

What Works:
Ideas from successful Camps
Edited and introduced
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As noted in the Table of Contents, several national Component Managers also contributed heavily in the preparation of the chapters, themselves. That help was more than welcome; it was absolutely necessary.

Thank you all. This book is your legacy.

Introduction

"To you, Sons of Confederate Veterans, we will commit the vindication of the cause for which we fought. To your strength will be given the defense of the Confederate soldier's good name, the guardianship of his history, the emulation of his virtues, the perpetuation of those principles which he loved and which you love also, and those ideals which made him glorious and which you also cherish."

Lt. General Stephen Dill Lee, Commander General,
United Confederate Veterans,
New Orleans, Louisiana, April 25, 1906.

I think we all agree that the Sons of Confederate veterans exists for one reason and one reason only: to fulfill the Charge given to us by General S.D. Lee in 1906 on behalf of all Confederate veterans. In order to do this, it is necessary for us to accomplish several important missions. We must build and maintain a membership that is large enough and dedicated enough to vindicate the Charge. We must educate and train our members well enough that they can reliably tell the true history of the War for Southern Independence. We must maintain a physical presence, via headquarters, museum, and other properties and do in such a way that those properties are imposing as well as functional. We must raise and spend vast amounts of money on a wide variety of causes. We must publish the *Confederate Veteran*. None of these can be done without a large and committed membership, and as we are currently organized, we cannot possibly maintain a large and committed membership unless we have a network of strong, committed Camps, Brigades, Divisions, Corps, Armies, and, yes, even General Headquarters all depend on a network of strong, competent camps in order to do their jobs effectively. That means, in other words, to meet the Charge.

In order to do any of these, much less all of them simultaneously, it is necessary that we have an integrated plan. The GEC met during the first

weekend of April, 2011, to start work on that plan. Three key ideas came out of that meeting, and several other meetings held since. These ideas have to do with our *vision*, our *mission(s)* and our fundamental *beliefs*.

Vision, as it's being used here, is the picture we hold in our minds-eye of where we are going. When we leave home to drive to the beach, we rarely hold a picture in our minds of a mountain scene. We're focused on our objective. When we leave to pick up a date, we aren't thinking about our great-uncle Ned. We're thinking about the evening ahead of us. The key insight, as shown by generations of thinkers and management leaders, is that we achieve our visions. People whose vision of themselves is of a person who is poor and downtrodden usually end up poor and downtrodden. People who picture themselves as successful and accomplished usually realize that in their own lives. Organizations have visions, too, and organizations that envision themselves as being small and ineffectual, usually are. Organizations that see themselves as large and powerful see that come to pass, too.

Mission, as used here, is like a military mission. Now, there are other uses of the word. To a religious missionary, a "mission" is an overwhelming, life-changing thing. That's not the sense in which we're using it. We're using it in the sense of receiving a mission from headquarters. We go out and accomplish it, and then we come back for another. The Charge is the first sort of "mission". It's why we exist. It will never change. "Mission" as we're using it, though, will change regularly. Just as soon as we accomplish 50,000 men as members, we'll set a new goal of 100,000, or more. Our mission(s) represent our immediate goals which are the things that must be done in order to realize the vision.

Our ***beliefs*** give us the reasons that we see the vision and accomplish the mission. Belief is a very deeply held emotion. Next to faith, beliefs are the deepest-held human ideas. On the surface, and easily changeable, are “opinions”. Things that mean more to us than our opinions, but that may still be changed, are called “biases”. You may think of them as habitual opinions. Below that are beliefs which are those things that we rarely question because they mean so much to us. As Southern men, the only more deeply held thoughts are those of our faith, which we believe can never change. We have *faith* in God. We *believe* that the Bible teaches us all we need to know about God.

The vision, mission(s) and beliefs of the SCV are listed, below. They were adopted by the membership assembled in Reunion more than a year ago. The plan to achieve them is rolling. This little book is part of that plan. It represents feedback received via surveys of the officers and members of the organization, workshops conducted during leadership training events and at national reunions, as well as on-line input using a web portal constructed for that purpose with responses by several hundred individuals from all across the Confederation.

Our Vision

Our vision is of an organization of southern men, 50,000 strong by the time of our 2016 reunion, that knows itself to be, and is widely seen by others as, the pre-eminent authority on Southern heritage and American liberty.

Our Mission

We have a threefold mission:

First, to develop and implement strategies for sustained growth;

Second, to train our leadership and educate our members to reclaim our Southern Heritage and our American Liberty; and

Third, to proclaim to the world the truth concerning the War for Southern Independence and the Confederacy.

These three parts are co-equal and must be accomplished simultaneously, starting immediately.

Our Key Beliefs:

- ❖ We believe in God, home, family, heritage, duty, liberty, freedom, self-determination, self-government, patriotism, truth and self-defense.
- ❖ That the Confederacy was founded upon these same things.
- ❖ That most Southerners today still admire and seek these things today.
- ❖ That education and training can achieve these things.
- ❖ That our actions can make a difference in achieving these things.

Needs Assessment

The Commander in Chief and Chief of Heritage Defense conducted group process workshops during several scheduled training sessions and at the 2011 and 2012 National Reunions to determine which of the 12 identified needs

were of “priority” importance. Input thus obtained has been analyzed and presented to the GEC. Six such “priority” needs were identified, and Goals and Objectives for each component were written. One clearly demonstrated need lies in the area of internal education. Others lay in the areas of Growth, Public Relations, External Education, and so forth. Many Camps have one or two ideas that could be of great value to *every* Camp, but there is no easy way to communicate these thoughts. Other Camps, many, many Camps, would happily apply any idea they could identify, but have so far had difficulty identifying workable solutions to these common problems.

This document is an effort to begin to remedy that situation. In addition, technology is being put in place to make on-line communications and assistance possible for all Camps and Divisions. In this way (or, if you prefer, these ways), good ideas, ideas that work, will be made available to every Camp in every Division simultaneously. The result should be an increase in membership and an increase in Camps’ competence, overall.

Using this book

There is no intent for this little resource to be the final word in anything. It is offered as a compendium of ideas that individual members and/or Camps have offered up that worked for him or them. If it doesn’t seem likely to work for you or your Camp, ignore it. But, it wouldn’t be here, if it hadn’t already worked for somebody, somewhere. So, unless you’re already completely happy with the way things are already going in your Camp in each of the areas included below, you might think about using one or two of the ideas, just to see if they may help you improve. By the same token, it is fully expected that some of you will have other, even better ideas. Feel free to share them with the

editor, and they'll appear in a later edition. Not everything will work every time, for every Camp. That's why the format is as it is. Pick and choose. Modify or ignore. Do whatever is right for your Camp based on your current situation. But, before you decide to just blow off the whole thing, reread our Vision, Mission and Beliefs. Those were adopted by the 2011 Reunion as its policy until the membership changes it at a future Reunion. This is where we are going. We will be at or above 50,000 members by July of 2016. We will be the nationally recognized experts on the War for Southern Independence. We will meet the Charge! We believe the ideas in this book will help us all of us get there together.

What Works in Marketing

Some readers of this book will, at this point, exclaim, “marketing? Hell, we don’t have anything to sell. They’re supposed to want to join us!”, and in many ways, and all things being equal, they’d be right. We’re a voluntary organization, devoted to defending our ancestors. People ought to be willing to stand in line to join us. Regrettably, what “ought to be” is not at all what “is”.

What “is” is a whole nation that has been poorly educated and misinformed. For well over a hundred years, our children, including us and our fathers have been taught the yankee version of the WSI, and most of us have believed it. There are hundreds of thousands of descendants of Confederate soldiers out there who are ashamed of what their ancestors did. Thanks largely, but not completely, to the efforts of yankee schoolteachers and yankee-published textbooks, aided and abetted by ignorant and evil politicians and so-called public opinion leaders who have no idea that the SCV even exists or that our Charge was ever given.

And, so, we have no choice but to approach them with the only remaining tool we have which is marketing. We cannot educate all of them as that has been usurped by the schools and the media. Even our Southern Churches routinely sing the “Battle Hymn of the Republic”, the most scurrilous and offensive yankee anthem ever scribbled. The media is composed of people educated in yankee schools of journalism and who worship the work of people like Ken Burns and others who hate us and our message. Even sporting events as Southern as NASCAR, for reasons that we can only guess, have become actively anti-southern. The Confederate Battle Flag is routinely forbidden at ball games all over the south. Dixie is rarely sung in public. If we cannot

easily reach people in schools, Churches, sporting events or on TV, where *can* we reach them? The answer, at least the only apparent answer, is through advertising. Now, this doesn't necessarily mean that only paid advertising is available to us. There are non-commercial advertising opportunities that we can and must pursue, but also, we have to be ready to buy advertising, when necessary. The point is we have to get our message out.

"Marketing" is defined in **Webster's New World Dictionary**, Simon and Shuster, 1980, New York, as "all business activity involved in the moving of goods from the producer to the consumer, including selling, advertising, packaging, etc." Instead, it might well have said "goods and services", for we are, in a very real way, a service industry. We produce a service and getting it to the consumer is what "marketing" means to us. We have several important messages to get to the public, not the least of which is that the Confederate soldier was a patriot who suffered and died to defend his home and family. Our job is to determine how to package, advertise and **sell** it. How to accomplish this mission is what this chapter will do.

For all intents and purposes, in accordance with Webster's definition, our SCV marketers, and there should be at least one in every Camp, Brigade, Division headquarters, Corps and Army, have to spend their time and energy doing this:

Packaging a product. Our "product" is actually a service which is our message. Our Charge requires that we defend the good name of the Confederate soldier as well as that we continue the struggle for which he fought. We will not continue that struggle via arms and combat. But "to vindicate the cause for which he fought" requires us to continue the struggle.

We must package that product so that it is easily promoted by our general membership who are men with little in the way of formal marketing training and experience. Usually, this can most easily be accomplished by simplifying the message. The National Rifle Association has done it with an appeal to “2nd Amendment rights”. Few members even know what the Second Amendment says, let alone means, but every member of the NRA can and will campaign for it on short notice. We must package our Charge and our organization with the same vigor.

Identifying customers. Our “customers” are composed of two groups: potential members and the general public. The two will require distinctly different strategies, and in fact, will have two dissimilar probable outcomes.

Identifying strategies to use in approaching the various customers in such a way that we accomplish our purpose which in essence is to “sell” them on the validity of our Charge.

Advertising. Whether we use paid ads, public service spots, or another means we can never make a “sale” until the product, our message, has been communicated to a “customer”. Advertising is almost always very expensive, so we must figure out how to do this with a very limited budget.

Building Relationships. Any good salesman will tell you that making only one sale is work-intensive and value-light. What you want is return business. Thus, you want your first impression to be a good one that lasts a long time. Did you ever wonder why computer printers that cost hundreds of dollars twenty years ago can now be bought for \$20.00? At least part of the reason is that those \$300.00 printers used a \$5.00 dollar ribbon that lasted for years, whereas a modern inkjet printer uses ink cartridges that cost \$30.00

apiece may last only a month. The marketers of technology have figured out that there is vastly more money to be made in ink cartridges than there is in the printers themselves. But, all of us have our favorite printer, and we will pay almost anything for ink because we *like* our brand. This is the essence of successful marketing. This is where the SCV has to go.

Conveying Value. This is the bottom line for the customer. They are going to spend something on us. It may be money, but more likely it will be time and attention. We have to make it worth their while. If we don't, they won't come back and we very much want them to return. Yes, we're in the business of telling the truth, and it would be a wonderful world if the truth were enough, but it is not. We have to make the truth attractive. Our customers will use our services only if we make them feel that they have gained value in the process.

Public Relations. There's a whole separate chapter in this book and in the Vision 2016 plan which is devoted to PR. All that really needs to be said here is that without good public relations, no marketing plan ever devised by man has ever worked. No marketing plan is likely to be successful without good PR . A good and effective public relations plan is absolutely necessary to any Camp or Division Marketing plan. In fact, it is probably worthwhile to first prepare a good PR plan. The key thing to remember about "public relations" as they apply to marketing our message is that they represent on-going relationships, not one-time news releases. Our PR plan must address building long-term friends, not one-time customers.

What Works in Educating the Public

Speakers Bureaus. Perhaps our single biggest weakness in nearly every area can best be attributed to the lack of public awareness of our very existence, not to mention our mission. Even when the general public is aware of us, they tend to have the wrong ideas. How many of us have been asked about our relationship with the Klan? Almost everyone has been asked this yet we have never had any relationship with this nefarious group. In fact we have made it part of our official position that we reject everything associated with the group. This is more than misinformation. This is a death sentence to our organization and a failure to meet our Charge. We simply must inform the public. The best available way to do this is to tell them!

The best single way to tell the public is in relatively large groups, at their invitation. What, you say you've never been invited? Well, here we go, again! They don't know us, and so they can't possibly be expected to invite us to speak to them. One remarkably effective way to bridge this chasm of misinformation is through the formation of a Camp speaker's bureau.

How does a Camp go about organizing a speaker's bureau, it works well for someone, the camp Commander, Adjutant, or a special committee chairman to be appointed for this purpose. He should write down the names of all the men in the Camp who know something, and beside each name he lists the topic on which they are qualified to speak and his contact information. Once the list is complete, the Camp decides whether organizations needing speakers will contact the individuals directly or through the Camp. Then, the Camp publicizes the list.

How does a Camp publicize its list? All the usual ways apply such as a newspaper article, done on a news release or public service announcement (PSA), a radio talk show or something like a community “bulletin board”. Most of all, someone, usually either the Commander or Adjutant or perhaps the Chairman of the Committee charged with the responsibility should get on the phone and internet and contact every “lunchtime” club listed in the phone book, and offer them speakers for their lunches. That includes, almost always, Kiwanis, Rotary, Lion’s, and Optimist clubs and other purely local groups as well. Those contacted should always include the other heritage groups such as the SAR, DAR, CAR, UDC, CoC and OCR. It will probably include at least two or three women’s groups (Women’s Clubs, garden clubs, ladies auxiliaries, Junior leagues, etc.) and any number of Church-related men’s and women’s groups. And, don’t forget veterans’ groups like the American Legion and VFW. Almost all these groups are actively looking for speakers every month. If you use them correctly, the demand for speakers on topics where we have great expertise, will quickly overwhelm your ability to meet the opportunities. Most of these groups will plan their programs for the year in December or January. You need to talk to them all the time, but late in the Fall is the prime time.

If you have a special attraction nearby (WSI battlefield or POW Camp, for instance), and someone in the Camp is not yet an expert on it, you need to find a member who can quickly educate himself and develop a program. Someone will likely be able to speak on that subject every year. The same is true of local heroes, and frequently on local monuments. You will be amazed at how few UDC organizations remember what their predecessors had to do to erect Confederate monuments. There is always a demand for information

around Memorial Day concerning how the ladies of Columbus, Georgia invented the holiday which spread from Confederates to all veterans of all wars. Almost everyone still honors George Washington and there is always a demand for talks about him during February. It is a very short reach to point out that he was a Southern man with the same ideas and principles. During “Constitution Week” annually in September there is a ready-made market for speeches on the Confederate Constitution which was really the U.S. Constitution with the names changed, and improvements added to it.

Use your imagination, but don’t imagine that these groups will come to you either quickly or easily. Put your list together, then go out and **sell** your talks. Remember that most want a concise talk of about 20 minutes, and you are providing an entertaining program they wanted rather than a recruiting spiel. The purpose is to build a good impression of the Camp and the SCV, not to make converts. You can have some brochures, gray cards, applications and CV magazines if anyone is interested.

What if you also want to use your Speaker’s Bureau list to help with your own Camp programs? Wonderful! There’s no reason not to use the same list! Appendix B is a sample form that was developed by C-i-C Givens for use in South Carolina when he was Division Commander there. It is an all-purpose form that not only could be used to keep track of your in-house speakers’ capabilities but could also be easily used to build your list for external programs. Look it over and think about making a Camp file that is an entire folder, documented with names and contact information of people who could help you. Feel free to use copies of the example in the Appendix.

Institutes. Almost everyone knows about the very popular and very well attended Stephen D. Lee Institutes. They have been held in different locations for several years and they are wonderful tools for the SCV. They are not, though, something that every camp can host. They are expensive and they take time, effort and hard work. How, can a Camp benefit from having its own “institute”?

Your Camp institute does not need to be nearly as big or as challenging as it is to have the national S.D. Lee symposium. All you really need is a meeting room, some publicity, and a handful of presenters. The Kentucky Division holds annually what is called the Simon B. Buckner Institute which has been very successful. A Camp could easily hold one or they could be done by several camps together or at the Brigade level. Many are held in a meeting room at the public library, on a Saturday, starting at 9:00 AM and ending at 4:00 PM and the cost is zero. The only meal involved is lunch, and the participants buy their own lunches. At the Kentucky event, there have been proposals for the local Mechanized Cavalry unit, which has a barbecue rig, to sell lunches in the parking lot, and turn the whole affair into a fundraiser.

It's good to have doughnuts and coffee, plus maybe some fruit, water and soft drinks on hand for breaks. These things don't cost a lot. For materials, almost everything you need for handouts can be obtained from GHQ, and you can even set up a “sales” table in one corner and sell books and supplies from the bookstore at Elm Springs.

What sort of workshops can be done? A workshop detailing the participation of local units and men in the War are always well received. Camps can almost always find a local WSI-era musician who provide period

music of the era. A seminar on the real causes of the War or perhaps another presentation on diversity within the Confederate Army would both be well received. Your Camp Chaplain may be able to provide a program on the revivals that swept the Confederate Army and helped with reenlistment. You certainly ought to show off and explain the various Confederate flags. If you have a local re-enacting group, or one in a nearby community, you may consider having a lady provide a session on period clothing and manners of the era. It is actually easy to fill seven or eight forty-minute sessions. You should plan for ample breaks so people can mingle and talk. Another consideration might be to have a “living history” display set up in the parking lot to entertain children and educate the general public.

Who you invite is strictly up to you. History teachers and American history students certainly ought to be invited, along with local Middle and High School principals. Invite the press and by all means, invite local and nearby judges, mayors and city or county councilmen, preachers, essentially anyone who might be in a position to influence or sway public opinion in your favor. Could you charge admission? You certainly could but you’d be limiting the attendance if you do. It is your call, but even if you decide to charge the general public, should provide free admission, “scholarship”, American History teachers and school officials.

Living History. There is an immense demand for good “living history” portrayals of life during the WSI period. Schools, of course, are among the biggest users of living history, but there are other sources of demand, too. Camps, summer and otherwise, parades, parks (especially those associated with battlefields) and other venues just “jump out” at us if we look. Virtually any event that happened during the War can and should have at least a living history

commemoration. All it takes is a few men dressed in period attire, either civilian or military, along with a few period-correct weapons, especially if the men are in uniform. A few women, also in period clothing, add immeasurably to any such event. If there's one scheduled already, your Camp can volunteer to help. If there is not one scheduled, you can easily start one. It doesn't take a lot of work. Usually obtaining any needed permits from the local city or county government is the most complicated part, and it is always easier in later years once you have accomplished it the first time. It is always good form at this kind of event or activity to have a Camp recruiting booth, complete with a large banner proclaiming your Camp name and number. Banners may be hand-sewn, as they are in many Camps, or you can have one made cheaply at almost any copy store franchise.

One of the great benefits of living history displays is that they attract young people. Lids love to look at tents, campfires, camp furniture, or almost anything else obviously older than themselves. Some Camps have used re-enactments and other living history opportunities to make and allow visitors to use toys appropriate to the era. Hickory whistles, "buzzers", corn-shuck dolls and hoops and paddles are just a few of the toys that kids loved a century and a half ago, and still love today if they can get their hands on them. While the kids are playing, Camp members, either dressed out or not, can engage the parents in conversation.

Highway Flags, Billboards and Monuments. These are all lumped together for this discussion though they need not be. Note that they all have two things in common: first, they grab the public's attention in a way that nothing else can, and second, they are very expensive. Still, all are well within the reach of an active Camp, and projects like this can produce wonderful results when they are

accomplished. You don't have to start off with a 100 foot tall mega-flag. The Otto Strahl Camp, in Union City, Tennessee had a dream of a Confederate park along what is to become Interstate 69. They finally realized their dream, and a large Confederate Battle Flag now flies there just outside of Trimble TN. While they were waiting, though, doing the paperwork and raising the money, they identified Camp members with unused cotton wagons, and parked those wagons along major highways in their area. On the ends and sides of the wagons facing the road, they put large but inexpensive tarp-type material with the Battle Flag and their camp name. The wagons were placed on private farmland, and they were an excellent PR and recruiting tool while the big project was in progress.

Likewise, as nice as true "mega" flags are, and several, such as the one in Tampa, have gotten us national publicity, smaller flags, strategically placed, can do as much or more. The Camp in Statesboro, Georgia, have placed several smaller, but still easily visible, flags on virtually all the well-travelled roads in their area. By using smaller flags, they still accomplish the purpose while avoiding the enormous expenses for a large pole and replacement flags which can be easily damaged by high winds and storms.

Many billboards, in this modern electronic era, now change their advertising every few minutes, or even seconds. As a result, it costs a lot less to get a full-sized electronic message out than it previously cost to buy space on a wood and paper billboard. If you have an electronic billboard in your area, find out who owns it and check into its availability and pricing. You may be surprised how cheap it can be.

New, high quality monuments are very expensive, but we have an awful lot of old monuments that are already there, but in need of maintenance. It is usually well within the capability of a Camp to adopt an old UCV, UDC or other monument, restore it, and get extensive credit for doing so. Never start working on such a monument unless you have first contacted the original owners and also any local code-enforcement bureaucrats and you must make sure the work is done correctly. If there is not a monument in your town already, go to work on getting one. Even a very small piece of granite dedicated to the Confederate soldiers of your town will be appreciated, and you should always put your Camp name and number on it.

Also, when you start out to place a new monument, you may want to consider using a more moderately priced piece of stone. Huge slabs of tooled granite are fine but much larger pieces of native limestone or sandstone may be available in your area at the same or an even lower price. A nice bronze plaque or granite or marble plaque, mounted to or set within a large native stone is often just as attractive as a professionally tooled piece of granite.

Displays. In almost any community, there is some institution that hosts travelling displays of an historical nature. It may be the local public library, a local history museum, or even a local high school or college. It may be City Hall, or the County Court House. Whatever it is, and you may have to do some phone calling to find it, the folks who run it will almost always welcome your Camp to put up a Confederate History Month display. Call around and find out what's available, then put together what they're looking for. You should take full advantage of what they offer. You may even get to man a table during at least part of the time your display is up, and a manned table equals a recruiting booth, as well as an instructional opportunity.

Parades. As with the displays mentioned above, it seems like almost every town has at least one parade annually. If your Camp isn't marching in it or riding on a float, then you're missing a magnificent opportunity to get your name and the Confederate Battle Flag out there before thousands of people. Get recruiting coins and/or "Confederate" money from GHQ and hand them out along the parade route. If you have a float, you can theme it to match the parade. Thus, if it's a Christmas parade, do "Christmas in Dixie". The same float, re-decorated, can serve again in the same town or another nearby for the 4th of July!

What? You don't think of the 4th of July as a Confederate holiday? Well, it is. Remember, we southerners consider ourselves to be the true descendants of the "rebels" of 1776. We need to tell that to the world, and there's no better place to do this than a 4th of July parade.

Radio and TV Talk Shows. Small-town radio stations almost always have call-in and/or local interest talk shows on almost every day. Your Camp ought to be scheduled at least twice a year, and more often if you can manage it. Usually, the stations welcome us. Even if they don't, they'll usually give us a hearing, if what we want to talk about is local history or a local event that will involve lots of people. Relatively few small towns have television stations, and relatively few stations in big cities will "give" us time, but there are still opportunities.

Do you have local Cable? If you do, the company that runs it will usually accept good quality video footage to run as public interest programming. Coverage of re-enactments, living history activities and even Camp meetings find their way onto local cable airwaves all over the South. If

your Camp isn't one of them, give your cable company a call and start looking for a way to get on.

What Works in Fundraising

What doesn't work and what is not allowed, whether it works or not:

Most of this book is devoted to methods of doing various things that work. This one, though, has an additional paragraph or two, focused on what doesn't work. The main thing that doesn't work is higher Camp dues. Almost every Camp tries this at some point or another, and it never really works. Why, because it's self-defeating. It's true that any organization needs to have dues in order to provide both a small operating budget and member "buy-in" to the organization's goals and purpose. When dues get too high, though, organizations start to lose members. If your camp has a shrinking membership base, it becomes very difficult to maintain operations at the originally planned level and the organization often dies. Very moderate dues should be the rule for most Camps.

The other thing that has to be addressed is raffles. Now, if your Camp has never held raffles, then you can pretty much disregard this paragraph. The point is that many Camps did formerly hold raffles, and as a matter of fact it was a fairly standard system of fundraising. That all ended several years ago when the national organization moved its corporate location from Mississippi to Texas (a paper move, but an important one) which resulted in the IRS reviewing our fundraising efforts. At that time, as a condition of regaining tax exempt status for camps and divisions, our national officers were required to sign an Activity Resolution stating that no SCV activities would engage in charitable gaming to include raffles and bingo. There are no legal SCV raffles

now, except in Camps or Divisions that have opted out of the Group Exemption, obtained a separate tax identification number, then completed the paperwork to be declared a separate 501-c-3, non-profit corporation while telling the IRS in the application that you will be raising funds by conducting raffles. It doesn't matter what you call them, and there are no magic bypasses to the rule. The entire SCV could lose its tax-exempt status over one Camp holding one lottery. Don't hold one!

Now, for some things that do work:

Passing the hat. Many Camps do this, and many do it in different ways, but it all boils down to the same thing. And, it's perfectly legal. Some Camps literally "pass the hat" around during the meeting. At the end, the Adjutant collects the money and puts it in the Camp checking account. Others decide before the meeting ends what to do with the money, and often decide on the spot. Some give it to the speaker or to someone else who had some expense putting together a program. Others give it to the host Church or other institution that provides a meeting place.

Some, instead of actually passing a hat or other receptacle, put a bucket or box near the entrance of the meeting place, and let it be known that donations are welcome. Most Camps find it amazing how much money ends up in the box or hat. The reason is because in all Camps there are people who cannot afford any significant contribution in addition to their dues. In almost every Camp, there is someone else who very badly wants to help out and can best do so with monetary contributions. Passing the hat or having a donation box or can allows relative privacy for both groups. Almost anybody can afford a dollar and will donate one. Some can afford \$100.00, and will put that in. Try

it and you'll be surprised. Over a year, a medium-sized Camp can accumulate anywhere from several hundred to several thousand dollars this way.

Auctions, silent and otherwise. Auctions, whether "silent", or "Chinese" or traditional, can be the source of considerable income to a Camp. All you require is a source of sellable items and if you're going the traditional route, an auctioneer. He need not be a professional, or even very good.

In a "silent" auction, the goods to be sold are spread out with a pencil and piece of paper beside them. Then, at some designated time, either before, during or after the meeting, people circulate around the items and write their bids and names for various items on the paper beside the object. If, for example, someone bids \$1.00 for a particular book, and the next guy wants it worse, he can write in \$1.25, and win it. Unless, that is, the one after him bids \$1.50! You can often go around this way three or four times, and it's all pure profit for the Camp treasury. How often can you do this? As often as you can come up with things to auction. Some Camps do it every month. Some even expect every member to bring something to auction every month, thus setting up a self-fulfilling fundraiser.

In a "Chinese" auction, one item at a time is sold, but anyone in the group who buys a later item is allowed to take anything previously bought by someone else. That earlier purchaser, in turn, can take anybody else's purchase. You should require that all such items be of approximately the same value, if you're going to try this.

There must be a dozen other variations on auctions, and Camps can hold them as often as they wish. Some people get tired of having an auction every month, and only have one each calendar quarter, or even one a year. Either is

perfectly acceptable. It's your Camp so you can make up your own rules. Just make sure it's an auction, and not a raffle.

Competitions. This category includes quite a number of possibilities, but they're all lumped together because they share one common denominator: The technical aspects can all be done by somebody else; but, the Camp only has to do the grunt work.

How can that be so? Simply, there are people out there, right now, wanting to hold these events, but who lack the labor force required to sell the tickets, man the event, itself, and collect the money. Included in this category are recreational "walks", 5 and 10 kilometer runs, bicycle races, truck and tractor pulls, all sorts of tournaments. Scramble golf tournaments are very popular which will require a golf course where you can stage it. Bass, catfish or crappie fishing contests are also popular which will require a lake at which to stage the contest. You might even think about a demolition derby. The point is that you don't have to get into the role of actually putting on the event. You might want to, and the rewards can be great, but you don't have to. Either way, whether your Camp actually puts on the event, or just contracts to do the grunt work, there's money to be made and there's a chance to get some positive publicity at the same time.

Look on the internet, or, alternatively, in your local phone book. Google "sponsoring a 10 K race in <your state>" and look at what's available. Then, look at who are the event sponsors. The names will vary in different locations, but there's always a local sporting goods store or bicycle shop or somebody looking for a host group for a race. What'll *you* have to do? You'll have to order t-shirts, sell tickets, work the water stop tables, distribute the "numbers",

man the stopwatches, haul water, and so forth. The sponsor will tell you what you have to do so you do not have to be concerned about not having any experience. You'll get a piece of the action in return for your work. Make sure of the financial remuneration prior to agreeing to work the event.

Dinners. Your camp can have a fund raising meal such as a Chili or Spaghetti Supper, a Fish Fry or Wild Game dinner if you have fishermen and hunters in the camp or perhaps a Pancake breakfast. The camp finds a suitable location where you can prepare the food on-site or elsewhere and bring it to the location where you keep it warm. You need to have tables and chairs where people can sit and eat if they are not taking the food home. These events can also help you recruit new and former members by showing you are doing something positive in your town. Some of the members are involved with food preparation, serving and clean up and others are involved with promoting the event and everyone can sell tickets. Another option is that a number of chain restaurants, Applebee's and Outback Steakhouse for example, if there is one in your area, that will sponsor meals for nonprofit 501 c 3 organizations to help them raise money. All SCV camps qualify as 501 c 3 nonprofits and GHQ can provide you with the paperwork needed to prove it. A number of camps have fund raising pancake breakfasts at their local Applebee's on a Saturday morning once a year where the camp merely needs to promote the event, sell tickets in advance and give the expected number to the restaurant which provides the work and location as a community service. A number of Outback Steakhouse restaurants will do something similar and bring a traveling kitchen and prepare the food at your site. Camp members sell tickets in advance and the customers either take the food home or eat at the tables where you provide the seating and clean up after the event is finished. Check with other chain restaurants in your

area or search the internet on their website for their community outreach programs.

License Plates. Nine of our thirteen states, as well as one or two that were technically not part of the Confederacy, have approved automobile vanity license plates with a SCV logo, Confederate soldier, flag, or similar motif. Depending on state law, some of the proceeds of these plates may well go to the Division that gets the approval. These are a wonderful fund raising efforts when they are approved. Even if the state will not return part of the purchase price to you, it's well worth the effort just to get the advertising and publicity out there. Always check and then re-check if you're working on a license plate project. States that have agreed to return money to the SCV Division have been immensely profitable and the divisions, in turn, often fund camp projects with this income.

On the other hand, several states have refused to grant SCV or CSA-themed plates as legal plates. Does that mean that you have no options? Of course not! There are at least two options that have been widely used, and both are offered here. First, there's the "front" plate. You know the kind of advertising plates that are out there for use on the front of vehicles in states that have only back plates. Have some made up that highlight your Camp. Put the Battle Flag on them, or whatever you want. Have them made and sell them. It's a good fundraiser and good advertising.

The other thing that you can do in some states is put Battle Flag or SCV stickers on your existing "plain Jane" plates. Now, you need to check this, before you do it because it may be illegal to alter or deface your state's plates; but, in at least some states what you put on a license plate is of no concern to

the state as long as the numbers are readable. Check it out and if it's legal you can buy the stickers at GHQ, or have your own printed and resell them to Camp members and others. You won't get rich, but you'll get the message out and you will make a little money.

Web appeals. If you have a web site, you ought to have a provision for people who visit your site to donate to your Camp, or the SCV, or even to a local project you're working on. All you really need is a PayPal account and a "donate to" link on your site. If you've never done this, check with your webmaster. If you ARE the Webmaster, check with your site on how to set it up. Depending on with whom you have your site and how much you pay for it, you may have to pay a percentage of your receipts for having the capability to accept donations, but it should be well worth it.

If you don't have a web site, for goodness sake, get one! They're cheap or even free sometimes and in the 21st Century there's no excuse for not having a web presence. Then set up a donations page.

Kroger Cards. If you have the Kroger supermarket chain in your area, you can go to them as a 501 c 3 nonprofit organization and they will issue you Kroger cards which operate like prepaid debit cards. The cards are coded for the nonprofit organization which issues them to interested members. The member goes to Kroger's and prepays \$50 for example then swipes this card as a debit card when he or his wife checks out. Your receipt gives you the remaining balance and you can add to the card whenever you wish and the nonprofit, in this case the SCV, receives 5% of the money spent. This would work best for a large camp and it has been extremely successful for the Tennessee Division for a number of years

What works in Enhancing Growth

Good organization. It is not a “given” that any particular group of men, no matter how determined, will grow. No matter how pure our motives or how good our people, there is no guarantee that we will grow and be successful. Quite the opposite is true. Entropy is a law of the Universe that things will run down. Groups with the very best of visions will fail if they lack organization. It is absolutely necessary that you have an organization; however, precisely how you are organized is much less important. The very best resource we have in the SCV for ensuring that our Camps are well-organized is the Camp Handbook. If you don’t have one, for goodness sake *get one!* Download it from the web site under forms and documents to print one or borrow one and copy it. It is an important resource to have and you should use it regularly.

Among the things that you’ll need are officers. Two or three things need to be said here about officers. First, you have to change them occasionally. Too many Camps end up being one man’s private party. That will eventually kill a Camp. It is fine for one inspirational leader to get a Camp chartered and going, but after a year or two, you need to change. It’s a good idea to set up a system where new guys have a job that’s related to one or more officer’s function. They can then begin a leadership role at a lower level, then quickly move into Camp leadership. Use the new ideas that come with fresh men!

You’ll also need by-laws. The Camp Handbook is your best guide to do this, but you need to involve every member of the Camp in either writing, adopting, or periodically reviewing them. Your by-laws are the law according to which your Camp runs. You need them, and everyone in the Camp needs to be acquainted with them. Don’t think they’re revealed knowledge of some sort, though. They’ll need to be reviewed often and revised occasionally, as

needed. GHQ can provide you with a sample copy in word format that you can edit to suit your needs.

Some Camps have so many members that they are required to create some sort of subordinate organization. Some are so small that they can easily do everything as a complete group. Most camps have somewhere between 20 and 100 men, a number which will require some sort of chain of command. Some successful Camps call them “companies” and some call them “committees” but the name doesn’t matter. The point is to assign a job to every member. Very shortly after new men join, you need to give them a job. You’ll probably want to let them choose what function to fill, but don’t lose them by letting them languish. Some possible “company” or “committee” functions could be 1) properties—the people who keep up with our flags, scrapbooks, poles, tents, and so forth; 2) program—the people who recruit speakers and work with agencies and outside groups to make sure the Camp’s programs are good and happen 3) graves registration—men who locate and organize the marking of Confederate graves and reporting them; 4) marching unit—the folks who actually march in parades. Note that these may well include a color guard and/or a firing squad. If so, you’ll want these members to have accurately reproduced uniforms and equipment. Are there other possible jobs? Of course there are but the point is not to standardize the job titles but rather to have a job for every member to do! One of the underlying foundations of the Vision 2016 plan is called “systems theory”. General Systems Theory is pretty much universally accepted in contemporary schools of management, science and business. Systems theory has existed far longer in schools of theology, psychology and social sciences. Among other things, it holds that any organization will function better and be healthier if the maximum possible

number of members participates in decisions concerning the health and management of the organization as a whole. In other words, a Camp that involves most or all its members in the operations of the Camp will be a better and more successful Camp than one in which most or all the decisions are made by one man or a small group of men. This has been shown in so many doctoral dissertations and scholarly studies that nobody even argues with it, anymore.

You'll also need a sound plan. "Winging it" may be okay for some things, but it's most definitely *not* acceptable for building or maintaining a civic organization. Successful Camps meet for the specific purpose of planning their programs at least once a year. In large Camps this may be done via a planning committee, but in most Camps the entire Camp can participate. Many Camps do this work in December for the following year. Any system will work, but it is imperative that everyone knows months ahead of time precisely what events are planned and when they will be happening.

Good Meetings. It is a fact that most of what you accomplish in your Camp will be done in meetings. Bad meetings, which are best known for being boring, acrimonious, too long or anything else negative, will quickly kill a Camp. First of all, it is necessary to understand that there are at least three distinct kinds of meetings 1) business meetings 2) programs and activities and 3) social occasions. Good Camps include at least some aspects of all three of these. There are some elements that are common to all good meetings.

The place. It is important to have a standard meeting place if it is possible. It is much harder to get people to attend if the meeting is held at the same location every month. Furthermore, the site needs to be reasonably clean, free from distractions, and comfortable. If you don't already have this, you

need to work on it which will help immeasurably. If you're an officer, arrive a little bit early to make sure the place is acceptable for your purposes. There should be one or more tables, enough chairs for everyone who is expected, plenty of space, and a place for the speaker if you are having a program. The site should have heat or air conditioning as needed restrooms and other required facilities should be available.

Opening and Closing. Every meeting should have a formal opening and closing. In general, the SCV is a Christian organization and the meeting will include an opening prayer/ invocation and close with a benediction. The Chaplain or a member may perform these functions. They should never be omitted. It is important for a camp to have a set of flags and when the meeting opens the pledge to the American flag and the salute to the Confederate flag ought to be recited.

An agenda. There should be a written agenda for every meeting which is shared with the membership before the meeting assembles if possible. At a very minimum, there ought to be several copies of what topics will be covered, the responsible member, and how much time is planned to be devoted each issue. The Camp Commander's most important role to plan meetings, create an agenda, and carefully stick to the script during meetings.

Business Meeting. This is what most of us think of when we say "meetings". These are the times when members sit down and accomplish the administrative work of the Camp. Business meetings should include an opening as discussed earlier, approval of the previous meeting's minutes which have either been read aloud or handed out in advance, a financial report, a discussion of any ongoing (old) business, an introduction of any new items that

require Camp attention, and a closing. Most organizations, including the SCV, use Roberts' Rules of Order for running meetings. If you'd prefer another system of order that is fine but it should be stated in the camp by-laws. The point is to follow some logical, approved system. Note that there is no requirement to conduct business at every meeting. Too many Camps think that every meeting has to be a business meeting which is not true. When you have a business meeting, you need to keep minutes and document what happens, but you can skip business to conduct more important or enjoyable things as desired.

Programs. One certain way to attract new and interested members is to have good historical programs on some regular basis. Programs may be short, 15 or 20 minutes, videos or presentations at the end of business meetings, or they may consist of longer, 45 minutes to an hour, presentations on topics of interest to the Camp. Presentations on a battle or military campaign fit into this category. Other possibilities may include musical programs, perhaps focused on period music, programs about period dress, weapons or lifestyles. Some Camps hold at least one outdoor "bonfire" type of event annually which often includes food and refreshments. Most of these kinds of activities include families. In fact, there is no reason not to invite families and perhaps even the general public to any program. The meeting can serve as an advertising opportunity as well as cementing connections to the Camp.

Speakers may often be obtained locally, but not every program has to be presented by a local resource. Every Camp should have a list of available speakers on numerous topics as should every Division. GHQ has assembled a national "speakers' bureau" that can be downloaded from the SCV web site. Having one or more of these nationally recognized speakers each year will enhance any Camp's program.

Activities. Every Camp needs to hold “activities”. Sometimes, these will be part of the nature of the Camp. For example, the Thomas C. Hindman Camp 656 in Prairie Grove, Arkansas, is tightly connected to the Prairie Grove battlefield. Members of the Camp frequently assemble at the battlefield to work, or to learn. Some days, work means to bring your chain saws or trash bags, and other times, it means sit around maps and battle reports to attempt to figure out exactly what one or another group of men were doing at exactly what time.

Many Camps mark Confederate graves, and in the process, they find themselves cleaning cemeteries and actually setting the stones, as well as dedicating them. Many Camps take group trips to local battlefields or important historical homes or other sites. Other camps may have activities that have no relationship to the War. Many participate in parades and other commemorations while others conduct “Ghostwalks” and set up living history displays at local parks, festivals, or public schools. The point is that any of these activities may be planned just like a routine business meetings. Indeed, they should be in order to have a variety of events, none have to be SCV members only. Almost all events can involve families as well as the general community if you wish. Anything that’s done out in public is advertising which will help the Camp grow and increase its membership.

Social Events. While some of these have already been alluded to earlier, social events can, and should, sometimes stand alone as Camp meetings. Every Camp ought to consider having a Lee-Jackson birthday event annually in January and many do so. But, is there any reason that our only social opportunity ought to be in January? That leaves eleven long months, before the next one. Why not plan Spring, Summer and Fall events as well? Picnics,

barbecues, balls—there's practically no limit to the social opportunities. Many Camps hold "Christmas in Dixie" parties in December, complete with period dances. Many hold summer picnics with grilled hamburgers and hot dogs outside where the children can play and have fun. Other camps have successful "pot-luck" dinners several times a year. Use your imagination!

Is there any particular reason why social events shouldn't be combined with other sorts of meeting? Absolutely not. Some Camps encourage the members to bring their wives to every meeting and include a meal as part of it. Other Camps meet in restaurants in the first place. Food is always on the menu.

Likewise, many Camps plan a program at every meeting, thus combining those two ideas. But, you should be careful to ensure that meetings, as a rule, not run more than an hour and a half in length. If you have a long business meeting and back it up with a 45 minute program, with or without a meal, you are stretching the patience and tolerance of your members and guests. It is better to hold your business meetings when you need to do business, and hold programs when business is light.

Letting them know you're there. This sounds like a silly sub-heading for such an important topic, but it's not. Believe it or not, there are still Camps in towns where nobody outside the Camp seems to know the SCV even exists. Needless to say, this is far less true of good Camps than average ones. Since the object of this little book is to help all Camps become good Camps, it's worth a few words. Efforts designed to let the community know you are there fall into two categories: 1) Public Relations and 2) Community Involvement.

Public Relations. Specific ideas for improving Public Relations are offered elsewhere in this book, but at the very least it needs to be emphasized

that there is a very good reason for having a public relations effort which is to let everybody in any given community know that you exist. Good PR will make friends and help us meet our Charge, but more importantly it will raise your profile to the point where people know to call on you when a question concerning the War comes up. When local radio and television anchors, as well as print reporters, have a problem, they look for knowledgeable sources to guide them through their stories. “Reporting” or “journalism” is, essentially, a process of doing research and then publishing it to the community. Sometimes it requires hitting the books. More often, though, especially in our fast-paced world, it means contacting someone who is already well versed about a particular topic. Now, nobody knows more about the War, its causes and the aftermath than we do. But, the media often don’t know we even exist. We have to correct that, and one way to do it is through a good PR program. Please review the section of this book devoted to what works in PR and also obtain a copy of the SCV PR Manual and read it.

The other way to inform the public that we exist is through a never-ending campaign and relentless effort to be involved in the community. Does your community have a parade? If so be involved in it and if the community has two parades, participate in both. Do you have a festival in the Spring or Fall? If so you need to have a booth, a recruiting tent, or perhaps you set up a living history demonstration somewhere in the park, but you need to have a presence.

If you are not a member of the local Chamber of Commerce, then you should be. Many communities have a “Welcome board” at the city limits, with small logos of each major club or civic organization. Our logo ought to be on your sign, and you can order a town tree sign from GHQ. Does your state have

a “clean roads” effort? If so, then they probably have signs that tell who sponsors any given mile of roadway. For a Saturday morning every month or quarter, you can get your Camp name and number posted along a major road 24 hours a day, 365 days a year. Are you a part of Black history month programs in your local schools? If not, you should be. You and I know very well that support for their white families was a part of virtually every black southerner’s heritage. Furthermore, we know that virtually every racist stereotype was invented by northerners and mid-westerners. Get involved! We need to be a part of telling that truth about the WSI to help better educate the general public about the real reasons the war started, why men chose to leave their homes to fight and die, because it is a part of the “true history” that the Charge imposes on us as the descendants of soldiers. American Indians supported the South overwhelmingly. We need to be a part of the “pow-wows” and other American Indian festivals while celebrating Stand Watie and their help.

Recruiting. We must recruit at every opportunity. No member of the SCV should ever go out in public without at least one application for membership in his pocket. Recruiting is everybody’s job. It is an absolute fact that if every current member of the SCV would bring just one other man in to membership, we’d pass our 2016 membership goal within a week. Plainly, we cannot grow unless we recruit and that is just the way it is. Yes, a few will come along and petition us to join, but most of our membership growth will come through recruiting friends and family members. Get forms, and get in the practice of asking one man every time you go out of the door of your home. Recruit at Church. Recruit at work. Recruit at ball games. Constantly recruit. By the same token, make sure your audience knows who you *are* when you are recruiting! It’s not generally a good idea to wear Confederate uniforms, when

you are recruiting for the SCV, for example. Most people don't know us nor do they realize that we are an educational and historical preservation-oriented organization. Uniforms tend to brand us as a re-enacting group. If you have a Camp uniform, or have adopted the SCV uniforms currently being offered privately, and it is clearly not a re-enacting uniform, then this rule may not apply. It is simply counter-productive when dealing with people who don't know us by creating the impression where the prospective member may think he has to be into reenacting to be a SCV member.

Likewise, when recruiting, be sure to stress all our avenues of involvement in what we *do* do. That is, stress historical research, grave marking, education and civic service as well as the "clubbier" aspects of the organization.

When you recruit, whether it is a one-on-one situation or manning a booth at a major public event, a couple of things are absolutely necessary. First, you need pencil and paper. When you get a prospect, whether he's ready to "sign up" or not, get his full name, address, phone number and e-mail address. You cannot possibly contact him for a follow up if you don't have these things, and you can never be certain of retaining them any other way than writing them down. Next, be sure to have something to give *him* that has your name, address and phone number on it, along with the name of your Camp and the words "Sons of Confederate Veterans". A logo is nice, too. Some successful recruiters have calling cards or business cards made up with this information on them. Others use GHQ-issued brochures, gray cards, or perhaps a rubber stamp to include local contact information on them. How you do it is less important than the fact you need to do it. Every prospect should leave with your contact info, and you should have his. Then, use his to contact him again! Remind him

of a meeting or of a Confederate holiday. Just be sure to talk to him. That's how we bring them back.

Retention. Everything said above about recruiting goes double for retention. Nationally, we lose about a 15% of our membership every year. We can never get ahead of a power curve like that. If we could maintain for just one year, and add the new members that always come in, we would achieve our Vision 2016 goal in a few years. This is a Camp function. GHQ, Division, everybody can do something, but the real challenge is where the rubber meets the road. Every Camp has to retain. That means every Camp has to ask every man, every year, to renew his membership and help the SCV grow. Yes, there are more successful retention models, and the national organization may be able to adopt one of them, someday. In the meantime, it's up to the Camps. You recruit them. Retain them!

If nothing else “sticks” from this whole book, let this do so: Camps across the confederation that have high retention percentages all do one thing in common which is to have someone who knows the man make a personal telephone call to all members who are dues inactive. A written (or e-mail) reminder or two will get most, but a personal phone call is sometimes required. If you don't do either one, you could lose a large percentage of your membership, every year. If you only do impersonal reminders, you'll still lose 10 % or more. A personal note from the Adjutant and a phone call from a Camp officer will raise your retention rates. Period.

A camp project. There is nothing quite as successful at building a great Camp as having a long-term, important Camp project. You'll note that there are two adjectives there, “long term” and “important”. Let's review both.

Having a long-term project is important because it gives your Camp a much longer life-cycle than a series of short projects. Most Camps, at one time or another, stage short-term projects, and this discussion is not meant to diminish them. Examples of such projects are erecting or restoring a historical highway marker, assisting a battlefield or other public facility with a rehab or clean-up effort, or helping maintain a local cemetery with Confederate graves. These are fine projects, much needed in the community, and well worth the effort of the men who are in the Camp at the time. They do not, however, have anything like the long-term staying power of a Camp that has committed to, for example, the ownership of an historical house or piece of land, or the complete rescue of a battlefield or major monument to save it from destruction or oblivion, with attendant responsibility for, as far as we know, forever. The difference in the degree of commitment is an entirely different order.

What is “Important” is in the eye of the beholder in most instances. Every used car salesman thinks it’s important that you buy his product because it personally affects him but it may not be to you. The bottom line is that if your Camp and community think it’s important, then it probably is, but don’t take somebody else’s word for it. Investigate for yourself. Get the whole Camp involved in the decision making process. Then, keep the Camp members involved in doing the work. Now, everybody doesn’t necessarily have to swing hammers or mow yards. Some men are naturally better at selling tickets, and some are naturally better at cooking chili. Not that either of those skills is necessarily going to be a part of your project. However, if you can get title to a WSI property, or a mega-flag parcel or the site of a battle (even a skirmish), and can get the whole Camp committed to it, you will grow.

It almost goes without saying that there are some supremely unimportant projects out there competing for your attention and your camp should avoid them! Spending hours of members' time and many dollars of Camp money to restore or maintain some meaningless bit of WSI trivia (or worse) will not provide you the long-term growth benefits that a museum, an important house, or a significant piece of land will. It will be the decision of your Camp as to what projects you wish to conduct, and it may be politically advantageous to do some of them, but you should not expect great growth dividends.

What works in Public Relations

The main thing to remember in performing public relations is to *do public relations!* That is, you have to remember three things: 1) you are dealing with the public, or in other words, people who are not you, 2) You are engaging in a relationship, and 3) PR is the art of making a good first impression. People seem to regularly forget all three, and then whine when they can't seem to get any favorable reaction when they do or say something that they think needs publicity. Let's look at these three ideas in some detail.

The Public. We all know, or have at least heard about the five **Ws**: Who, What, When, Where, and Why. They are real. They are critical to any plan, but they're absolutely mandatory when dealing with the public. Remember that we are dealing with people who are not us, and most likely don't even know us. They may only marginally understand our language, and that assumes they're all speaking English. When your Camp does something, you want to get the word out to everybody who is not a member. You can tell your members, too, but you can do this at a meeting or through a camp newsletter. To inform the

public, you must assume they know nothing. Since they do not know anything about you or what you do, you will have to tell them. Every time!

That means you need to include your name and contact information in every news release. You need to cite the Charge at every opportunity and you need to specify that you're a non-profit educational and civic organization, and you need to invite those men who are qualified to join the SCV. You're going to recruit from among the "public" which means you've got to tell your story to that same "public".

Relationships. It comes as something of a shock to many people to realize that news outlets, whether radio, TV, newspapers are made up of people. They are not just electronic boxes out there, eager to help us get our message out. There are editors, news directors, and, most importantly of all, reporters. In almost every case, they are misinformed about the SCV and what it does. They will not change their minds until you change their perceptions. You cannot normally change them without entering into a personal relationship with them.

You must remember that almost every "journalist" or other media person has been educated in the public schools and colleges, and they are more representative of the mainstream American culture than you are. That is to say, they know very little about anything, and almost nothing about the War for Southern Independence. They worship at the shrine of Lincoln, and they think nobody but the Klan waves the Battle Flag. They will always report from that point of view, unless and until you educate them. Again understand they will not accept you or your ideas unless you connect with them over time, and provide them with documented facts that they can check, if they will. Some will not, but that's not a problem you can solve. You must get to know them,

you must learn what their biases are, and you must provide them with facts to refute what they think they know. Call them and set up a meeting to discuss your Camp, and do it before you have a big story for them. Get control of the relationship before you try to approach the public.

When you *do* approach the public, do it professionally. If you have someone in the camp who is good at writing news releases, use him. If you don't, use the template in the appendix. Be sure to talk to editors and news directors beforehand, if you can. Find out about things like minimum and maximum numbers of words, size and type of photographs, releases and so forth.

First Impressions. If you don't make a good first impression, there is a good chance that you'll never get a chance to make a second. There are two segments of the publicity-consuming audience that you have to be prepared to deal with. First is our internal audience. That is, we have to keep our members and friends apprised of what we are doing. We have to educate and inform them and, furthermore, *train* them to be effective advocates. It would be nice to think that these things would all be done by somebody else in some other way, but the fact is our own internal PR efforts are the only such efforts which many members may receive or pay attention. We have to do them well. The second group, those who are *not* yet members or friends of members cannot ordinarily be reached using the same tools or programs as those we do for our internal audience.

Social Media and the Internet. When most of us think of public relations we think of the items already mentioned such as newspapers, radio and TV. In fact, there is a whole new media out there, and frankly we're not making very good use of it. We must become masters of electronic media. You need a

Camp web site, and it needs to be a good one. It doesn't have to be huge or expensive, but it is where the younger generation is going to go to find out about you, when they hear or read about you. Make sure your web presence is good. Likewise, Facebook and Twitter, are absolutely necessary in this day and age. If your Camp Commander had five hundred "followers" on Twitter, you'd never have to worry about meeting attendance, would you? Think about it and then get a web presence.

Small Town Media. Many Camps, especially those near major media outlets, are frustrated because they can never seem to get any decent coverage of their activities. It may well be true, but then you have to understand that almost nobody else does either. The simple fact that there are so many people there, doing so many things, makes it very hard to capture any useful space for your activities. So, what is to be done? The simplest answer is "guerilla warfare". Go ahead and send your releases to the big papers, of course, and call on the TV stations to request to meet with their reporters. You can never tell when they may be going to need you. Also, never forget the smaller outlets. Most large communities also have one or more smaller, usually weekly newspapers. Never forget to work them. Local interest magazines, too, exist in most places, and local cable companies are almost always begging for video footage that they can run to fill the odd hours on local access channels.

Now, nothing in this paragraph should be taken as changing anything that was said at the outset about relationships. It cannot be expected that the local cable people will welcome your re-enactment footage with open arms until you have gotten to know them and demonstrate to him or her that 1) You know what you're doing and saying, and 2) Your product is good enough to air (or print) with minimum editing.

The same is true of letters to the editor. Even fairly major newspapers will print short, reasonable, cogent letters to the editor. Smaller outlets will print them more frequently and more often. If you have a local editor, reporter or professor who can't resist going on about Abraham Lincoln, or slavery as the cause of the War, or how Nathan Bedford Forrest led the Klan, take him on in the "letters" column. Just remember to keep it short, keep it factual, and use your spell check option.

What is worth reporting? Anything! Remember, you're dealing with people who are different from you. You are potentially the local news. That is to say, the fact that your Camp exists is grounds for reporting. The fact you had a meeting or held an activity is of interest, if you make it so. The fact your members have honored their own ancestors, as well as the ancestors of most people living in the town is always worth reporting. Just remember to be brief, flexible as to word count and available space, and always be completely factual and be able to document what you write. The best single recommendation you can have in the media business is a reputation for absolute accuracy.

Push-Pull. There are two basic methods for PR 1) we can *push* information, as in news releases, and 2) we can *pull* the public to us. Actually, we need to do both, but it helps to look carefully at what we do to decide which it is. To pull means to be findable. That is, we need a plan that makes important information about us accessible to users. We may, for example, make the Charge available, so people know who we are and why we exist. Whatever we do to generate public interest is laudable, but wasted if the aroused-interest member of the public cannot find us to satisfy that interest. The internet, especially social media sites, offers the best example of pull PR. The public can use these sources of information to pull in whenever they want it.

Push-type publicity is stuff we generate and put out there for public consumption. News releases are “push” PR. So are paid ads and news conferences among others. Also among the push methods that we need to consider are those methods that don’t rely on the big-budget media. It’s PR when one member talks directly to a friend, neighbor or family member, too. That is *push*, and it’s what has worked best for us in the past. We must continue using it effectively.

The SCV Public Relations Manual. The SCV has a PR manual available from GHQ. It is a little old and dated, but it is very good. With some updating, it will meet the needs of any Camp for many years. That work is ongoing. It will tell you how to write a news release, how to structure your story, and other helpful information.

What Works in Schools

Most of us are southern men. Even those who have been born and nurtured outside the bounds of the Old south are of southern blood and southern sensibilities. As such, we tend to be a bit ambivalent in our attitudes towards schools. We clearly understand the need for education, but we sometimes have strong reservations about *public* education, as it is currently practiced in these United States. Public schools are, after all, a yankee invention, and they’ve been used for more than a century to dumb down and pervert the history of several generations of southern children. Still, they exist and we have to work with them, and we need to try our best to take charge of them to be used as instruments for the truth rather than to spew yankee propaganda.

Now, as is probably obvious from the above paragraph, the public schools may not welcome us with open arms. We have to work to fix that. We

also have to look beyond the public schools. Almost every community in the South has one or more private schools many of which are Church affiliated. Most schools have no idea the SCV exists. There are also home-school opportunities in every town or county in the nation. Home schooling is becoming much more popular as the public school system decays. Virtually every national spelling bee champion, every national geography bee champion, and a very large percentage of national Merit Scholarship winners, every year, are home schooled.

GHQ is working on a comprehensive list of public and private schools, as well as an approved curriculum. You'll have to develop your own list of home schools in your area. Ask on radio shows. Put up 8 ½ X 11 inch flyers asking for contacts and offering help. Advertise, if you can afford it. Use the GHQ curriculum, and add to it details about local history that you know, but that is not part of the national curriculum.

Now, don't automatically assume that the national curriculum is faulty. As a matter of fact, the National History Standards, for example, as they relate to the WSI, are excellent. The problem is that schools don't teach them. They teach what is in the textbooks, and the textbooks are awful. We all know what's actually taught: "The South rebelled against the country because most of the country wanted to get rid of slavery and the evil South wanted to keep theirs. The virtuous Yankees came and liberated the South so the god-like Abraham Lincoln could free the slaves. Lee surrendered and everyone lived happily ever after." That's claptrap, of course, and we can prove it, but it is precisely what is being taught. What you need to do when you go into schools is offer to teach to the National Standards. You can find them, by the way, anywhere on the web. UCLA has an especially good site on the subject.

The point is that we're not teaching some sort of alternative History, and we need to be clear about that, when we go into schools. We're teaching "true history". We can take the load of deciding what is true and what is just politically correct nonsense off the individual teacher or curriculum committee, and simply offer what we can prove in the first place.

Our Charge can be simply paraphrased as **To defend the Confederate Soldier's good name by telling the truth, along with the true causes of the WSI, the true conduct of the WSI and the true impact of the war on succeeding generations.** We can best do that when the children are young, and we can best do it in the place where it's been done wrong for the past 150 years which is in the schools.

What Works in Training

The very first thing to say about training is that you have to do it! Most Camps and many Divisions do not, and that is a very large part of the problem. Who needs to be trained? Everybody!

The first and most obvious consumers of training, of course, are Camp officers, but they're certainly not the only ones. Anyone who's going to be going into schools needs some training, both about precisely what he's going to be speaking and the school rules and regulations. Anybody who's going to be marching in a parade needs to be trained in parade etiquette such as do organizers allow candy to be thrown to kids, or not, can someone walk alongside the marching unit to distribute brochures. Additionally, anyone who is going to be part of your Camp speakers' bureau needs to be trained in what to say and how to say it. Training is simply a formal word for good preparation.

Let's look at some ways that your Camp can access the "training" that's available or that you can easily do yourselves.

National Training. GHQ, especially recently under LtCiC Kelly Barrow, has conducted a series of national training experiences. These have been held all over the South, and are expected to continue at a rate of three or four a year. If your Camp can possibly send two or three members (especially officers) to one or more of these, you'll learn volumes about the organization and how to be successful. Also, an on-line Camp officer training module has been developed, and can be accessed right from your home computer. Focused specifically on what Camp Commanders, Lieutenant Commanders, Adjutants and others need to know and be able to do to make a Camp work, these are free and can be downloaded from the National website.

Divisional Training. Several Divisions already have developed Camp officer training programs. Others will develop some, as the Vision 2016 process plays out. The advantage to Divisional training is that it can focus with laser-like intensity on the needs of the Camp or Brigade being trained. Most often, the people involved will know each other, and most often, they will already know what needs to be covered, and what help can be expected.

Brigade Training. Brigade Commanders, in a well-run Division, have no more important role than that of trainer. An efficient and effective Brigade Commander will hold one or more formal Camp officer training workshops every year, and he will furthermore conduct some sort of training during every Camp visit he makes. Brigade Commanders have almost always been Camp Commanders, and often they've held other Camp and Division offices as well. There is no more effective trainer than a man who's actually done the job.

Regretfully, a large percentage of Brigade Commanders report not being used in this role. Camps should program at least one Brigade Commander visit for the purpose of training Camp officers and potential Camp officers at least once a year, in addition to the formal session that every Brigade Commander will be holding on his own.

Pass Down Training. Every officer should be keeping a file folder that contains everything he's done or worked on during his tenure, and he should pass this along to his successor at a formal, called meeting for that purpose. That is to say, either the outgoing Camp Commander or the incoming one should call a meeting, either within the month before turnover or within a week or two after, to include all Camp officers. Those officers should then, while face to face, exchange the folders and talk about every item in them.

This does not include the traditional "box" of stuff that often gets handed off to new Commanders and Adjutants. Those boxes are generally worthless, and sometimes, worse. They're usually just a disorganized pile of past stuff that cannot easily even be recognized, much less used by a new Camp officer. This needs to be a formal file of documents with details about what has been done, what is being done, and what needs to be done regarding the office being transferred.

Among the physical documents that need to be exchanged at this time are checkbooks (including new signature cards at the bank, if required), banking account materials (statements, cancelled checks, etc.), minutes for meetings for the past year or so (the exact number should be covered in your by-laws), copies of the Camp Handbook, Constitution and By-Laws, and samples of all reports that are required by Division and/or GHQ. This will include both filled

out reports from the preceding year and blank documents for this year. No new slate of officers should ever take charge without a complete set of reports from last year and a blank set for this year in their hands. And a calendar marked to show when each is due would be nice, too.

Now, it ought to go without saying, but probably doesn't, that the very first requirement in doing this sort of training is for your Camp *have* those files and keep them current. You may need training in doing these things. If you do, appeal first to your Brigade Commander, and next to your Division. We absolutely must become an organization that maintains adequate records and passes them along to succeeding slates of officers.

Appendix A

A Sample Camp Marketing Plan Outline

List your Camp demographics

List the names and occupations of Camp officers and other key men (local government officials, ministers, etc.)

List the names of closely allied men and women and their jobs or skills (OCR, UDC, etc.)

List the Vision 2016 Vision, Mission and Beliefs statements and the SCV Charge

Give a brief history of the Camp and its accomplishments

Conduct a Camp SWOT analysis:

List known Camp Strengths

List obvious Camp Weaknesses

List local Camp Opportunities at the present time

List Threats to the success of the Camp and the SCV in the local community

Define your Market:

What is your market? That is, you're not appealing to every person in your community. To whom do you appeal? Why? Write it down.

Decide whether you're going to go after everyone in your market, or if you're going to focus on one segment: That is, for example, all men between 12 and 97 or just the high school-age population. Your segment is your decision, but you have to decide.

This could be done at a fairly high level or it could be done in a very detailed way. If you choose to use a more detailed system, you might want to segment your market by psychographics (lifestyle, values, needs, wants) or by

demographics (characteristics of age, ethnicity, etc.) or both or more. You are trying to determine and separate the characteristics of *your* market segments.

Set Marketing Targets:

Select your primary, secondary, and perhaps even your tertiary markets based on your market segmentation. Write them down and remember them.

Develop a Marketing Strategy:

How does what you offer or sell benefit your (potential) customer (new member)?

Describe your market's needs and wants.

Describe how your Camp will meet the market's wants and needs.

Define your message from the perspective of your target customer.

Measure Your Results: Your marketing plan must contain a plan to measure your performance.

How many referrals do you get from outside (National, Division, etc.) each month?

How many calls do you get from un-contacted prospects?

How many queries do you get who cited interested piqued by the internet?

How many queries do you get who cite news releases or other media efforts?

You'll want to keep track of all your strategies, programs and tactics to be able to measure results against these activities. Focus on the activities that give you the best results. Identify for abandonment those strategies that do not show results.

Appendix B

Sample speaker's Bureau information form

Sons of Confederate Veterans

Speakers Bureau Information Form

Date: _____

Speaker's Name: _____

Speaker's Address: _____

Speaker's Telephone: _____

Fax: _____

E-mail: _____

Is Speaker an SCV Member (If YES, what Camp?): _____

Something about the Speaker, including any books or articles published:

Will there be books, videos or other educational material to sell at the event? _____

Please list:

Speeches that are available (please give a brief description of each):

1.

2.

3.

Speaker's Requirements:

1. Distance willing to travel: _____

2. Audiovisual needs_____

3. Fee, if any:_____

4. Travel reimbursement (rate/mile, etc.)_____

5. Will lodging be required?_____ Meals?_(no.)_____

6. Will you be accompanied by a companion?_____

Please return to:

_(Camp contact)_____

__(address)_____

Appendix C

Sample News Release Format

R-E-L-E-A-S-E

PROPOSED HEADLINE (all caps): _____

Today's Date: _____

Effective Date (if different from above): _____

Contact: _(Name of Camp Point of Contact)_____

__ (address of Camp P.O.C.)_____

__ (telephone and/or e-mail of Camp P.O.C.)_____

Text: In no more than 1 or two sentences, give the “who”, “what”, “where”, “when” and “why” of the event you’re reporting on.

Then, in a paragraph or two, give some background on the event: why it’s historically or socially important; how much time and how much money was expended doing it, and so forth.

And finally, a closing paragraph that says, more or less, “Camp____ is part of the _____Division, Sons of Confederate Veterans (SCV). The SCV is a century-old organization of men whose ancestors served in the Confederate Army, Navy or Marine Corps during the war for Southern Independence, and the largest and most influential such organization currently active, around the world. Much of the work of heritage defense and defense of the good name of the Confederate Veterans is done by local Camps such as _(local Camp name and number)_____. For more information concerning the SCV or _____Camp, contact __ (local recruiter or Camp Commander).

Some possible “first paragraphs.

1. “Beaufort Camp 999, Sons of Confederate Veterans, located in Jackson, reported last week that they had placed their 100th tombstone on a local Confederate veteran’s Grave. The stone was set in the Miller Family Cemetery on Clarksville pike to mark the grave of Private Emil Gorgonswatter, who served in the 33rd Virginia Infantry during the War for Southern Independence.”
2. “Jackson Camp 1111, Sons of Confederate Veterans has announced that they will host an institute on Confederate History at the Public library on 2nd Street on Saturday, November 17th, in Jeffersonville. The public is invited to attend.”
3. “Maysville’s own Forrest Camp Number 3, Sons of Confederate Veterans, announced this week that they have been selected to march in the Columbus Christmas Parade on December 7th, in honor of their Confederate ancestors. A spokesman said “This is why we’re here—to honor our Confederate ancestors.”

The key to the first paragraph, and indeed, where possible, is to get “who”, that is the local Camp name and number, “what”, or what event is being reported on (ANY event can be reported on—even a routine Camp meeting!), “when”, that is, the date, “where”, the location, and “why”: why it’s important.