

giving MATTERS

Local Coordinator Handbook

it
matters
to her



WASHINGTON STATE
**COMBINED
FUND DRIVE**



Thank you for supporting the Washington State Combined Fund Drive, located in Olympia, Washington. The Combined Fund Drive is registered with Washington State's Charities Program as required by law and additional information is available by calling 800-332-4483 or visiting www.sos.wa.gov/charities.

www.cfd.wa.gov

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A Message from Secretary of State Kim Wyman

Greetings,

On behalf of the Washington State Combined Fund Drive and all those in need, I thank you for volunteering for the 2016 Annual Giving Campaign. The CFD is an important part of our community, providing much-needed financial relief to local, national and global charities through payroll contribution and fundraising events.

The CFD has become one of the most innovative and successful public employee giving campaigns in the country, raising more than \$5 million annually for the last 12 years and over \$125 million since the program began in 1984.

This would not be possible without the support of volunteers like you.

The impact of your work will be felt throughout your community. Thanks again for your efforts.

Sincerely,

A handwritten signature in black ink that reads "Kim Wyman".

Kim Wyman
Secretary of State



Created in 1984, the Combined Fund Drive (CFD) was established to consolidate the numerous charitable fundraising campaigns being conducted on state work sites. The purpose of the Combined Fund Drive is to provide one avenue through which Washington State agency and higher education employees can raise money for charities. Employees can give through payroll contribution or at agency fundraising events. The program conducts an annual giving campaign during the final three months of the year, raising millions of dollars for local, national and global charities.

Our Mission

To empower Washington public employees and retirees to strengthen their communities through the funding and support of charities.

Our Values

- We connect state employees and retirees to improve our world through charitable involvement.
- We strive for excellent customer service when dealing with each of our stakeholders.
- We value and respect employee choices by providing the widest range of giving opportunities.
- We value innovation that best serves the needs of all CFD stakeholders.
- We consistently improve our operations to increase accessibility and participation.
- We value fostering a partnership among the federations and charities, the CFD Committee, the CFD staff, and state employees.

Ten-Year Campaign Results

Annual pledges since 2005





Who is eligible

Washington State law allows three different kinds of donors to participate in the CFD:

State Employees

More than 60,000 potential donors work within agencies across the state. Each employee is eligible to give through payroll contribution or at an agency fundraising event.

Higher Education Employees

Over 42,000 donors can participate in the CFD across the state, ranging from technical and community colleges to staff and faculty of four-year universities. Donors can even give back to their own institutions through their foundations.

Retirees

Over 100,000 retirees reside in the state of Washington and that number only continues to grow. The CFD reaches these retirees through mailings, brochures and presence at events centered around state retired personnel.

Types of giving

There are so many different ways for state and higher education employees to give back to their community through the Combined Fund Drive. Here is a list of the different ways you can start giving today:

Payroll Contribution

The best way for employees to connect with their favorite charities in a consistent, safe fashion is through payroll contribution. The CFD offers three different methods:

- Monthly Contribution
- One-Time Contribution
- Limited-Time Contribution



Our DONORS

Fundraising Events

Fundraising events are one way to encourage fellow employees to give to charity. Chili cookoffs, silent auctions and coin drives are just a few ways to raise money.

Volunteers can choose where they want the money from their event to go. The money will remain in the CFD account until the end of the campaign. Funds given to the CFD non-specified account are divided amongst each charity in proportion to the amount of specified funds they receive.

Personal Checks

A personal check may be written to the Combined Fund Drive during the campaign. The CFD cannot accept checks made payable to a specific charity. The check is to be made payable to the Combined Fund Drive and must be accompanied by a paper contribution form highlighting the charity that is being donated to.

Credit Cards

The CFD offers donors the chance to use their credit cards to donate to their favorite causes. Currently, this feature is available only for fundraising events (or disaster relief campaigns) and must be requested by the Campaign Leader. Credit cards can be used for fundraising events that are dedicated to specific charities.

METHODS OF GIVING

Online Giving

Donors can manage their accounts online by visiting www.cfd.wa.gov and clicking on the "Donor Sign-In" box at the top of the page, where they can log in using their employee ID number and donate anytime. Donors can also give through the CFD search engine.

Paper Contribution Forms*

Employees can also give to charity by filling out a paper contribution form and specifying the charity of their choice. The form must be filled out, signed and will then be processed by the CFD office staff.



The CFD recognizes that sometimes giving money just isn't an option for everybody. For our member charities, giving time can be just as crucial in saving money as receiving a monetary donation.

Since 2013, the Combined Fund Drive has been tracking volunteer hours that state employees log with any of our member charities. At the end of the campaign, special recognition is given to agencies that log the most hours.

Search

Find a charity using the CFD search engine by name, type, county served and more

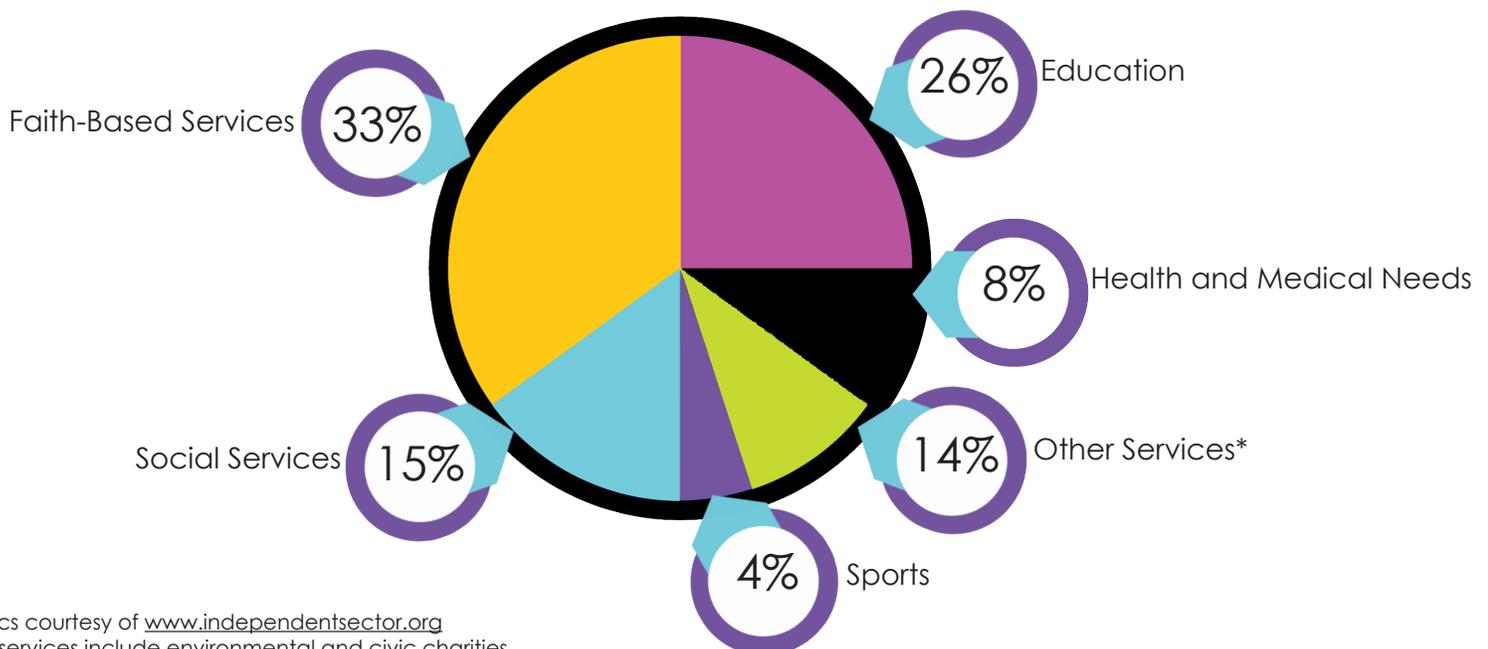
Log

Donors can log volunteer hours with any CFD member charity through the search engine

Get Recognized

Agencies will be rewarded for logging the most volunteer hours at CFD recognition events

Below is a nationwide breakdown of the different sectors of service that use volunteer assistance:



Statistics courtesy of www.independentsector.org
Other services include environmental and civic charities



Our CHARITIES

The volunteers of the Combined Fund Drive work tirelessly to improve their communities through donations to charities throughout the world. For our member charities, the requirements are simple:



IRS

Be registered with the IRS as a charitable organization

and

Be registered as a charity with the Washington State Secretary of State



SOS

Office of the Secretary of State
Corporations & Charities Division

Benefits for Charities

There are many reasons for a charity to be involved with the Combined Fund Drive. Here are just a few:

- It's FREE to join!!!
- CFD participation saves time and money, reducing administrative and development costs and providing more dollars to actual services.
- Payroll contribution continues to be one of the most cost-effective ways for charities to raise funds.
- Charities can plan out their fiscal years better because they can project donations in advance.
- For some charities, the CFD is their primary source of funding.
- Participating in the CFD can provide access to thousands of potential donors.

2015 Top Three Charities of the Combined Fund Drive

1



WASHINGTON STATE
**COMBINED
FUND DRIVE**

Combined Fund Drive
\$375,580

2



Northwest
Harvest
\$154,056

3



Thurston County
Food Bank
\$123,591



Your ROLE

Local coordinators are the heart of the Combined Fund Drive, the state's workplace giving campaign. As a Local Coordinator, you are responsible for running and promoting the campaign locally in your agency or department.

Below is a list of roles that our Local Coordinators are responsible for:

Recruit

- Recruit volunteers from your office to assist with the campaign.
- Look for a diverse group of volunteers who fill a need (marketing, public speaking, event planning, etc.)

Educate

- Educate colleagues about the many benefits to employees and charities of giving through the CFD.

Communicate

- Let your leadership know what's going on in the campaign, and keep your co-workers up to speed about happenings within the CFD.
- Make sure your team knows what your plans are for the campaign and your expectations of them.

Set goals and themes

- Setting goals and crafting a theme are two great ways to be successful.
- Your theme doesn't always have to be monetary or statistical. Crafting a theme that resonates emotionally with your office or division works well too.

Make the Ask

- Provide opportunities for colleagues to contribute to their favorite charitable organizations via payroll deduction or check.



Six tools to a Successful CAMPAIGN



UNDERSTAND YOUR ROLE

The volunteers you recruit and the coworkers who wish to donate will have questions about giving their time and money to this effort.

Here are just a few ways you can gain the knowledge you need to succeed:

- Attend coordinator trainings, coordinator kickoff events and charity fairs.
- Network with other coordinators.
- Explore the CFD website at www.cfd.wa.gov
- Use CFD staff as a resource.



GET LEADERSHIP SUPPORT

By taking on the role of Local Coordinator, you're showing that you're willing to take on a leadership role, but you'll need support along the way.

Here are just a few ways to make sure your leadership is engaged:

- Meet with your manager and ask them to send emails, sign letters or include CFD as an agenda item at management and staff meetings.
- Get your leadership to participate in events.
- Keep your manager informed along the way.



BUILD YOUR TEAM

The most effective campaigns are run by volunteers who are each great at something, but not all great at the same thing.

Consider these tips when building your team:

- Recruit other enthusiastic, excited, passionate people from all areas of your unit, different job classifications, etc., to help you with the campaign
- Give everyone a role: website, marketing, event planning, etc.
- Set goals



Six tools to a Successful CAMPAIGN



CREATE YOUR CAMPAIGN PLAN

Before you hold an event or campaign, develop a plan that fits the culture of your agency or higher education institution.

Here are some tips to keep in mind when designing your campaign plan:

- Implement your plan according to your own timeline.
- Include a communication strategy.
- Be sure to get on agendas for meetings.
- Initiate first and last week to give strategies.



PROMOTE YOUR CAMPAIGN

Now it's time to let the world know what you're doing to help your community and what they can do to help.

Remember these tips when you begin asking donors to give:

- Be enthusiastic and excited!
- Schedule charity speakers.
- Let everyone know what their dollars are doing in the community.
- Use your resources, including facts, publications, website, charity guides, newsletters, games, and emails.



RECOGNIZE AND THANK YOUR TEAM

Studies have shown that companies whose management team gives praise to their employees are more profitable.

Here are just a few of the people you should consider recognizing:

- Management for supporting CFD and you.
- Your team for helping make the campaign a success.
- Your coworkers for considering giving to their favorite charities through CFD.
- Your charity participants.

Campaign TIMELINE

Campaign Start Date: September 26, 2016



Campaign End Date: December 31, 2016

	<u>Date</u>	<u>Completed</u>
Attend coordinator training:	_____	_____
Create campaign plan including timeline	_____	_____
Meet with supervisor to discuss campaign plan:	_____	_____
Recruit campaign team:	_____	_____
Set up team planning meetings:	_____	_____
Schedule presentations at staff meetings:	_____	_____
Schedule charity speakers:	_____	_____
Display posters:	_____	_____
Develop link to CFD on department intranet (if applicable):	_____	_____
Submit fundraiser form and checks to campaign Leader:	_____	_____
Submit nominations for awards ceremony	_____	_____
Execute "Last Week to Give" strategies:	_____	_____
Thank supervisor, colleagues, and team:	_____	_____
Attend CFD appreciation event:	_____	_____



Administrative COSTS

What are administrative costs?

Each year, charities are asked to submit FORM 990 to the Internal Revenue Service. This document is a report of their functional expenses for the year. There are two different costs incurred by charities that are added together to make an organization's administrative costs:

Operational Costs

These are everyday expenses like rent and utilities, bookkeeping, annual audits, staff, benefits, etc.

Fundraising Costs

This is the cost of raising funds through community awareness events such as charity fairs, direct mailing campaigns, event planning and coordination.

Dollar breakdown of different services

Below are the costs per dollar that charities incur to raise ONE DOLLAR. As you can see, the Combined Fund Drive remains one of the most cost-effective ways for charities to raise money.



EXPENSES

Like any other nonprofit, the Combined Fund Drive has expenses that help administer the program on a statewide level. The program has two different classifications of expenses: operational and fundraising.

Operational Expenses

The CFD has operational costs that are accrued throughout the year. Below are the costs for 2015:

Employee Salaries	\$190,328.41
Employee Benefits	\$66,990.56
Purchased Services Contracts	\$250,478.00
To help administer the program statewide, the Combined Fund Drive entered into contractual agreements with four different organizations:	
<ul style="list-style-type: none"> • University of Washington • Department of Social and Health Services • Spokane United Way • United Way of Thurston County 	
General Supplies	\$2,842.80
Communications (telephone)	\$1,027.17
Rent and Utilities	\$4,264.89
Printing Materials (toner, etc.)	\$3,358.51
Data Processing	\$5,942.66
Shipping & Postage	\$2,692.20
Employee Development & Training	\$1,239.36
IT Equipment & Software	\$23,461.92
Travel	\$18,152.32
Fiscal Services	\$36,000.00
The Office of Secretary of State supports the CFD by providing fiscal processing services throughout the year. This service is noted through a monthly fee.	
Other Goods & Services	\$23,644.23

Total Operational Expenses \$630,423.03

Fundraising Expenses

The CFD also incurs costs associated with marketing materials and fundraising events. Below are the fundraising costs in 2015:

Printing & Reproduction	\$15,568.46
The Combined Fund Drive creates publications and purchases promotional materials to assist volunteers in raising awareness. Some examples include:	
<ul style="list-style-type: none"> • Posters • General Campaign Rack Cards • Charity Guides • New Employee Rack Cards • Retiree Rack Cards • "I Give" campaign items (index cards, signs, etc.) 	
Marketing & Advertising	\$10,519.39
To raise awareness during the campaign, the CFD also purchases promotional items to give out at events. Some examples include:	
<ul style="list-style-type: none"> • Balloons • "I Give" buttons • CFD pens 	
Fundraising Event Costs	\$27,675.39
The CFD conducts fundraising events throughout the year to help lower administrative costs. Some of these event include:	
<ul style="list-style-type: none"> • Football Kickoff Online Auction • 2015 Golf for Veterans Tournament • 2015 Masquerade Ball 	
Reimbursements to Agencies	\$16,333.30
Volunteers of the Combined Fund Drive are entitled to reimbursement through the standard statewide reimbursement process. Some examples of costs for reimbursement include:	
<ul style="list-style-type: none"> • Chili Cookoff supplies • Purchases for softball tournaments • Silent auction purchases 	

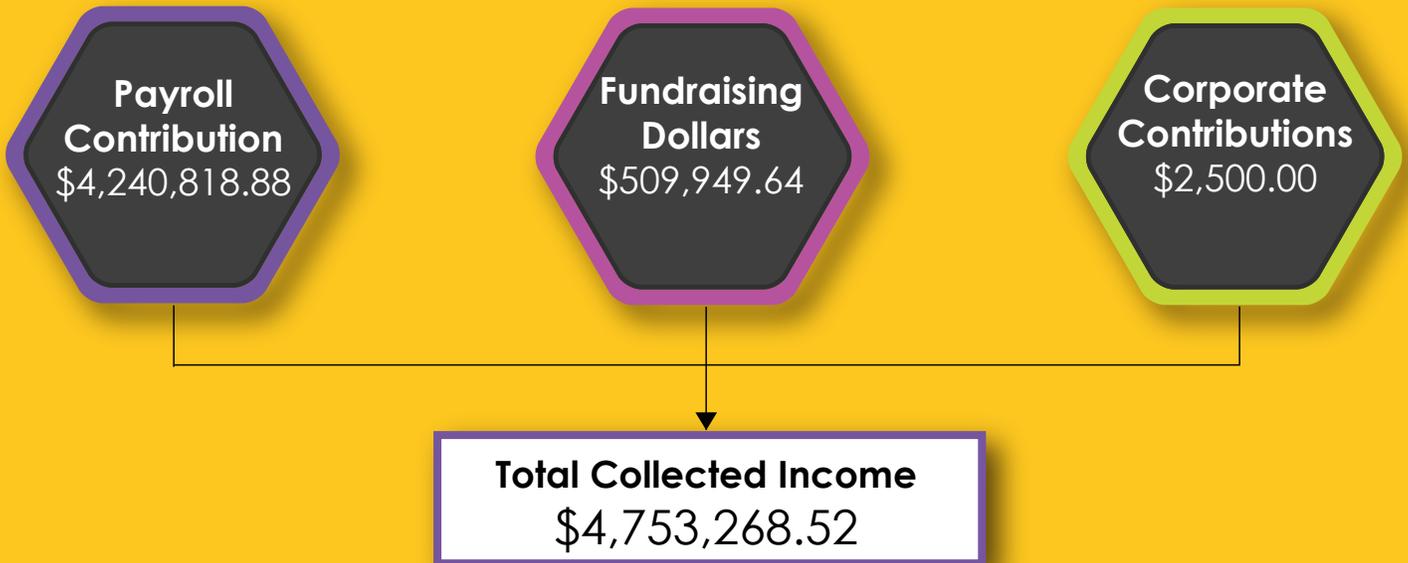
Total Fundraising Expenses \$70,096.54

Operational and fundraising expenses are tracked on a monthly basis and added together at the end of the year to acquire the total expenses of the Combined Fund Drive.

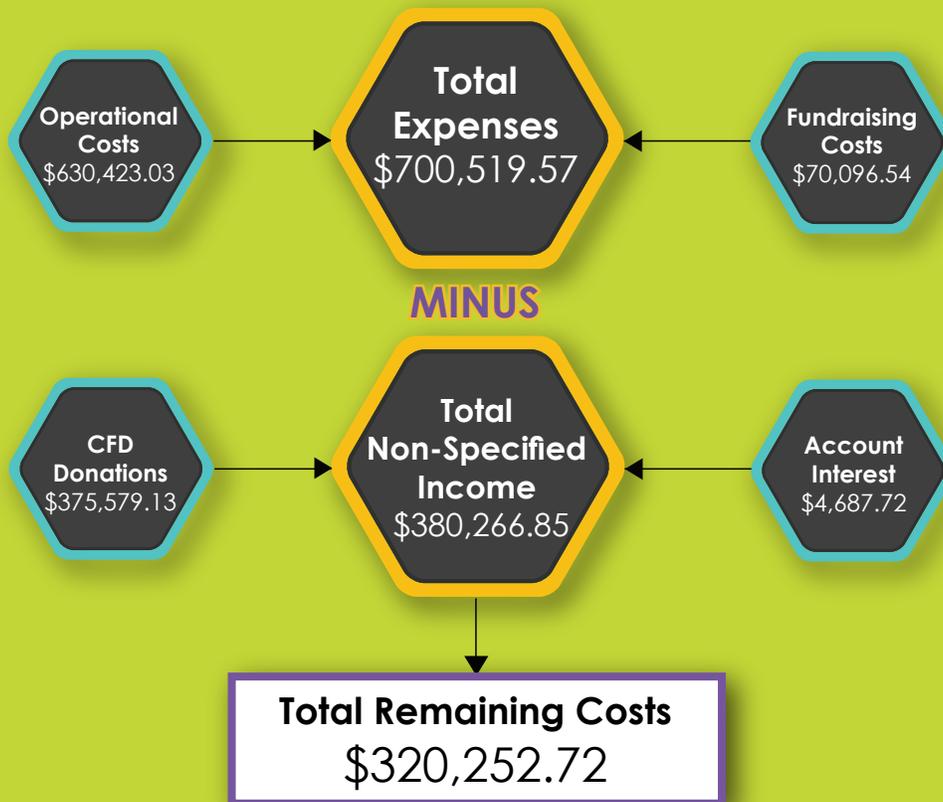
Total Operational Expenses	\$619,925.48
Total Fundraising Expenses	\$70,096.54

TOTAL EXPENSES \$700,519.57

INCOME



EXPENSES



This is the total amount of money raised for the CFD Non-Specified Fund.

Donors can give to the CFD directly by choosing the program through payroll contribution, or giving at various fundraising events.

This is the interest gained on the CFD Non-Specified Account which is housed with the State Treasurer.

This total reflects the entire year.

THE BOTTOM LINE

Total Collected Income	\$4,753,268.52
MINUS	
Total Remaining Costs	\$320,252.72
EQUALS	
Total Disbursed to Charities	\$4,433,818.88

AVERAGE PERCENTAGE CHARGED TO CHARITIES

6.7%

THE BOTTOM LINE

Why do we say AVERAGE charge to charity?

The Combined Fund Drive splits remaining costs amongst only the charities receiving funding from specified payroll contributions or fundraising dollars. The costs are administered on a percentage-of-the-whole basis. So that means the more a charity receives in specified contributions, the more their fees will be when disbursing to their organization.

What does that mean for your dollar?



Giving Comparison*

So, how does the CFD stack up with other forms of giving? The graphic below shows the average costs associated with giving to your charity directly using various services and how they compare to giving through your paycheck with the Combined Fund Drive.

	Personal Check A personal check written directly to charity routinely costs up to \$20 to process.	Up to \$20 per
	Mobile Giving Transaction fees, keyword fees and annual set up fees create mounting costs that can affect your gift in big ways.	Up to 10% per text
	Online Giving Using a credit card for recurring gift directly has transaction fees with your bank and software creators.	Up to 4-7% per gift
	Credit Card Giving If you choose to use your credit card to give directly at an event, there are still bank fees that come with your gift.	Up to 3-8% per gift



WASHINGTON STATE COMBINED FUND DRIVE

Giving through your paycheck is still one of the most cost effective ways to give to charities.

Giving through the CFD not only competes with most giving options, it beats most of them.

And with more than 1,000 volunteers throughout the state, the CFD also engages in campaigns to raise money for charities, working to justify the administrative costs it incurs.

*SOURCES: Affinity Resources (<http://www.affinityresources.com/pgs/awz55Online2.shtml>), MobileCause.com

CONTACT US



Stephanie Horn

OUTREACH AND EXECUTIVE SERVICES DEPUTY DIRECTOR

Stephanie Horn

Stephanie is in charge of the Special Programs Division, which houses the Address Confidentiality Program (ACP) and the Combined Fund Drive. She also oversees reception services and event planning at the Capitol Building.

Contact Stephanie if you need help with:

- OSOS policies
- Contacting agency leadership
- OSOS availability for events, communications with elected officials, budgetary spending and overall program changes

stephanie.horn@sos.wa.gov

(360) 902-4193



Philip Kerrigan

CFD PROGRAM MANAGER

Philip Kerrigan

Philip is in charge of the day-to-day operations of the CFD. He also backs up CFD personnel and establishes connections with community charities, county committees and volunteers.

Contact Philip if you need help with:

- Website requests
- To connect with volunteers and county committees
- Requests for state CFD presence at fundraising events
- Publications and marketing materials associated with the CFD

philip.kerrigan@sos.wa.gov

(360) 902-4182



Heather Lucas

FISCAL AND POLICY COORDINATOR

Heather Lucas

Heather works with the OSOS fiscal office and IT staff on crucial issues such as charity disbursements, donations, web-based system issues and works with the CFD Program Manager on crafting and monitoring policies and procedures.

Contact Heather if you need help with:

- Reports
- Disbursement of funds to charity
- Help with donation, reconciliation or payroll contribution issues
- Logging fundraisers

heather.lucas@sos.wa.gov

(360) 902-4181



Dawn Baker

RESOURCE COORDINATOR

Dawn Baker

Dawn tackles questions and concerns from donors, charities and volunteers. She also works on developing relationships between the community and the CFD.

Contact Dawn if you need help with:

- Donor accounts
- General CFD questions and inquiries
- Requests for fundraising events or donations
- Inquiries regarding reimbursement for fundraising events

dawn.baker@sos.wa.gov

(360) 902-4162

CFD GLOSSARY

501(c)3 – One of the two tax exemption numbers that the Combined Fund Drive will accept from charities. This is a number received from the IRS when a charity files its paperwork. A 501(c)3 organization is operated by private interests and is considered a charitable organization by the IRS.

Administrative Costs – The costs of doing business for the CFD and all other charitable organizations. These costs include rent, employee salaries, travel and lodging, and marketing and fundraising costs. In order for a charity to be approved at the federal level, it must disclose its administrative costs.

Agency Code – The three-digit code given to an agency or higher education institution participating in the Combined Fund Drive.

Advisory Council – A group of 10 individuals that meets on a quarterly basis to advise the Combined Fund Drive staff on policies with the intention of improving program operations. The group is currently supported through CFD WAC codes (WAC #434-750) and is chaired by the Secretary of State.

Agency Fundraising Event – An event held at any agency, higher education institution or county gathering that promotes awareness and donations toward the Combined Fund Drive. Most fundraising events go to the CFD Non-Specified Fund, which is dispersed to all charities receiving payroll contributions in the program. The volunteer running the event is allowed to choose his or her agency fundraising event.

Campaign Leader – The volunteer who runs the annual CFD campaign for his or her agency. Each agency or higher education institution is equipped with one Campaign Leader. This Campaign Leader administers the campaign, chooses volunteers, orders supplies and logs fundraising dollars.

CFD Brochures – A marketing brochure that highlights what the Combined Fund Drive does for the community.

CFD Campaign – The annual campaign that promotes giving to charity through agency fundraising events and payroll contributions. Each agency runs its own campaign with the assistance of the state CFD office. Materials are sent out prior to the campaign and promotions are run from September through December each year.

CFD Campaign Poster – The poster used during the annual campaign.

CFD Campaign Video – A video produced each year highlighting the work of the charitable programs within the CFD. The Governor or the Secretary of State typically

makes a statement in this video.

CFD Charity Guide – An annual directory of charities housed in the CFD system.

Change Account – An account that never decreases or increases and is only used to make change; not used to pay for purchases or expenditures of any kind.

Charity Code – The seven-digit code given to charities that are participating in the Combined Fund Drive. A charity receives this number after finishing the initial part of its application.

Contribution Form – A paper form an employee fills out dictating his or her donations. The paper contribution form can be used at fundraising events, during silent auctions, or for general use if an employee does not have access to a computer.

County Committees – A group of volunteers that comes together on a monthly basis to plan county events for the Combined Fund Drive. These committees are housed in the counties with the highest percentage of state employees (Thurston, King and Whatcom) and are not tied to one specific agency. They do not oversee the daily functions of agency campaigns. They are made up of agency volunteers and charity employees. Significant events planned by county committees include charity fairs, the Thurston County CFD Motorcycle Ride and training presentations.

Credit Card Donation Tool – A tool used for fundraising events that processes credit card payments. This tool is available upon request only and tracks donations through specific events. Campaign Leaders and Local Coordinators can request an event be added to the donation tool and Campaign Leaders are allowed to generate reports based on events or agency.

Disbursement – The period of the year in which the money collected from payroll contributions and agency fundraisers is sent to charities. This happens quarterly (in January, April, July and October), with the bulk of fundraising dollars disbursed in the fourth quarter of each year (January).

Donor – Any state employee, higher education employee or retiree who gives to the charity of his or her choice through the Combined Fund Drive.

Employee Identification Number – The employee-specific number that identifies each donor. This number is needed each time a donor signs into his or her account. Every employee receives an identification number when he or she is hired. **NOTE:** The CFD system cannot accept running zeroes at the beginning of an employee identifica

CFD GLOSSARY

tion number, so employees are prompted to bypass those digits when entering in their number.

Ethics Board Opinion – The ruling by the Washington State Ethics Board that enables the Combined Fund Drive to solicit advertising dollars and in-kind donations from private businesses (Ethics Opinion 00-99).

Federal Tax Identification Number – This is the number assigned to a charity when it has applied and received tax exemption status from the Internal Revenue Service. This number is specific to the charity that applies for it, and cannot be used by another charity unless it is considered a program of a larger charity, at which point all finances (donations, salaries, etc.) go through the program charity. This number is used by charities to sign up for the CFD.

Federation – A large charity (United Way, Earthshare Washington, Global Impact, etc.) that houses smaller community charities under its umbrella to help with marketing and finance costs. These federations are very important for smaller charities that cannot afford to market themselves or pay for additional staff to handle donations. Charities can move in and out of federations on a yearly basis.

Higher Education Foundation – The nonprofit foundation at a higher education institution that oversees the scholarship funds and various programs within that institution. Nearly every single higher education institution is represented in the CFD, and their programs make up nearly 700 of the total nonprofits registered in the program.

Limited Time Contribution – One of the methods that employees can use to donate. Employees choose a specific length of time and the contributions are taken out of paychecks until the chosen end date.

Local Coordinators – Volunteers within agencies who assist Campaign Leaders in running the annual CFD campaign. These volunteers have significantly less administrative duties to attend to than their Campaign Leader counterparts. They are typically housed in individual departments amongst each agency, and help run fundraising events as well as payroll contribution campaigns.

Mission Statement – A short written statement of a charity or organization's goals and/or philosophies. The Combined Fund Drive's mission statement is, "To empower Washington public employees and retirees to strengthen their communities through the funding and support of charities."

Monthly Contribution – One of the methods that employees can use to donate. This is the most common method. Deductions occur at each pay period.

One-Time Contribution – One of the methods that employees can use to donate. An employee can choose a single

paycheck to deduct the contribution from and the funds are taken out at that time.

Petty Cash Account – An account used to make change or pay for purchases, which decreases over time and is replenished to bring it back to the original amount.

Program of a Larger Charity – A specific program (scholarship funds, county Boy Scout troops, etc.) that is managed under a charity. This program uses the same financial information as its larger charity and cannot operate on its own.

Reconciliation – The method the CFD uses to verify donations collected and disbursed.

Recurring Limited Time Contribution – One of the methods that employees can use to donate. Employees choose a specific length of time and the contributions are taken out of paychecks until the chosen end date. These contributions will be recurring from year-to-year until the employee chooses to stop.

Speaker's Bureau – A webpage dedicated to connecting charity speakers with Local Coordinators and Campaign Leaders. The webpage address is <http://www.cfd.wa.gov/invite-a-speaker.aspx>.

WAC Codes – The general rules of the Combined Fund Drive (WAC #434-750) passed into law.

Washington Charitable Solicitations Number (aka Washington Registration Number) – The number specifically assigned to a charity that applies with the OSOS Charities Division. Any charity that chooses to do business in the state of Washington or receive donations through the Combined Fund Drive must apply for a solicitations number.

www.cfd.wa.gov – The Combined Fund Drive website. This site is home to the News & Events, Volunteer Resources, Campaign Leader profile link and donation homepage.