embrace some of the suggestions provided in the treatment of volunteers. In any organization, volunteers are people seeking meaning and

fulfillment in their endeavors. To the extent they find such fulfillment in their work they would stay with it. The Salvation Army must have volunteers on regular stand by for use. To generate selfless devotion to service from volunteers, the suggestions enumerated previously on treatment seem wise to embrace.

It is advised the Salvation Army look at these suggestions painstakingly and adopt some of them as a way of generating increased volunteerism for its activities.

The Salvation Army is presently facing a hard financial crunch in which reliable volunteers are not easy to obtain. It must start including city residents, serving as volunteers, in its decision-making apparatus. It is through this mechanism that volunteers will be able to obtain self-esteem. This might convince them to continue as worthy members of the Army's volunteer corp. In effect, the Salvation Army would be able to obtain a ready service of volunteers whenever such services are needed because most of its fund-raising and public relations activities are carried out with the aid of volunteers.

There is another example of an organization previously mentioned with regards to fund-raising: Oxfam-America. It established a branch operation in Washington, D.C. in 1980, and later moved to the Greater Boston area where it recruited college students to form the core volunteer



force. The organization relocated after a poll which suggested most of its contributors were in one way or another connected with educational institutions on the East Coast. Because the Greater Boston area contained the greatest concentration of students in the North East, Oxfam-America relocated there and mobilized a strong volunteer force from students in the various institutions of higher learning.<sup>60</sup>

The result of this mobilization led yearly to a day of fasting among students across the nation to raise money for the starving masses around the world. With its student-based volunteer force, Oxfam-America has received contributions from campuses throughout the country. The organization since its relocation in Boston has been successful through its strong volunteer force of highly motivated students trained in fund-raising, handling of seminars and workshops on hunger, women's right issues and a host of other topics across the nation.<sup>61</sup>

The Salvation Army can experiment on some of the ideas enumerated thus far by expanding its core of volunteers to other universities in Oklahoma City apart from Central State University. With 18 institutions of higher learning around Oklahoma City, there is no reason the Army should not obtain more volunteers from these institutions, through adoption of the strategy used by Oxfam-America in recruiting able volunteers to aid its

efforts at raising funds. Effective volunteerism requires, after all motivation and the will to work for an organization whose beliefs are worth fighting for.

Stephen Wertheimer argues the way Hafner did-- that

volunteers, as thoughtful people, must be treated in a meaningful and dignified manner; [because] time, a volunteer's dignified asset, is given for little or nothing.<sup>62</sup>

Therefore, volunteer services must be accorded the honor and recognition befitting of noble citizens for their generous offer of free services. According to Wertheimer, difference must be given to a volunteer who can offer a judgment that may be more expert or incisive even than a professionals.

Better job guidelines must be provided for volunteers so they may be able to start on jobs on their own. Volunteers must adequately be cared for because volunteers are becoming a scarce commodity.

This final addition to fund-raising through volunteer efforts, drawn from Wertheimer's work, was meant to shed further light on the importance of the role of volunteers. The Salvation Army's volunteer program should be able to draw some suggestions from the various proposals spelled out and then put them to use to enrich its own fund-raising campaign. As mentioned

earlier in the Army's main corp of help is volunteers and, as the decade progresses, it will continue to rely heavily on volunteers for assistance in fund-raising. Some of the above suggestions should be embraced and applied in Oklahoma City.

#### Contributions in the 1980s

John Needham, Commissioner of the Salvation Army, in a recent speech, made the following assessment about the current state of the organization:

Sluggish economic times have left the Army with the job of feeding a large portion of the nation's poor. . . . The problem has left the Salvation Army strapped for funds. . . . [In its pleadings] with the public and private sectors for help. . . . The organization is concerned with two problems. . . . the need to increase funds and a larger number of volunteers.<sup>63</sup>

Commissioner Needham provided an accurate assessment of the Salvation Army's financial position. This is part of the problem this research has tried to address. Solutions are not easy to come by in hard economic times.

With about 11 percent unemployment in late 1982 the recession already is causing a permanent damage on the U.S. industrial base. The current high rate of unemployment has done nothing but try to bring the economy to a halt because new companies are not being established as they

should in order to stimulate growth in the economy. Also, due to high wages paid to workers, most investors have resorted to manufacturing of products in foreign countries with cheaper wages, such as Japan. In addition the current high interest rates are the cause of the high prices being paid for American products sold abroad.

A cause of these problems is the strong American dollar abroad which indirectly causes American products to become very expensive for foreign merchants to buy. The consequences of these economic problems has been a decline in sales of American products abroad and a consequent loss of its industrial base at home.

All the problems enumerated so far have led to an increase in domestic import of cheap foreign products produced abroad and a consequent layoff for American workers in various industries.<sup>64</sup> Consequences of the layoffs have been enormous for the Salvation Army. As a humanitarian organization every time there has been a catastrophe within Western block nations the Army has borne some of the brunt of providing for the residues of such problems--the needy.

Arnold Barach remarked, in a recent analysis about the current state of giving, that:

Foundations are already reducing spending as the economic ills shrink their assets. . .

We all know that inflation, the stock market's doldrums and the falling dollar have exerted their price. Grantsmanship is no longer the open end exercise it used to be. . . . The situation was serious ten years ago, but it is worse now. . . . The 50s and 60s were a period of euphoria, unbounded hope and expectations. We were like a happy family on a joy ride, indifferent to the fact that our lives were going flat.<sup>65</sup>

Consequently, the 70s were a jolt because the economy had been battered by inflation, energy shortages, and youth including minority problems all contributing to what former President Jimmy Carter described as "a national malaise."<sup>66</sup> All the problems mentioned above have greatly affected philanthropic giving in America but "this is not to say that Americans are closing their hearts, minds and purses to the needy;" they are merely cutting back on giving.<sup>67</sup> Despite these problems charitable organizations cannot afford to surrender to faith by not performing their obligations to society. Commissioner John Needham of the Salvation Army, in words of encouragement, summarized the problem this way,

The economy is not as bad today as many people think; it is just that we are so much more materialistic than we were in years past; we were better off when we had a little less.<sup>68</sup>

Looking further at the likely impact the recession might have on philanthropy in the 1980s some optimistic assertions can be made, that: As the economy improves, giving "tends to rise; but as the economy declines giving

tends to decline but not as fast as the anticipated decline lasts."<sup>69</sup>

The general feeling of analysts is that corporations are mostly influenced by changes in the economy while bequeathers get influenced less. But as things stand presently the recession may, by itself, prove advantageous to organizations that combine a spirit of optimism and possibility thinking with their gift soliciting campaigns.

There are no good or bad times to conduct fund-raising activities. A good or bad time, as far as fund-raising is concerned, is in the eye of the beholder. Waiting for a so-called good time to raise funds is rarely prudent because success in gift soliciting depends on how well a fund-raising campaign is planned. A poorly prepared and loosely-organized campaign would fail, while the opposite would succeed.

Ashely Hale provides the following reasons why fund-raising may be more advantageous during the current recession:

You will prepare more carefully, and follow your plans more tenaciously. . . . You will settle only for first choice leadership. . . . Your leaders will take their campaign responsibilities more seriously. . . . There will likely be fewer campaigns competing for gift dollars, because those organizations which are weaker, or more timid, and less prepared will likely delay major efforts.<sup>70</sup>

It is not advisable for an organization to decrease

its fund-raising activities during a recession. Instead

the recession should serve as a period of challenge in which the plight and emotion of the poor can be dramatized through the media, direct mail, and telephones to generate increased funding.<sup>71</sup>

A good optimist readily can observe that "there is no such thing as a shortage of money; there is only a shortage of great ideas to raise that money."<sup>72</sup>

Adding to this note of optimism, John E. Groman, argued that:

Recession is no longer something new for philanthropic organizations. Fund-raising veterans have grown accustomed to economic fluctuations, having weathered the 1961, 1958 and 1949 recessions. . . . The key to surviving any recession is to continue sending mails, calling and visiting prospects. Pulling back on marketing to cut costs in the short run can have disastrous effects on your organization.<sup>73</sup>

Looking at the way businesses operate, many Fortune 500 companies increase advertising spending during recessionary periods by increasing their share of the market and raising net income to cope with financial difficulties.

The studies on companies reducing advertising during a recession has shown that such a reduction leads to a decrease in sales. The corollary of this as far as fund-raising is concerned is a reduction in potential donations.<sup>74</sup> The problems that charitable organizations in America will be facing, as far as domestic issues are

concerned in the 1980s, are enormous.

The problems are at least three tiered in nature: (1) defense, (2) the Japanese challenge, (3) the problem of the aged. Americans in the 1980s will face the burden of deciding what to do about the huge military arsenal it has and the threat a nuclear war might have on the populace.<sup>75</sup> Secondly the nation's industrial base will continue to witness a strong economic challenge from the Japanese as it is presently. Also a decision would have to be made about what to do with the problems of the aged. A charitable organization like the Salvation Army will have to start planning now how it would effectively combat the eventual fallouts from these problems; that is, how to provide for the needy in Oklahoma City.

The three problems mentioned were highlighted for some clarity but the one that is of utmost importance to this research--the problem of the aged--will be focused upon. As the 1980s draw to a close there will be a 42 percent increase in the number of 30- and 40-year-olds all residues of the baby boom of the 1960s. Demography will play a great role in influencing the distribution of the population of those working and not working in the 1980s. During the pre-war era,

for every person over 65 and retired,  
there were nine persons in the work force



to take care of him; but in the 1980s the rate will be three to one, while in the 1990s, it will be two to one.<sup>76</sup>

This is one of the reasons most charitable organizations would either have to strive harder or perish in the 1980s because most of the social programs that existed since the 1930s have been eliminated to give way for a stronger defense.

The Salvation Army in Oklahoma City definitely will witness much more increase than it is presently having in the number of destitutes seeking assistance. It is a nation-wide problem for the Army, but the organization must gear up all resources at its disposal to cope with these problems. The reason for this assertion is that times of trial test the values of life and institutions; therefore, the Army must urge on those whose values are more secure not to abdicate their responsibilities.

In a city of more than 400,000, a buying income of \$6.3 billion, and an average household income of \$17,868 the Army cannot allow its activities to dwindle because of the available potential for donations.<sup>77</sup>

It is a fact that the Salvation Army is bearing part of the brunt of the current recession by having to provide for so many people; but it could turn these scars into stars if it follows some of these suggestions:

The major strategy to be adopted for this recession

will involve turning development money into measureable, controllable media for better publicity so the public can better be aware of its financial problems.

Also, supporting measures should involve a study of those who give during a recession, why they give, and what types of appeals would elicit a response from them.

General advertising not aimed at a specific audience will not be effective in a recession. There must be a segmentation of commercial spots to elicit a positive response. For example, the

viewers that prime-time sponsors most want to reach are white, middle-class, female between 18 and 49, in short, the audience that purchases most of the consumer products advertised on TV.<sup>78</sup>

Targeting audiences, or tailoring messages to a particular segment of the audience, is crucial to economic survival for charitable organizations in the 1980s. In a city with seven television stations, and three subscription TV channels, messages could be tailored to a specific segment of the population mostly white and middle-class. Targeted marketing for commercial enterprises bears some corollary to those of philanthropic organizations.<sup>79</sup>

Direct mail also could be very effective during a recession if computers can be used to analyze data on the responses received from a direct mail campaign to

determine if giving patterns have changed.

Groman shed further optimism about giving during a recession with the following statement:

In fact, some people are more apt to give during hard economic times. In a recession, people become more aware of each other's needs. The not-for-profit organization is a traditional clearing house for people helping each other through hard times.<sup>80</sup>

Groman cited the example of a major animal welfare organization that survived the 1974 recession by depending on its existing donor base for income.<sup>81</sup> As a result, the organization's income rose from 33 percent in 1973 to 48 percent in 1974, despite the recession.<sup>82</sup>

Therefore one of the best things to do in a recession is to hold tight to existing donors while effort is being made to generate new prospects.

Organizations can utilize ads that appeal to human emotions about highly visible service programs in generating funds and publicity.

Before the Salvation Army can embrace some of the suggestions recommended about the methods for coping with the current recession it must first put its house in order. Fund-raising and public relations programs in Oklahoma City are not built on a solid foundation. As a result, they may not be able to absorb some of the suggestions mentioned because the resources and potentials are not

there for a sophisticated type of fund-raising campaign.

Because a change to more sophisticated methods like those mentioned above has been further necessitated by the current recession, the Army may have to take a closer look again at its programs and accept the need for change. A change to a more efficient and sophisticated type fund-raising that could yield funds and publicity in the long run is inevitable.

As things stand with relation to Army activities in the City it is no longer resources that limit decisions. It is the decisions made that are limiting the resources. It has always been a fact of history that all change is sudden only to the unprepared. Looking to the future, what remains is for the Army to come out of its present position and make adequate decisions to correct its enormous problems.

Prudence suggests that emergency situations demand emergency action. There is no time to waste. Action must be taken before it is too late. Raising funds is not an easy task, but the opposite idea of not committing resources into fund-raising ventures would not engender a solution to the organization's problems. Effective fund-raising indirectly generates effective publicity.

The Salvation Army must examine some of the suggestions made so far and be ready to undertake a guided risk of committing part of its resources into the unknown because

without such efforts it may never know whatever exists inside the unknown. "Unknown," in this situation, is used to represent prospective donors. Without adopting some sophisticated methods of fund-raising and committing funds into them the Army may not be able to generate sufficient funds to meet its day-to-day activities in the 1980s in Oklahoma City.

The 1980s as mentioned is a period in which the Salvation Army's will and energy to survive will be put to serious threat. But a recent attempt to reverse some of its financial shortcomings by engaging in a joint fund-soliciting effort with the Oklahoma Natural Gas Company is highly commendable.<sup>83</sup> The Salvation Army in conjunction with ONG launched a "Share the Warmth" gift soliciting campaign whereby the Oklahoma Natural Gas Company customers were urged to help those who cannot afford to heat their homes in the winter months of 1983 by adding their contributions to individual tax bills.<sup>84</sup> As part of the launching of the program ONG donated \$40,000 towards the drive. And on March 2, 1982, ONG announced that about \$57,000 had been raised in the Share the Warmth program.<sup>85</sup>

The Salvation Army from personal estimates currently operates on an annual budget of about \$1.3 million. It also derives most of its funds from public contributions, the United Way, government grants, adult

rehabilitation centers and miscellaneous sources. In my opinion what the organization need do now in order to conduct adequate research, capital projects funding, solve fund-raising letter writing problems, get more volunteers, conduct effective face-to-face fund raising and meet the challenges of the 1980s is to approach some Oklahoma City banks for about \$300,000 in loans. Such loans it could generate by using its assets as collateral. The \$300,000 borrowed from banks can be put to use in carrying out the suggestions made in Chapter V including consultant services for 1983 if the need warrants it to seek consultants' advice. If the programs are adequately executed in a city with an average household income of \$16,102 and a population of 830,600 people such a program could bring into the Army offices an average of about \$1 million dollars in 1983.<sup>86</sup> For subsequent years the amount to be budgeted for research, capital projects funding, fund-raising letter writing, tax deductible contributions, face-to-face fund-raising, training and care of volunteers could be adjusted for inflation. By so doing the Army will be able to maintain a stronger financial base in addition to the revenues it derives from the United Way, government, adult rehabilitation centers and miscellaneous sources. Such yearly efforts could bring the Army enormous surpluses with which to

combat the problems of caring for the needy in Oklahoma City.

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## CHAPTER VI

### SALVATION ARMY FACILITIES AND SERVICES IN OKLAHOMA CITY

No doubt the Salvation Army is one of the most important charity organizations in the United States. Through its branch in Oklahoma City, it has continued to wage war against hunger, despair and poverty.

As an army of professionals the organization recruits cadets as positions become vacant. After undergoing two years of training, the cadets are graduated as officers to serve the needy. Ranks for officers are determined by length of service. In addition Salvation Army officers serve as ministers during worship services. They are ordained ministers, as well as cadets. The organization's officers receive a salary of \$122 weekly, but the Army provides furniture for their houses.<sup>1</sup> Officers are on call 24 hours daily due to exigencies of their humanitarian tasks which requires them to attend to disasters as they occur.

Apart from responding to emergency calls and disaster situations the Army also provides a variety of other services for the citizens of Oklahoma City. The

various services provided are performed with financial considerations in mind. As long as funds are available certain services will be provided while the opposite would happen when funds are unavailable. Some of the services provided are as follows:

#### Family and Transient Services

Between Nov. 1, 1978 and Oct. 26, 1980, the Army spent about \$501,765.88 on Family and Transient services out of a total income of \$3,022,739.00 received during the same period.<sup>2</sup> Through the Family and Transient services program, the Army is able to provide services for people who lose their belongings during fire disasters, tornadoes and other unforeseen circumstances. The organization provides shelter, medical supplies and food to needy families in normal and emergency situations like those mentioned previously.

As part of its duties of caring the Army helps locate missing friends, relatives and loved ones, in addition to offering spiritual comfort to the bereaved. The Army does not preach the gospel for preaching's sake. It practices what it preaches as well.

In 1980 alone the organization provided lodging for 31,651 persons and served free meals to more than 45,000 persons on emergency basis.<sup>3</sup> Also as part of its

Christmas programs for assisting the needy various types of gifts were presented to 19,000 persons.<sup>4</sup>

Through its counselling program the Army helps promote communication between couples whose marriages teeter on the brink of dissolution. The services mentioned above represent just a tip of the iceberg in the variety of services provided for families in Oklahoma City.

#### Oklahoma City Adult Rehabilitation Center

The Oklahoma City Adult Rehabilitation Center operated by the Salvation Army, and located at 7th and N. Pennsylvania Street is one of 125 such facilities across the country which helps adults incapacitated by several societal ills to recoup and become useful citizens. At the Adult Rehabilitation Center Army officers endeavor to provide needy adults with basic spiritual needs in self-esteem including lessons about new occupations and handicrafts. Those that are alcoholics are also rehabilitated properly. Food, clothing, and self-worth in a dignifying atmosphere provide not only needed emotional fulfillment to these adults, but have also made the 125 rehabilitation centers nationwide to become self-supporting in funds.

The Army provides additional funds for the Center

through profits obtained from its thrift store sales. Self-supporting profits are also derived from sales of handicrafts and items produced locally by these adults.<sup>5</sup> The Adult Rehabilitation Center received an income of \$1,129,731.20 between Nov. 1, 1978 and Oct. 26, 1980, and expended \$1,129,873.20 during the same period.<sup>6</sup>

The Adult Rehabilitation Center also takes in homeless, lawless ex-prisoners and provides for them until alternative arrangements can be found. As demonstrated by the figures cited above the Center incurred a deficit of \$142 between November 1978, and October 1980, due to the enormous activities undertaken.

The men admitted to the Center are those unable to cope with family problems, the aftermath of divorce, difficulty in employment and other disturbing experiences of life. They find a temporary haven at the Adult Rehabilitation Center. The Center's programs are Christian oriented, with worship services and Bible study. The facility is open to all men, regardless of race, color or religious inclinations.

#### Corps Community Center

The Salvation Army Corps Community Center at 311 S.W. 5th Street is the spiritual home for Army members. At the Center church services are conducted regularly



for members of the public. The Corps Community Center is a place of deep reverence to Salvationists because it is where quiet moments are spent weekly in prayer, meditation, soul searching, praises and rejoicing for God's blessings. It is here that Salvationists receive the inspiration and courage to venture forth in propagating the gospel as well as caring for the needy.

The Center officers provide lessons on the Bible scriptures for the public weekly.

The history of the formation of Corps community centers by the Salvation Army dates back to the 1870s, when William Booth established the first Corps Community Center in East London to serve as a spiritual meeting place for Army members. Booth decided to establish a Corps Community Center in the 1870s because he couldn't return converts to their churches. Churches then were more elitist in outlook.

From such a humble beginning the Army has continued to embrace the idea of organizing services for the public within its area of operation. This is why a Corps Community Center presently exists to serve the same purpose in Oklahoma City. Through the Corps Community Center the Army is able to provide for the spiritual and emotional well-being of the needy. The organization spent \$127,294.21 on the Corps Community Center between

1978 and 1980, out of a total income of \$3,022,739.84 derived during the period.<sup>7</sup>

#### Senior Citizens Program

The pain of loneliness, the feeling of abandonment and the dread of living alone without the feeling of being loved are some of the fears and anxieties plaguing the aged. The fifteen Salvation Army Senior Citizen Centers operating in Oklahoma City offer the aged opportunities to share, talk and socialize with their peers through a variety of program. These programs convey to senior citizens the feel they are loved and have self-worth as well.

Some of the services provided for senior citizens are transportation to various activities organized by the Army. Also, senior citizens are encouraged to partake in volunteer and job-related programs as a way of bringing them into the mainstream of life thereby restoring them to meaningful and happy positions.

The Salvation Army, out of a total income of \$3,022,739, spent \$809,470 between Nov. 1, 1978, and Oct. 26, 1980 in senior citizens programs.<sup>8</sup>

The Salvation Army envisages a plan whereby Oklahoma University dental students and other agencies will be able to conduct teeth, eye, feet, and blood-pressure

tests for senior citizens when its relocation plan comes through.<sup>9</sup>

#### Boys Club

As part of its efforts to inculcate discipline and Christian attitude in youths, the Salvation Army Boys Club, located at 315 S.W. 5th Street, provides a variety of programs throughout the year.

The Salvation Army spent \$185,251.52 on Boys Club activities between Nov. 1, 1976 and Oct. 26, 1980 out of a total income of \$3,022,739.84 during the period.<sup>10</sup>

In the fight against juvenile delinquency the Army's activity-oriented therapy for youths contrasts in a large measure with the detention center orientation encouraged by the government. The Army youth programs at Camp Heart O'Hills, located near Tahlequah emphasizes the development of responsible citizenship in youngsters' relationship to family, school and community.<sup>11</sup>

Through sports activities, field trips, crafts, and group camaraderie, the Army is able to promote the idea that juvenile decency is more respectable than juvenile delinquency.

#### Day Care Center

The Salvation Army Day Care Center at 944 S.E. 15th

Street in Oklahoma City offers food and care for under-privileged children, aged 1 to 12. Transportation in an atmosphere of supervised play and activity is provided for older children before and after school. In addition to child care jobless parents are provided with social guidance and employment counselling. Because the Center is self-supporting, parents are charged nominal fees for each child brought there. Out of the Army's total budget of \$3,022,739 for 1979 and 1980, \$192,795 was spent on the Center.<sup>12</sup>

#### Volunteer Participation

Nothing has brought as much success to the Salvation Army's work as its corps of volunteers. Volunteers humanize Salvation Army activities throughout the city.

The members of the advisory body, comprising civic leaders and businessmen, donate their time to leadership and decision-making tasks. Volunteers partake in such activities as, sewing, knitting, preparing and serving food, package wrapping, telephoning, interviewing, etc. The League of Mercy Volunteers visit hospitals, nursing homes and prisons regularly to cheer up the residents.

Functions of the Salvation Army  
Headquarters in Oklahoma  
City

The Salvation Army headquarters, located at 516 South Hudson Street in Oklahoma City, coordinates Army activities in the City through the various officers assigned to its different departments. The headquarters public relations department, headed by Major Steven W. Weaver, handles matters pertaining to fund-raising and communications. The divisional commander, Lt. Col. John W. Jordan, coordinates the organization's entire activities for the Oklahoma and Arkansas division.

As part of its aim to encourage a decentralization of administration enormous powers are delegated to officers coordinating the various programs in the various branches. As previously mentioned, the organization goes about its fund-raising and public relations activities through an advisory committee comprising businessmen and civic leaders throughout Oklahoma City. The Army headquarters distributes funds to its different departments in the city to be spent on the various activities organized for the needy by these departments.

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## CHAPTER VII

### SUMMARY AND CONCLUSIONS

The primary purpose of this study was to evaluate the history, fund-raising and public relations activities of the Salvation Army in Oklahoma City from 1970-1982 and to provide suggestions as to how the organization can better perform its duties effectively.

But pains have been taken to shed light on the early history of the organization as a way of bringing the reader up to date on the Army's early activities in England and the United States. Since most of the findings already have been highlighted, with added suggestions for a more effective method of generating adequate publicity and funds in Oklahoma City, this summary will endeavor to bring together all that so far has been discussed in the following way:

During the formative years, the Salvation Army in England (1865-1880) relied mostly on a core of officers to conduct its rallies, talk to the press and conduct fund-raising drives. John Railton, one such officer, helped to propel the Salvation Army from its humble beginning in East London into an organization that is

today known world-wide.

As a matter of fact, Railton was instrumental in the establishment of the first mission branch in America in 1880. While in America he adopted the strategy already used by the organization in England by inviting the press to cover the organization's rallies. At the same time he raised funds from contributions derived during rallies and from huge gifts from wealthy philanthropists.

Railton's sense of public relations led to the expansion of Army activities across the United States. He, in turn, launched the first American War Cry in 1881. Railton effectively laid a strong foundation for the Army to build upon so that his recall to England in 1881 with the exception of the secession effort that failed, did not have much negative impact on the organization's activities in America. The new leaders of the organization built on Railton's success and succeeded in expanding activities into various nooks and corners of the country.

The Salvation Army's history in Oklahoma City in the 1900s mostly comprised street-side evangelism. The first branch in Oklahoma City was established Oct. 18, 1900 by Ensign Hattie. The organization raised funds during this period through donations from street rallies. The first thrift store was operated by Mr. Will Fry at 106 West Reno. As the years went by the organization's



activities flourished. Captain George Ribble, director of the Welfare Center, estimated that 88,000 meals were provided for the needy in 1940.

The organization's activities continued to flourish in the 1950s and 1960s. The organization's activities received extensive coverage from the Oklahoma City Times in the 1950s and 1960s. The Salvation Army received a bulk sum of \$493,334 from the United Way of Greater Oklahoma City in 1965, but incurred a deficit of \$1,418 that year.

Evidence also indicated that the organization continued to witness problems in fund-raising and publicity in the 1970s and early 1980s. Not enough use was made of the different media branches of radio and television. Problems were discovered in the area of research, fund-raising letter writing and the utilization of the face-to-face approach to fund-raising.

Other problems were discovered in the area of funding capital projects, use of volunteers, and the generation of tax deductible contributions. In addition suggestions were provided as to the effective methods that could be adopted in solving these problems. These suggestions emphasized that once the Army was able to solve its financial problems its publicity problems would likewise be solved because both problems are interwoven.

Emphasis was laid on the facilities where most of the funds are expended in the public interest. The organization presently is embarking on a fund-raising drive to establish a new headquarters complex that would incorporate its activities in Oklahoma City.

All in all the main findings of this thesis emphasized how the Army is witnessing acute financial and image problems in Oklahoma City. At a time of severe economic depression, the Salvation Army is continuing to witness a shortage of funds to carry out its activities. The organization could conduct a public relations study to determine how the public views the ways it is performing its functions of helping the needy in Oklahoma City. It is hoped that some of the recommendations for effective fund-raising and publicity will be applied so the organization might witness a turn-around for the better in its finances as the decade progresses.

#### Conclusions

Based upon the available information studied about the history, fund-raising and public relations activities of the Salvation Army in Oklahoma City, several conclusions have been reached.

The Salvation Army's fund-raising and public relations problems in Oklahoma City are intertwined.

If the organization can generate enough funds, it will directly be able to generate adequate publicity for its activities.

This assertion is based on the idea that reaching a prospect for funds does generate publicity for that organization; because the prospect is able to be aware of the activities of the organization he is contributing to.

The Salvation Army has a noble goal of providing for the needy. But the way it is going about accomplishing this objective is questionable. The organization hasn't adopted a sophisticated method of fund-raising which must combine the efforts of research, direct mail, good letter writing techniques, and adequate care for volunteers, including a better utilization of the media.

Fund-raising, no doubt, is a very difficult chore and, as far as risk-taking is concerned it is one of the most risky endeavors to commit resources into. It is even more risky, with the current state of the economy. But as human beings the question can be asked: Where does an organization look to for survival whenever it is in financial difficulties?

It is among those who live in the community being served that an organization can obtain the means for survival. The Salvation Army must adopt a strategy of

optimism in the 1980s and approach those whose values are secured through the various measures recommended to help the impoverished because nobody can be an island unto himself.

Prudence demands also that the Salvation Army get its house in order, by setting up a sophisticated development department that would embrace some of the techniques highlighted in this thesis. Because these are hard times, the Salvation Army must become more aggressive in raising funds to care for the needy for whom it exists to serve.

The organization cannot afford to close its doors against the needy during this recession because the funds are there among its public; but the talents needed to raise funds are few. The suggestions in this thesis should provide a way out of the Army's precarious financial situation, if embraced.

During the period this thesis was compiled, there was one strong theme recurring in the fund-raising journals for philanthropic organizations. That was the idea of mixing possibility-thinking with a well planned fund-raising campaign. Development officers must combine faith and possibility-thinking with a carefully planned fund-raising campaign to attain success.

With regard to the 1980s, the Salvation Army must

strive harder for funds in Oklahoma City.

An effective fund-raising campaign organized on the basis of faith and possibility-thinking ultimately can generate funds and adequate publicity for the Army in Oklahoma City. The organization must embrace some of the suggestions enumerated previously as it strives to provide for the needy in hard times. Tough times don't last, only tough people do.

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