



2016
Unit Coordinator
And
Key Worker
Guide

CFC of Island County

COMBINED FEDERAL CAMPAIGN (CFC) COORDINATOR/KEY WORKER TRAINING AGENDA

1. Welcome and Introductions
Housekeeping/Objectives

2. CFC Facts
Kick-off Information

3. Developing Your Campaign Plan & Unit Coordinator/Key
Worker Training
 - The Responsibilities
 - The People
 - Components of Success

4. Support Materials
Questions and Concerns

Critique

CAMPAIGN COORDINATOR/KEY WORKER HANDBOOK

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COMBINED FEDERAL CAMPAIGN OF ISLAND COUNTY 5-YEAR ANALYSIS

	2009	2010	2011	2012	2013
Total \$ Raised	\$362,691	\$328,487	\$291,938	\$256,623	\$209,254
	+27.66	-9.43*	-11.13%*	-12.10%*	-18.46%*
# of Employees	8,594	8,654	8,653	8,514	9,562
# of Givers	1,968	1,880	1,584	1,402	1,247
% of Participation	22.90%	21.72%	18.31%	16.47%	13.04%
Per Capita Gift	\$42.20	\$37.96	\$33.74	\$30.14	\$21.88
Average Gift	\$184.29	\$174.73	\$184.30	\$183.04	\$183.35
% of Donors by Payroll Deduction	88%	85.32%	85.04%	84.74%	83.16%

* Percentage of increase/decrease over previous year.

SUGGESTED GIVING GUIDE POTENTIAL: Based on \$34,051/year average salary
 Average Suggested giving guide = \$204.31 per person/year (one hour's pay = \$17.02)
 Total Potential = \$1,739,495

COMBINED FEDERAL CAMPAIGN OF ISLAND COUNTY

❖ **CPRW-10 - 3560 N. Charles Porter Avenue,
Hanger 6, Oak Harbor WA 98278**

❖ **LFCC Chair: AWOCS Barnes; (360) 257-6093**

❖ **LFCC Co-Chair: LT Getchell; (360) 257-8686**

CAMPAIGN DATES:

**Monday, September 22 to
Friday, October 31, 2014**

CAMPAIGN FACT SHEET

THE CAMPAIGN

Fund raising effort is directed toward Military, Civil Service, and Federal Agencies represented by 8,514 employees in Island County. The campaign offers a choice of over 2,700 local, national and international charities or federations.

2013 CFC CONTRIBUTION

\$209,254 was pledged in the 2013 campaign.

96.84% of the total was designated to specific charities.

13.04% of participation was by federal employees.

83.16% of donors used payroll deduction.

\$183.04 average gift through payroll deduction.

Undesignated funds were allocated by Federal regulation to the participating charities based on the percentage of designated dollars they received in 2013.

2014 CAMPAIGN GOALS AND STRATEGY

Obtain 20% participation overall and payroll deduction of 95%.

Ask each Federal employee to donate one hour's pay per month or more utilizing payroll deduction plan.

Succeed in our goal of 100 percent contact and ask of every employee.

Ask the 2014 donors to maintain their gift to at least the same as last year.

Payroll deduction, cash or checks are accepted.

Payroll deduction makes larger gifts possible, produces predictable, systematic revenues for recipient charities and lowers fund raising costs.

2013 Average Payroll Deduction Pledge: \$183.04

2013 Average Cash Gift: \$91.05

2014 CHARITABLE ORGANIZATIONS

More than 2,800 organizations have been approved to participate in this year's Combined Federal Campaign.

National and International agencies are reviewed by the Office of Personnel Management. The Local Federal Coordinating Committee approves local agencies using eligibility criteria such as:

- ❖ Non-profit health, social services or environmental agency.
- ❖ Local or statewide presence for local charities.
- ❖ Submit IRS Form 990.
- ❖ Submit independent Certified Public Account Audit.
- ❖ Submit an annual report.

HISTORY OF THE COMBINED FEDERAL CAMPAIGN

- 1945** Charitable organizations were first allowed an opportunity to solicit contributions at Federal work sites. Solicitations were made by many agencies throughout the course of the year.
- 1957** President Eisenhower issued an Executive Order that gave specific groups a particular time each year for solicitation. The groups were United Way, National Health Agencies, and International Service Agencies.
- 1961** President Kennedy issued an Executive Order which vested authority for CFC regulation of OPM and allowed for other "health and welfare" organizations to enter the campaign.
- 1964/78** A unified fall campaign was tried and found successful. Payroll deductions were also first authorized in this campaign. OPM authorized an allocation formula for the funds received.

The CFC progressed with these basic parameters until the late 1970's. A series of lawsuits from minority and women's organizations over the racist and sexist effects of the campaign and lawsuits from the National Health Agencies over the allocation formula prompted U.S. Representative Pat Schroeder to convene hearings on the CFC. Ms. Schroeder was chairperson of the U.S. House Sub-Committee on Civil Service, which has oversight responsibility of OPM.

The hearings produced major changes in the eligibility criteria for charitable organizations. Local CFC's were able to review an organization's audit, administrative overhead, and local services. Organizations were to be non-profit, tax-exempt, and traditional health and welfare organizations.

- 1982** The regulations introduced the concept of the Principal Combined Fund Organization (PCFO) and designations. By regulation, the PCFO also became sole "owner" of any "deemed designated" (undesignated) funds. Gifts specified to a particular agency ("designations") were to be honored.
- 1982/83** The lawsuits; however, continued because these criteria still tended to exclude nationally oriented research groups, legal advocacy groups, and newly founded charities. Courts consistently disallowed OPM's definition of "health and welfare" groups as too restrictive.
- 1984** New regulations called for an "open" campaign whereby employees could give to any 501(c) 3 tax-exempt organization. "Undesignated" contributions continued to be the sole responsibility of the PCFO.

HISTORY OF THE COMBINED FEDERAL CAMPAIGN

(continued)

- 1986** Due to the Supreme Court Decision, July 1985, allowing the President to limit the kinds of organizations to which employees could designate, OPM issued new regulations for the 1986 campaign. Donations were to be made from a list of agencies that had qualified through the applications process set down by OPM. This decision was appealed and the campaign regulations went into limbo. In August 1986, due to legal challenges and Hoyer Amendment restrictions, OPM returned to 1984 "open" campaign regulations.
- 1987** OPM reissues the 1984 regulations.
- 1988** **OPM issued new regulations for the 1988 Campaign. Donations could only be made to charities that applied for, and were accepted for inclusion on a listing distributed to each employee. ("Write In's" were no longer allowed). In the 1988 and 1989 campaigns, undesignated funds were distributed according to a formula based on receipts in the 1985 and 1986 campaigns. In 1990 and 1991, all undesignated funds were allocated according to the following formula: Local United Way: 82%, ISA Federation: 7%, NVHA Federation: 7%, and 4% was allocated by the local LFCC.**
- 1991** OPM issued new regulations on August 29, 1991, which revised the distribution formula for undesignated funds. Under these new regulations, each charity participating in the CFC receives a share of designated monies received. For example, a charity receiving 3% of all designated donations would receive 3% of all undesignated funds.
- In order to avoid any potential disruption to 1991 campaign planning then underway, OPM decided that new regulations would not be effective until March 31, 1992.
- 1992** New changes, but one thing has remained constant – the generosity of federal employees in our local Island County campaign area. We are the largest contributors to the community-wide fund raising drive held each fall.
- 1993** Island County Combined Federal Campaign wins a national award for the highest percentage increase over the previous year in campaigns between \$250,000 and \$1 million.
- 1995 & 2006** CFC regulations were revised.
- 2010** Combined Federal Campaign of Island County wins a national award for outstanding performance for the 2009 campaign.

CAMPAIGN TIMETABLE

AUGUST

- * LFCC Chair begins calling on unit coordinators to plan employee campaigns.

SEPTEMBER

- * Delivery of campaign supplies.
- * Unit Coordinator/Key Worker training sessions.
- * Solicitation begins September 22nd.

OCTOBER

- * Solicitation continues.
- * Progress report e-mails to CO's and Department Heads weekly.

NOVEMBER

- * Campaign ends October 31st.
- * Final report collected and submitted by November 28th.

HOW A CHARITY QUALIFIES FOR THE CFC

CFC ELIGIBILITY CRITERIA

- * Human health and welfare organization
- * Tax exempt - 501(c)(3)
- * IRS Form 990
- * Annual audits if revenue exceeds \$100,000
- * Volunteer board of directors

NATIONAL ELIGIBILITY

- * Offers services in 15 or more states for 3 years, or several foreign countries (national charities)
- * Apply to OPM Director
- * If denied, appeal to OPM Director for reconsideration

LOCAL ELIGIBILITY

- * "Substantial presence" in local area (office opens at least 15 hours/week [local charities only]), in area covered by an adjacent campaign, or statewide (offers services in 30% of state or to 30% of the state's population)
- * Applications reviewed by committee of federal employee volunteers.
- * Apply to Local Federal Coordinating Committee in March/April
- * If denied, appeal to LFCC for reconsideration
- * If denied, appeal to OPM Director

CFC RELATIONSHIP WITH UNITED WAY

- * Contracted by Local Federal Coordinating Committee to administer CFC activity
- * Provides Staff support for LFCC Chair and Planning Committee
- * Develops literature and materials
- * Receives and disburses funds as fiscal agent (Even to itself)
- * Does data processing and accounting service
- * Helps train federal volunteers

WORKPLACE CAMPAIGNS VERSUS DIRECT GIVING

* **More money goes to service rather than fundraising costs**

- Reduces the need for "high cost" fundraising.
- To reach you at work, historically it has only cost about 17 cents to raise \$1. To reach you at home, charities spend as much as 75 cents to raise \$1.
- Lower cost of processing donations due to consolidation (fewer checks for larger amounts).

* **Provides steady, year-round income for charities**

- Charities are informed of pledged amounts in early March.
- Pledged dollars are paid quarterly for one year.
- CFC pledges can be used to leverage other grant dollars or lines of credit.

* **Larger gifts are possible through payroll deduction**

- 2013 Average Annual Payroll Gift = \$183.35
- 2013 Average Cash Gift = \$91.05

* **Charities who participate in CFC are held accountable**

- Annual review of financial reports and audits by federal employee committee.
- Annual reports showing services provided are required.

* **Federal image and community pride**

- CFC results are publicized to the community.
- Shows community that federal employees give back.

SECTION II

**DEVELOPING YOUR CAMPAIGN
PLAN
&
UNIT COORDINATOR / KEY
WORKER TRAINING**

UNIT COORDINATOR JOB DESCRIPTION

TITLE: Unit Coordinator
COMBINED FEDERAL CAMPAIGN

OBJECTIVE: Plan, organize and implement an effective CFC employee campaign within the organization.

CRITERIA: Enthusiastic and positive about the CFC.
Strong interpersonal and organizational skills.
Well-respected by co-workers and management.

RESPONSIBILITIES:

- * Recruit an enthusiastic team who will help plan and run a fun, well-organized and successful campaign.
- * Work closely with CFC staff and LFCC Chair to establish campaign goals and time frames.
- * Promote participation of your command during CFC Kickoff.
- * Work with employee team and LFCC Chair to coordinate and plan informative employee meetings and, where applicable, special events.
- * Implement an effective system for reporting campaign results and maintaining accurate records.
- * Oversee entire campaign – thoroughly and efficiently follow up on all aspects of campaign, thank all employees who contributed and thank members of the campaign team.
- * **Finalize campaign and submit reports by October 31st.**
- * Evaluate the campaign and make recommendations for next year.

**UNIT COORDINATOR'S CHECKLIST OF
KEY COMPONENTS
FOR A SUCCESSFUL CAMPAIGN**

I. OBTAIN EXECUTIVE & LABOR ENDORSEMENT -

People follow their leaders. Have command, agency, and labor leaders communicate their endorsement of the campaign.

II. ESTABLISH AN EMPLOYEE CAMPAIGN GOAL -

Set a campaign goal based on past experience, command/agency size and giving potential.

III. DEVELOP A STRONG CAMPAIGN TEAM -

Select Key Workers from all employee groups, and work with the LFCC Chair to meet your campaign goals.

IV. ENERGIZE AND PUBLICIZE YOUR CAMPAIGN -

Prepare a campaign that emphasizes donor education, publicity, and fun.

V. MAKE THE 100% "ASK" -

Ensure that all employees are asked to contribute as supposed to simply distributing the pledge cards.

VI. REPORT THE RESULTS -

Provide regular, accurate results to both your LFCC Chair and command/agency.

VII. RECOGNIZE AND THANK EVERYONE -

Reward employee workers and donors both on an on-going basis during and after the end of the campaign.

I. OBTAIN EXECUTIVE & LABOR ENDORSEMENT

1. Obtain support from the senior executive of the agency and top management team through a letter to all employees and personal appearances in kick-off meetings and all campaign events.
2. Encourage top management leadership gifts in advance of the campaign start which total dollars can be announced at the kick-off meeting.
3. Request top management support and involvement throughout the campaign in campaign events and in providing periodic status reports throughout the course of the program. ("10 Ways Top Management Can Support Your Campaign" included)
4. Encourage top management support of special recognition for accomplishment of campaign goals.
5. Invite the participation of all labor unions to be partners in the campaign and keep them involved throughout the course of the campaign through leadership gifts, joint issuance of campaign correspondence, and participation in meetings.
6. Seek the personal endorsement of the senior labor union official(s).

10 WAYS TOP MANAGEMENT CAN SUPPORT YOUR CAMPAIGN

1. Send out a memo endorsing the campaign.
2. Advocate participation as a campaign volunteer as a part of professional and educational development.
3. Help in recruitment of campaign volunteers.
4. Participate in setting the goal for your agency.
5. Include campaign presentations in executive management meetings.
6. Make your own pledge first.
7. Communicate with mid-management and line supervisors about the importance of the campaign.
8. Ask all managers to include campaign presentations in staff meetings.
9. Participate personally in campaign events.
10. Encourage local management recognition of campaign volunteers.

II. ESTABLISH AN EMPLOYEE CAMPAIGN GOAL

1. Review past campaign performance and goals based on potential.
2. Work closely with the LFCC Chair in establishing your recommended campaign goal to provide motivation and a sense of accomplishment to the command/agency employees, based on the formula established by CFC. (Campaign goal setting chart included).
3. Obtain approval of the campaign goal from top management.
4. Focus attention on "weak" areas of previous campaigns; e.g., percent of participation, average gift, percent payroll deduction, etc.
5. Publish overall campaign goal widely throughout agency. Track and broadcast progress toward the goal during the campaign.

ISLAND COUNTY SUGGESTED FORMULA FOR EMPLOYEE CAMPAIGN GOAL SETTING

1. Determine your potential:

	2013		2014
Average Annual Wages for employees of your command/unit (Island County Average Federal Employee Wage = \$34,051)	<u>\$34,051</u> (Is. Co.)		\$_____
Multiply by .006 (Equivalent to one hour pay per month)	<u>.006</u>	B	<u>.006</u>
Average Suggested giving guide Gift (Multiply A x B)	<u>\$204.31</u> (Is. Co.)	C	\$_____
Number of full-time equivalent employees in your command/unit	<u>9,562</u>	D	_____
Total giving potential (Multiply C x D)	<u>\$1,953,612</u> (Is. Co.)	E	\$_____

2. Set your goal:

	Island County For 2013		Your Goal?
Total dollars contributed by your command/unit last year	<u>\$209,254</u> (Is. Co.)	F	\$_____
What percent of your potential did you achieve? (Divide F / E)	<u>10.7%</u> (Is. Co.)	G	_____%
What percent of your potential do you want to strive for in 2014?	<u>15.4%</u>	H	_____%
Your 2014 CFC Goal is (Multiply H x E)	<u>\$300,000</u>	I	\$_____

III. DEVELOP A STRONG CAMPAIGN TEAM

1. Work with the LFCC Chair to develop an enthusiastic campaign team.
2. Review the command/agency organization chart to ascertain what other department/division/locations coordinators are required.
3. Recruit the appropriate number of motivated Key Workers to achieve contact with every employee.
4. With the assistance of the LFCC Chair, provide Key Worker training in all aspects of the campaign and involve them in the planning of the campaign.
5. Encourage and support your Key Workers. They are your "key" to success in the campaign.

KEY WORKER'S JOB DESCRIPTION

The Key Worker has the most important role in the campaign. Your work will significantly impact the success of the Combined Federal Campaign in your command/unit/agency.

Your job is to:

- Explain the reasons for the Combined Federal Campaign, the needs of participating charities, and the many advantages offered by the campaign to Federal employees – both military and civilian.
- Personally contact and discuss the importance of the Campaign with each employee you serve as a Key Worker, planning follow up visits to employees on vacation or sick leave.

Before setting out on your mission, learn all you can about the CFC by reading:

- **(Charity List) Contributor's Brochure** – To cut costs, these will be shared: give one to be shared between three - five employees assigned to you – know what it says before they do.
- **The Unit Coordinator/Key Worker's Handbook** – You will find information on how to fill out the pledge card and answers to the questions people most frequently ask about the campaign. The handbook also has information on how to deal with objections to the CFC and sample responses to the most often raised objections.

When you know your facts, you'll be more confident, more comfortable, and much more effective in asking for contributions.

We encourage you to:

1. Make your own payroll deduction pledge first. You'll also learn how to fill out the form.
2. Meet with each person assigned to you. Give everyone a chance to contribute and share in this community project.
3. Promote Payroll Deduction as the method of giving.
4. Suggest giving at the Suggested Giving Guide Level.
5. Encourage giving that is truly voluntary. Respond to objections with information included in the Key Worker Handbook. Do not coerce people to give. The only way CFC can maintain and grow is for us to create a base of well-informed, positive, and voluntary contributors.
6. Promote the Campaign through the display of posters and other creative means of publicity you can develop.

Direct any questions you may have to:

- ❖ Your CFC Unit Coordinator at _____,
- ❖ LFCC Chair, AWOCS Michael Barnes at 257-6093 or Co-Chair, LT Daniel Getchell 257-8686.
- ❖ The CFC Office, Cathy Niuro, CFC Director at 360-675-1778.

IV. ENERGIZE & PUBLICIZE YOUR CAMPAIGN

1. Establish deadline dates for the campaign to effectively allow time for all events and activities.
2. Plan fun and effective "kick-off" events well in advance and involve the LFCC Chair, top management, and CFC agency speakers to begin campaign.
3. Publicize meetings well in advance through POD's, letters, newsletters, notices, etc., to assure maximum participation.
4. Select and invite CFC agency representatives and employee volunteers or those who have received CFC assistance to join in the campaign kick-off.
5. Design periodic campaign progress reporting to top management and employees.
6. Keep the campaign visible by written material in POD's, newsletters, special correspondence, posters, etc.

FUN CAMPAIGN IDEAS

I. THEMES

- * Develop your own campaign theme – one that will work well with your workplace atmosphere and employees.
- * You could incorporate your theme into the goal-tracking poster, CFC flyers, and your kick-off event.
- * On a more serious note, you may want to consider having health and human services needs as weekly or monthly themes, for example homelessness, literacy, or children's needs. You could provide information on one need for a week or month and then cover another area of need after that. Your LFCC Chair could be of assistance by getting information from various charities that work with targeted populations.
- * Organize a contest to develop campaign theme or slogans. Encourage employees to suggest names and award a prize for the best theme or slogan. Use that slogan throughout the campaign.

II. GOAL TRACKING

- * Provide campaign goals and progress reports to employees through your workplace E-mail, visible charts, intercom system, and newsletters.
- * Progress poster: track your campaign results on charts displayed in prominent locations at your workplace. Be creative: you could make a model of the Empire State Building and have King Kong climb all the way up to the top as you reach your goal. Other thermometers or visual ways to have fun and track campaign progress: football goal lines, rainbow, horse race track, and sailboat races.
- * Make a window display case into an artificial aquarium and fill it with fish and other sea life labeled with the names of CFC charities employees have designated to. The tank fills up as the pledges come in.

III. ACTIVITIES / EVENTS

Legal Disclaimer: Any special CFC fundraising event and prize or gift should be approved in advance by the Agency's ethics official.

- * Organize an Agency Fair. Determine if you would like a variety of agencies or target the fair to agencies serving needs of one population – like children. Your LFCC Chair can be of assistance in arranging logistics for charities to come to your workplace. Encourage agencies to also include information about how employees can volunteer time.
- * Determine if any of your coworkers or agency employees volunteer for a CFC charity. Arrange to have a feature article written on them and placed in you workplace POD or newsletter. Put their pictures with quotes on your bulletin board.
- * Determine if any of your co-workers or agency employees (or someone close to them) have benefited from a CFC charity. These people may be willing to assist you by speaking to your employee groups on behalf of the agency.
- * Attend staff meetings to promote the CFC campaign and recruit additional assistance to solicit funds.
- * Organize your own workplace kick-off and "thank you" events.
 - You could incorporate an agency fair so that employees will be able to access information about charities in the CFC.
 - Have a Charity representative speaker and show the CFC video.
 - Give each volunteer a certificate of appreciation for working on the CFC drive.
 - Include "Thank you" articles in your organization POD's or newsletter – thank volunteers, donors, and recognize your organization's support.
- * Develop a "Volunteer of the Month" program to recognize coworkers making a difference in your community.
- * Encourage friendly challenges between commands, departments, or units – but keep it positive. The goal is not to pressure anyone, but make sure it's clear that if people participate with time OR money, everyone wins.

- * Organize a "white elephant" drawing for everyone who attends the CFC group meetings. Possible prize ideas: the boss's parking spot for a week, lunch, or golf with (and "on") the boss, 24 hour special liberty, etc.
- * Arrange for a phone "Hot Line" to answer any questions about the CFC.

IV. INCENTIVES

Legal Disclaimer: Any special CFC fundraising event and prize or gift should be approved in advance by the Agency's ethics official.

- * Use time-off awards to recognize Key Workers who "ask" 100 percent of their assigned employees and collect and check the pledge forms.
- * Use incentives to encourage employees to turn in pledge cards early. Give employees a deadline to turn their pledge card in by, and if they do so, they will have qualified to be in a prize drawing. Some prize ideas include: special parking space, lunch on the boss, special liberty, etc. Include those who do not give, but turn in their pledge card.
- * Use incentives as a means to encourage all employees help in reaching goals – whether monetary or participatory. For example, ask management to allow a "Dress-down day" as a reward for meeting participation goal.
- * Have the boss or managers agree to do something special, silly, funny, etc. if your organization or department exceeds its goal.

PUBLICITY IDEAS

In your messages, emphasize participation in giving, regardless of amount, for a showing of unity. No gift is too small.

SEPTEMBER/OCTOBER:

- Feature your command/agency campaign coordinator and Key Worker who are working on the campaign. Involve the coordinator and labor union officers in the communication plan.
- Report facts of CFC. (2014 is the 53rd year of the CFC. It was started by President Kennedy in 1961). Use the basic question/answer format. Address misconceptions or concerns your employees have. Survey them to find out why some don't participate. Call the CFC office for the best response.
- Share historical performance results of giving by your employee group. This can be obtained from the CFC office at 360-675-1778.
- Announce your goals: both dollar and percent of participation.
- Make sure posters, banners, flags, etc., are requisitioned from the CFC office and are placed in key locations at your agency facilities.
- Publicize any campaign kick-off activities or special fun events that are held, when applicable. These provide good photo opportunities.
- Use clip art and logos in all communications. Create a thermometer to measure progress.

NOVEMBER:

- Recognition, praise, and thank you's! Let everyone know what you achieved. Thank everyone for helping and giving. Take pictures of workers, labor reps, etc. (not just the boss).
- It's a great start to the good feeling of the holiday season.

V. MAKE THE "100% ASK"

1. Review your organization and determine the best way to ensure that 100 percent of the employees receive an "ask" to contribute to CFC.
2. Include a strategy for distributing and collecting pledge cards as part of the "ask."
3. Personalize the pledge card, completing the space provided for the employee's name, command/agency, and work address.
4. Provide clear, concise instructions for completing the pledge card.
5. Consider using regularly scheduled employee meetings to make a group ask, to be followed up by individual asks.
6. Encourage giving on a one hour of pay per month.
7. Make sure that everyone is personally asked.
8. Begin solicitations early while enthusiasm is high.
9. In advance, ask employees who will be traveling or on leave during the campaign. (Example included)
10. Using a spreadsheet, track return of pledge cards.
11. Follow up and collect pledge cards in a timely manner.

HOW TO ORGANIZE AND CONDUCT A GROUP SOLICITATION

Group solicitation is the most efficient and effective technique for increasing employee contributions to the campaign. With proper planning and promotion of the campaign, organizations schedule all employees to attend group meetings. Fifty people or fewer per meeting is best.

A model of a successful group solicitation meeting:

- In advance of the meeting, inform employees by a personal letter, newsletter, or payroll stuffer that they will be asked to make a decision regarding contributions at the meeting they are scheduled to attend.
- Have the department manager (and union leader if applicable) endorse the campaign. Introduce the LFCC Chair who will make a presentation on why people should contribute, and will introduce an agency speaker or show a film explaining how people receive help from the campaign.
- The LFCC Chair will answer questions people have, and will ask them to make a decision on giving.
- As people leave the meeting, they deposit their pledge cards in a box at the door or hand them to the LFCC Chair.

Suggestions:

- Require attendance, utilize another scheduled meeting that people will attend or provide an incentive for attendance (food, etc.).
- Limit meeting to 30 minutes.
- Put employees' names on pledge cards and distribute as people enter the meeting room.
- The Unit Coordinator should personally contact employees unable to attend the meeting due to sickness or vacation.

Advantages to this approach:

- Efficient - only takes 30 minutes to solicit up to 50 people. The campaign is conducted very quickly.
- Each employee receives information about the campaign and has the opportunity to ask questions. People are motivated to contribute when they have adequate information as to how their gift will help. It's impractical to expect one employee to spend 30 minutes individually with other employees explaining the campaign.

- No pressure to contribute. Employees are asked to make a decision to give or not give and turn in their pledge card to the LFCC Chair. The burden of making a personal contact and an "ask" does not fall on the department manager or a fellow employee.
- In a recent survey asking people why they do not give to the campaign, a common response was "I wasn't asked to contribute." The finest brochure or printed material does not ask a person to make a decision. Consequently, potential contributors do not give unless asked.
- Economical - saves company time and respects the need for "business as usual."

RECOMMENDED AGENDA FOR GROUP SOLICITATION

(Without Pledge Card Explanation)

Welcome by Command/Agency's CFC Coordinator.	2 MIN
Remarks by your Commander or Manager.	3 MIN
Endorsement by Labor Union Officer (if applicable)	
Command/Agency's Chair will:	
• Provide explanation of CFC	
Words from CFC Agency Motivational Speaker. <u>OR</u> Employee-speaker involved with a CFC Agency.	5 MIN
Questions and Answers about CFC.	5 MIN
Closing remarks by your Commander or Manager.	5 MIN

AFTER GROUP SOLICITATION, PERSONALLY HAND OUT PLEDGE CARDS TO EMPLOYEES. YOU'RE RESPONSIBLE TO ASK FOR THEIR CFC PLEDGE ENSURING THAT YOU:

- Explain the benefits of the payroll deduction plan.
- Direct attention to the suggested giving guide: 3 minutes a day = 1 hour's pay per month.
- Go over the Pledge Card and the information to be provided by the contributor.
- Explain the use of five-digit agency codes (for designations).
- **Be sure all checks are made out to:
COMBINED FEDERAL CAMPAIGN.**
- **Ask for Pledge Cards to be filled out and returned by 31 OCT 2014**

STEPS IN MAKING THE "ASK"

1. KNOW YOUR STUFF

Share something about the CFC that is important to you:

- An agency or service you are familiar with.
- The remarkably low campaign costs – less than 22 cents for each contributed dollar.
- The convenience of selecting from approximately 2,800 human service organizations.
- Examples of the human needs a contribution will help meet.

Familiarize yourself with the Campaign:

- Read the Contributor's Brochure and FACTS (in Key Worker's guide)

If there are questions you can't answer, just say "I'll find out for you." Contact your LFCC Chair (AWOCS Barnes) at 257-6093, LFCC Co-Chair (LT Getchell) at 257-8686, or call the CFC office at 360-675-1778. Get back to the person with the answer.

2. MAKE YOUR OWN GIFT FIRST

We hope you can give at least the Suggested Giving Guide level. Through payroll deduction, this is possible for most Federal employees. Your contribution says:

I believe in the CFC!

and

I've already made my gift before asking for yours.

It's easier for others to make their commitment when you've made yours first.

3. MAKE PERSONAL CONTACT WITH EVERYONE

- Stress participation, not dollar amount, but explain Suggested giving guide.
- Don't leave pledge forms on desk, or in in-baskets, etc.
- Don't ask for contributions by memo or phone. It may be easy, but it just doesn't work!
- Do ask Person-to-Person...Face-to-Face. Personalize the Campaign by meeting with every potential contributor, and answer the questions and concerns of each employee. Every question, positive or negative, is a chance for you to talk about the positive aspects of the CFC. And converts make great givers.

You have all the materials you need:

A supply of Contributor's brochures and personalized Pledge Forms.

THE ART OF ASKING

1. INTRODUCTION.

- Do easiest contacts first.
 - Builds self-confidence.
 - Familiarizes you with information.
- Establish positive friendly rapport.
- Explain your role as Key Worker when you personally contact coworkers about CFC.

2. NEEDS.

- Our neighbors (local, national, global) have many diverse needs.
- CFC provides each of us an opportunity to help people with these needs.
- Through our generosity to CFC charities we can do our share.

3. ANSWER QUESTIONS.

- Respond positively – every comment is a chance to explain about CFC.
- Educate your coworkers about CFC – enlightenment generates involvement.
- Facts learned in Key Worker training will prepare you to explain CFC.
- Coworkers have special interests; point out charities that support these.
- Unanswerable questions? Call your LFCC Chair or CFC office. He/she will respond quickly with information you need.

4. DEAL WITH OBJECTIONS.

- You can expect objections from some of the people you solicit. It's a natural part of the process, especially when you ask someone to increase their pledge. Consider objections as an opportunity to win over a new donor. The objection is not about you, but instead the idea you represent.
- Listen carefully and calmly while empathizing with your prospect. Show concern without agreeing. Express empathy without arguing. In group meetings, encourage your prospect to discuss the matter privately. You have important information to present, therefore be as straightforward as you can. Make this a win/win situation!!

5. EXPLAIN THE SUGGESTED GIVING GUIDE SUGGESTED GIVING GUIDE.

(Tools: Contributor's Brochure and Pledge Card)

- Emphasize giving is both voluntary and a personal decision (based on income level, family obligations, and special concerns).
- Pledge Card "Giving Guide" suggests gift levels based on salary level.
- Above is only a guideline – not a quota. Give as generously as you can.
- Choice and level of giving is each individual's private decision.
- Payroll deduction allows us to give more generously and consistently.

6. ASK FOR THE PLEDGE.

Request for a pledge at an amount from the Suggested Giving Guide or an increase over last year. Possible phrasing of the "ASK":

- "At what level do you think you would like to give?"
- "I hope that you can make a contribution – every little bit helps."
- "Do you think you could share one hour of your pay per month?"
- "I really hope you will choose to be involved this year."
- "I give through payroll deduction and don't even miss it."
- "Could I answer any questions about filling out the pledge form?"
- "Would you like me to help you fill out the pledge form?"
- "Could you please return the pledge form to me by ___."

What if the pledge form is incomplete? Ask "Is there a convenient time to return to correct it?"

7. THANK EVERYONE.

- This phrase cannot be said too often – in writing or in person. A duplicated written note could be sent to each donor (original signature).

HOW TO COMPLETE THE PLEDGE CARD

All copies of the Pledge Card must be legibly and accurately completed. All information needed to express the contributor's choices must be provided. Type information or use blue or black ballpoint pen, and press hard. If you make a mistake, start over with a new card.

1. **Name:** Contributor's Last Name, First Name, Middle Initial – in that order.
2. **Military or Civilian:** Check the box which applies to you.
3. **Federal Agency and Office:**
 - ❖ **Federal Agency:** Command/Agency Name. (ie. NAS Whidbey, VAQ-135, PSD, etc.).
 - ❖ **Office (Unit/Division or Payroll Office):** Specific military unit, department/division or office location. This identifies your pay center location or timekeeper. (ie. FRCNW/800, etc.).
4. **Social Security Number:** This **must** be completed if a payroll deduction gift is made – there are no exceptions. This applies both to military and civilian contributors. If you are making a cash/check donation, do not include your SSN.
5. **Work address & Zip Code:** Contributor's work address and zip code.
6. **Work Phone:** Very important and necessary in the event CFC Headquarters cannot process the pledge card due to error or illegibility.
7. **For Payroll Deduction Gift:**
 - ❖ **Military:** Show amount to be **deducted each month** (minimum is \$2.00 per month, which is equivalent to \$1.00 per pay period). Fill in total amount for the year (monthly amount times 12).
 - ❖ Note: Members who have EAOS's prior to DEC 2015 must ensure the number of months is changed to reflect the month prior to expected loss date (ex. JUL 15 = 6 months).
 - ❖ **Civilian:** Show amount to be deducted each pay period (minimum is \$1.00 per pay period). Fill in total amount for the year (pay period amount times 26).
8. **For Cash/Check Contributions:** Fill in annual/total amount. If paying by check, denote the check number and make checks payable to: “**COMBINED FEDERAL CAMPAIGN**”.
9. **Charity Code and Annual Amount (ie. Designated Gifts):** Indicate the selected agency or agencies by writing the **five-digit code** number (listed in the Charity List/Contributor's Brochure). **Write the total contribution for the year for each respective agency** in the box next to the agency code number. Any illegible or incorrect charity codes will be considered as undesignated, so please double-check the validity of each code. Only CFC of Island County participating agencies can be designated to – that is, any organization that is not listed in the CFC of Island County Charity List/Contributor's Brochure cannot be designated to and any “write-ins” of such agencies is prohibited and pledges made to such organizations will be treated as undesignated funds. Also, pledges made using anything other than the assigned five-digit codes cannot be honored and will be treated as undesignated.

❖ **BE CAREFUL:** The sum of all designated amounts cannot be greater than the total contribution for the year. Designations must be written as dollar amounts, not as percentages. They must show the total contribution for that year for each agency. **NOTE: CONTRIBUTORS MAY ONLY DESIGNATE THE VOLUNTARY ORGANIZATIONS AND GROUPS THAT ARE LISTED IN THE CFC OF ISLAND COUNTY BROCHURE, AND WRITE-INS ARE PROHIBITED.**

10. **Information Release - OPTIONAL:** Complete the Information Release section if, and only if, you wish to have your name and address and/or personal email address released to the agencies you designated. Make sure you fill in your home address and not your work address. Check the bottom box if you want the amount of your pledge released to the charities.
11. **Payroll Deduction Authorization (Date and Signature of Contributor):** This must be completed for payroll deduction gift to be processed. This section is not required for cash/check contributions.

Suggested Giving Guide: for those that are unsure on how much to give, this is only a guide of one hour's pay per month.

**FAILURE TO FILL IN INFORMATION WILL DELAY
PROCESSING CONTRIBUTION.**

ANY QUESTIONS – CALL:

AWOCS (NAC/AW) Michael G. Barnes at 360-257-6093

or LT Daniel Getchell at 360-257-8686

REVIEW OF PLEDGE CARD

Review each Pledge Card for completeness and accuracy, using the Pledge Card Checklist below:

1. Ensure name, work address, and phone number are complete.
2. Amount per pay period must be at least \$1.00.
3. Number of pay periods is 24 for military, normally 26 for civilian. Double check if the number of pay periods for a civilian employee is anything but 26. If a member's EAOS is prior to DEC 15, check to see if months of deduction reflect 1 month prior to EAOS.
4. Total annual donation equals amount per pay period times number of pay periods.
5. All Agency Numbers are five digits.
6. Amount designated to specific agencies is less than or equal to the total annual donation. Verify that Total Gift is equal to Annual Amount.
7. Pledge Card is signed, dated and includes social security number for payroll deductions.
8. Written information is clear and legible on all copies.
9. Return pink copy to employee (if still attached) and ensure two (2) white copies and one (1) yellow copy are there.

FEDERAL REGULATIONS STATE:

1. Setting specific dollar goals per person is not allowed.
2. Setting a 100 percent participation goal is prohibited.
3. Supervisors may not solicit employees.
4. Do not display or post a list of contributors or non-contributors.
5. Please refrain from advocating for one agency over another – allow the contributor to choose the agency which will receive his/her gift.
6. **Coercion is expressly forbidden in the CFC.**
 - Asking people to participate and giving them a chance to think it over is not coercion. If your boss lets everyone know that he/she expects 100 percent participation, that is coercion.
 - Each Federal organization has a procedure for handling complaints about undue pressure or coercion. Civilian employees should contact their personnel offices, and military personnel should contact their commanding officers, for information about filing complaints.
 - Coercion doesn't work. The long-term price in resentment and negative feeling is far greater than the few dollars it may bring in.

For more information or to read the CFC Regulations in its entirety, please refer to Title 5, Part 950 of the Code of Federal Regulations, which may be found at <http://www.ecfr.gov>.

VI. REPORT THE RESULTS

1. Review completed and returned pledge card for accuracy. Verify that the pledge card is signed and amounts designated to different organizations equal the total donation.
2. Prepare the Key Worker's Report Envelope during the campaign, and return it to your LFCC Chair. (Report form and instructions follow this section)
3. The LFCC Chair will forward all military pledge cards that are paid to PSD. If employees are not paid through PSD (ie. Civilian), you will need to ask the employee for the information as to where their payroll is paid from and forward that information to the LFCC Chair.

VII. RECOGNIZE AND THANK EVERYONE

1. Personally thank campaign workers for their dedication and assistance.
2. Arrange for management "Thank You" of campaign workers.
3. Host a thank you event at the end of the campaign to thank all employees for participation.
4. Attend CFC awards ceremony, if applicable.
5. Proudly display awards.

BASIC CAMPAIGN CHALLENGES TO AVOID

1. Starting too late.
2. No timetable to check against.
3. Insufficient number of volunteer workers.
4. Lack of a campaign plan.
5. Lack of enthusiasm.
6. Lack of campaign publicity.
7. Goal setting not optimistic.
8. Failure to take advantage of CFC materials.
9. Lack of organized labor support.
10. Insufficient promotion of leadership for giving (Suggested giving guide).
11. Lack of fun events and friendly competition.
12. Reliance on "in box" solicitation.
13. Not enough emphasis on payroll deduction.
14. Not making 100% employee personal contact.
15. Ineffective group solicitations.
16. Lack of training for Key Workers and volunteers.
17. Defeatist attitude.
18. Prolonged campaign.
19. Inability to "ask."
20. Failure to say "Thank You."

SECTION III

SUPPORT MATERIALS

COMBINED FEDERAL CAMPAIGN SUPPLIES LIST

1. Pledge Cards: 1 per employee
2. Campaign Report Envelope: 1 to start
3. CFC Contributor's Brochure: 1 per 3-5 employees
4. Unit Coordinator/Key Worker handbook: 1 per Unit Coordinator/Key Worker
5. Goal Thermometer: As needed

COMMON QUESTIONS ASKED ABOUT CFC

1. WHY NOT GIVE TO CHARITY DIRECTLY?

- Economy and simplicity for charity to process single contributions.
- Consistent monthly income allows charity to plan annual budget. Helps even-out the usual seasonal peaks in charity's income. Annual budgets help a charity use their money more efficiently.
- Lowers charities' overhead costs (i.e., less processing and fund raising time/costs (mailings, administrative). Utilizes CFC's low 22% overhead to increase a charity's revenue.
- Painless deduction at each pay period instead of large lump sum for a single pay period.
- Consolidation of individual Federal employee gifts can leverage dollars for matching grant funds.
- Enhance Federal employees' community image.
- Enhance self-pride as a generous Federal employee.
- Personal recognition for you as CFC contributor.
- You personally designate which charities receive your contribution.
- More than 2,700 choices of widely diverse services and programs.

2. HOW DO I KNOW MY CHOSEN CHARITIES REALLY RECEIVE MY MONEY?

- Charities usually write to thank you when "Information Release" is completed.
- Internal and external audits oversee distribution.
- CFC requires audit of all recipient charities before acceptance.
- Audit results available through CFC.
- Designate your favorite charities – 96.84% CFC donors did last year.

3. IF I DESIGNATE MY GIFT TO A CERTAIN AGENCY, DOES THAT REDUCE THEIR GENERAL FUNDS BY THAT AMOUNT?

- No. Designated and undesignated funds are distributed separately.
- More than 96 percent of CFC donations are designated to either:

SPECIFIC AGENCIES
or
"UMBRELLA" ORGANIZATIONS/FEDERATIONS

4. WHY SHOULD I CONTRIBUTE TO CFC WHEN I DON'T USE THEIR SERVICES?

- CFC organizations touch all of our lives every day.... first aid and CPR classes.... swim lessons....fitness programs....job training & literacy programs....stop smoking classes.
- Your support represents an insurance policy that agencies will be there when/should you have a need.
- Experience teaches that any of us may be just one misfortune away from needing a CFC agency's help.

5. WHY ARE THESE PARTICULAR CHARITIES LISTED IN THE CAMPAIGN BROCHURE?

- Charities must apply annually to be listed.
- Recipient charities must apply and pass stringent eligibility tests:
 - 501(c)3 status as not for profit, voluntary organization, eligible to receive tax-deductible contributions.
 - An active volunteer board of directors.
 - Audits are viewed.
 - Local applicants must have "local presence" which includes office/facility open minimum 15 hours per week and located in Island County or surrounding counties, or have statewide presence.
 - IRS Form 990
- Those denied eligibility may appeal to local committee or Office of Personnel Management (OPM) for possible inclusion.

6. WHY SHOULD I SUPPORT ORGANIZATIONS OF WHICH I DISAPPROVE?

- CFC includes more than 2,700 very diverse organizations.
- It is a donor choice campaign – you decide where your money goes.

7. CFC ADMINISTRATIVE COSTS ARE TOO HIGH!

- Contrary to what most people believe...CFC fund raising expenses have been 17 cents on each \$1.00 received. This is lower than almost any charity. This mainly provides campaign materials and fund raising services.
- CFC utilizes Federal employee volunteers to run campaign.
- CFC is the most efficient way to raise large amounts of money at very small cost and assures maximum possible funding goes directly to charitable programs – not administrative costs.

8. ISN'T CFC JUST UNITED WAY WITH A DIFFERENT NAME?

- CFC is a separate campaign running concurrently with United Way.
- CFC contracts United Way for training and administrative support.

9. WHY AM I BEING SOLICITED IN THE WORKPLACE FOR A CAMPAIGN THAT IS NOT OFFICIAL GOVERNMENT BUSINESS?

- CFC is an official government activity...Supervised by officials chosen by Federal Executive Board...Authorized by OPM regulations.
- CFC is staffed by Federal employees who serve as Local Federal Coordinating Committee (LFCC) and a Chair who are loaned by their employing agencies for one-two years.

10. IN THE PAST, I HAVE SOMETIMES FELT PRESSURED TO GIVE.

- CFC itself does not advocate high-pressure solicitation.
- Federal regulations prohibit coercion and solicitation by supervisors.
- Employees donate to express their support for charities of their choice.

CFC EMPHASIZES AN APPROACH OF "100% ASKED."

11. WILL MY CONTRIBUTION REALLY MAKE A DIFFERENCE?

- Absolutely.
- Each of us as individuals contributes the building blocks to reach the Island County CFC goal of \$256,623.
- CFC is large, well organized, and a "low overhead cost fund-raiser" for recipient charities.

12. WHY CONTRIBUTE AT LEAST EQUIVALENT OF ONE HOUR'S PAY PER MONTH?

- One hour's pay per month – the Suggested Giving Guide – is not a requirement, just a suggestion.
- Think of it as giving "time." Serves as progressive, fair guideline proportionate to income level.
- Individual wage earners way to give fair share back to our community. Individual pride in supporting your favorite causes.

SAMPLE PUBLICITY MATERIALS

*** Sample Newsletter Articles**

*** Publicity Flyers and Handouts**

COMBINED FEDERAL CAMPAIGN

Ever since being established by Executive order in 1961 as a means of consolidating the multiple appeals made to Federal employees each year, the Combined Federal Campaign has been the charitable fund raising effort specifically directed to the Federal community. Without having to worry about stamps, envelopes, and writing numerous checks donors can designate their gift to up to five charities, out of over 2,700 charities or federations.

Initially, the campaign was composed of only three federations and their member agencies: Local United Ways, National Voluntary Health Agencies, and International Service Agencies. Since the early 1980's the list has been expanded so that now more than 20 national federations, four local federations, and 2,700 individual charities are listed to receive donations.

To be eligible to receive donations, agencies must be a non-profit health, social service, arts or environmental agency, and have a local presence for local charities. National and international agencies are reviewed by the Office of Personnel Management.

From the Combined Federal Campaign itself, more than 83 cents of every donated dollar goes to the charities. At over 8,514 employees, the Federal government is the largest employer in Island County. In 2013, more than 16 percent of these employees contributed \$183.04. For the average payroll deduction, \$199.57 was given.

The Campaign this year will run from September 22nd to October 31st and has a goal of \$300,000 (17.5% of giving potential). The campaign strategy is to ask each Federal employee to donate one hour's pay per month. At the average Federal wage of \$34,051 per year, this amounts to \$204.31 per employee. If each employee would donate just one hour's pay per month, the campaign can raise more than \$1,739,495.

Payroll deduction – available only through the Combined Federal Campaign – is a painless way to give – you won't miss money you never see. Contributors in 2013 gave an average of \$199.57 by payroll deduction, compared with the average cash or check gift of \$87.21.

Though Federal employees may never need to use the services of a Combined Federal agency, it is nice to know that they are there in case of need, and each of us benefits from living in a community that provides so many services for all who want or need them.

53 YEARS OF CARING

President John F. Kennedy signed the Executive Order establishing the Combined Federal Campaign in 1961. The purpose of the CFC was to consolidate the multiple appeals being made to federal employees year-round at the work place.



This year about 2,700 charitable organizations are eligible to receive CFC donations. The criteria for eligibility are as follows:

- A non-profit health, social service, arts or environmental agency;
- Local presence for local charities; and National and international agencies are reviewed by the Office of Personnel Management.

Last year 96% of the \$256,623 donated was directed to specific charities. Undesignated funds were allocated based on percent of designated contributions. More than 83 cents of every donated dollar goes directly to charities.

Payroll deduction makes larger gifts possible. In 2013, the average payroll deduction was \$199.57 versus the average cash contribution of \$87.21. Charities appreciate payroll deductions because they are predictable and systematic. Payroll deductions are said to be the "*painless*" way to give.

THE SPIRIT OF TEAM WHIDBEY “SERVING our COUNTRY, SUPPORTING our COMMUNITY”

2014 “SERVING our COUNTRY, SUPPORTING our COMMUNITY” is this year’s slogan for the Combined Federal Campaign, more commonly known as CFC. Federal employees have a tradition of caring for their community and giving to people who need our help is what CFC is all about.

Last year our local CFC contributions totaled \$256,623!! Of this figure, \$248,515 was designated (by you) to specific charities of your own choosing. Our goal for this year represents approximately 20% of our giving potential, in other words ... \$300,000.

This year we are asking each federal employee to donate one hour’s pay per month to the campaign. We call this type of donation the SUGGESTED GIVING GUIDE.

At the average federal wage of \$34,051 per year, the average (SUGGESTED GIVING GUIDE) employee would donate \$204.31. That’s \$17.02 a month for military and \$7.86 per pay period for civilians. If each and every one of you donated one hour’s pay per month, we could raise more than \$1,739,495.

Just in case you have not yet completed your pledge card, we thought we would try to respond to common questions about CFC.

“Why shouldn't I give my donations directly to my favorite charities?”

You certainly have the right to give directly and the charities will gratefully accept your contributions; however, there are sound reasons for giving through CFC:

- Charities prefer to process a single check from the CFC, rather than numerous individual checks.

- Charities appreciated that the CFC's low overhead costs (17%) increased revenue for their program. With an extensive pool of volunteer help. CFC's administrative costs are lower than almost any charity's fund raising costs.

- Payroll deduction is available only through CFC, and is the painless way to give. You will not miss money you never see.

- You can determine specifically where your contributions are to be directed.

- Your gift, through the CFC, becomes part of the federal services' gift back to our community.

“Why should I contribute, when my spouse already gives at the office?”

First of all, we think that it is terrific that your spouse is supporting his or her favorite charities. Whether it is the equivalent of an hour's salary per month - or whatever amount is within your own means - your CFC donation is greatly appreciated as a personal contribution. It is also looked upon as the federal employees' contribution back to our community.

“Why should I support a campaign that includes organizations I disapprove of?”

The good news is that you do not have to support them. You may specify the specific organizations you choose to endorse. CFC currently includes over 2,700 organizations from which to choose.

For some of you, it will be difficult to select from the many worthy charities. And the odds are that with such a large number, there will be some organizations which you personally would not place your support. Fortunately the CFC is a donor-choice campaign. You decide where your money goes.

"Why should I contribute to the CFC when I don't use the services of any member organization?"

You may have thought about it, but chances are very great that you have had contact with at least one CFC agency. From swimming lessons at the "Y" to Red Cross CPR and First Aid classes, from cheering on the US Olympic Teams to shopping at Goodwill retail stores, all of our lives have been touched by these worthy organizations.

Experience with recent catastrophic events have taught us that we may each be just one misfortune (and sometimes just a paycheck or two) away from needing the help of CFC supported organizations.

Even if we are very fortunate and have never had direct involvement with a CFC agency, each of us benefits from living in a community that provides so many services.

It is not too late, please fill out your pledge card today.

A WORLD OF THANKS

The Combined Federal Campaign wishes to express our sincere appreciation to you for your overwhelming generosity. This year we collected over \$_____, which goes a long way when *IT BEGINS WITH YOU*. This translates into helping over 2,700 agencies, who in turn, assist individuals in our community.

We, federal employees in the Island County area, have a great reputation in the federal community for giving. As the holiday season approaches, we want you to know that you helped contribute to the well-being of many people. Thank you.

