



# KD Circle Handbook

2010-2011

The King's Daughters  
is the founding  
organization of



## HISTORY

### THE KING'S DAUGHTERS' JOURNEY

#### HISTORICAL PERSPECTIVE

From its unique inception more than 100 years ago, The King's Daughters have focused their attention and energies towards providing superior health care for the children of our community. Through countless volunteer hours and extreme dedication, the fore-runners of The King's Daughters organization provided visiting nurses, baby clinics staffed by pediatricians, and milk to newborns. Those who have gone before us toiled unselfishly to create an ever-changing vision of healthy children. The leadership and volunteer efforts of The King's Daughters have created a state-of-the-art children's health care facility for our community and beyond.

#### TODAY

As we look at our organization in the 21<sup>st</sup> Century, we find a very diverse membership that brims with creativity, energy, and innovation. Our dedicated members are tasked with moving forward in an ever changing world. As our integrated health system expands into new roles within our community, we are called to be champions of the cause, to "promote superior pediatric wellness," by providing funds and advocacy that will provide disease prevention, research and interventional initiatives, as well as providing state-of-the-art equipment and innovative programs, for the children of our community. We have set a standard that is economically challenged in today's health care market and our volunteer activities are needed just as much today as they were over 100 years ago.

#### TOMORROW

As we plan for the future of our volunteer organization, our strategies, planning and careful implementation must incorporate the diversity of our current members and expand beyond our current boundaries. We remind ourselves why we choose to promote this organization, and we educate ourselves, as well as our community, about this fine establishment we founded many years ago. Our success several years from now will be measured in our ability to retain and attract new members, to competitively raise funds in a charitable arena, and to provide community leadership which continues to advocate for children's health care needs. Our viability will be directly linked to membership satisfaction as we strive to direct talents and abilities toward our common goal.

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## MEMBERSHIP

### MAINTAINING AN ACCURATE MEMBERSHIP ROSTER

**Membership in the organization is open to anyone who supports our mission:** *The King's Daughters, founding organization of Children's Hospital of The King's Daughters, promote superior pediatric wellness through dedicated volunteerism in partnership with Children's Health System.*

At The King's Daughters office, we use a Membership Database to keep accurate information on all members. As stated in the policies of the organization, the membership roster is for exclusive use of King's Daughters' business and should not be shared with non-King's Daughters. If anyone outside of the organization requests a copy of The King's Daughters membership listing, please forward their request to the KD office.

The KD office manages the membership database, which includes names, addresses, emails, volunteer hours and other information on the organization's membership. According to The King's Daughters' by-laws:

*"The Corporation Office Staff shall establish and maintain an accurate list of members in good standing. The list maintained by the Corporation Office shall be binding and conclusive for all purposes."*

**If a member is not in the database, she will not receive KD event invitations, *the Circular*, Email Updates (KD Eblasts), or any other important meeting notices. Therefore, it is imperative that the Circle provides the most accurate and up-to-date information to the KD office as soon as possible (within 30 days of change/update).**

There are three (3) ways that Circle Leaders can/should inform the KD office about Circle members: (We can also accept updates emailed to [info@kingsdaughters.org](mailto:info@kingsdaughters.org))

#### Circle Membership Roster

Circle Leaders submit the Circle Membership Roster, along with their Circle's dues on or before June 15<sup>th</sup>. The Circle Membership Rosters are provided by the KD office each March and mailed to all Circle Leaders and Treasurers. Membership Rosters include all dues-paying members and only one copy should be returned to the KD office with all updates marked and one dues check included covering all members (Active and Inactive).

#### Membership Changes Form

Any changes to membership information, including: new address or phone number, new members that join after the Circle dues have been submitted, and resigned members, must be submitted on a Membership Changes Form during the months of July-March each year (when the Circle Membership Roster is not being updated).

Membership Application Form

**All new members should submit a completed application form to the KD office. The KD office staff will then enter all information on the form into the KD Membership Database.**

**MEMBERSHIP CATEGORIES**

The King's Daughters organization has three membership categories.

**Adult Member** - Any member who has paid dues and is in good standing of an Adult Circle as of July 1 of any year shall be considered a member in good standing of The King's Daughters and shall be entitled to all the rights and privileges of membership, including the right to vote on any matter brought before The King's Daughters' membership from that date up to and including June 30 of the following year.

**Junior Member**- Any High School student who is a member in good standing of a Junior Circle/Club shall be recognized as a Junior member. While they can vote on items at their own Circle meetings, Junior Circle/Club members are not entitled to vote on King's Daughters' corporate business.

**Honorary Member**- Any Adult member who has paid dues and been granted Honorary status by the Board of Directors shall be recognized as an Honorary member. The Board of Directors may grant Honorary status to any member in good standing of an Adult Circle who is no longer able to participate due to health or physical limitations or has 20 or more years of service. Honorary Members are required to pay reduced annual dues to offset the cost of mailings and are not entitled to vote on King's Daughters' corporate business. When the entire Circle is made up of Honorary members, the Circle is then designated as an Honorary Circle.

## **MEMBER RECRUITMENT**

The King's Daughters have an open membership policy and welcomes anyone who is dedicated to its mission. The KD Office receives requests from community members interested in becoming King's Daughters. The staff gives the name to a member of the KD Membership Committee, who uses the Circle Profile Forms to match the individual's interest with the appropriate Circle or Circles in her area. Based on the prospective member's interests, the Membership Committee member then puts the prospective members in touch with 2-3 Circle Leaders. Generally, the KD Office does not place individuals in Circles.

## **DECEASED MEMBERS**

In the event that your Circle experiences the death of a member, the Circle Leader or her designee must notify the KD office immediately. In the event that the Circle would like to make a Memorial Contribution at that time, the KD office will assist the Circle Leader or designee in making arrangements. The KD Board will also make a contribution to CHKD in the deceased member's memory. Deceased King's Daughters will be recognized at the Annual Recognition Meeting each October. The KD office will request that Circle Leaders submit the Deceased Member Update Form to the KD office immediately and submit a picture of the deceased member to the office before the end of the fiscal year (June 15) when all Circle information is gathered for the annual report.

## **SPECIAL DESIGNATIONS**

**KD Award of Excellence**- From time to time, Circles and the Board of Directors of The King's Daughters would like to bestow an honor on an individual who has given service to the organization, but is not a King's Daughter. Circle members can recommend anyone to be designated by the Board of Directors as a recipient of the KD Award of Excellence. The KD Award of Excellence is a prestigious award presented at the Annual Recognition Celebration Meeting annually. It is presented to a deserving person who has supported The King's Daughters' efforts above and beyond in an exemplary manner. Nominations for this award are welcomed throughout the year from Circle members.

**Inactive Status**- Circles sometimes grant inactive status to individual members for special circumstances, as indicated in their Circle by-laws. Circles must specify their definition of inactive members in their by-laws. Inactive members must be included on the Circle's Membership Roster Form and must continue to pay dues to The King's Daughters through their Circle. They will be kept in the membership database.

## **MEMBER DEVELOPMENT AND EDUCATION**

There are numerous opportunities to help members grow and learn through their involvement as King's Daughters. Member development is essential to The King's Daughters because the volunteers in the organization can better serve the needs of children and advance its mission through thoughtful, educated action. The direction of The King's Daughters is determined by its members; therefore, it is important for the membership to keep abreast of the happenings of the organization and its partners.

Here are a few ways that King's Daughters can stay informed about children's health care, The King's Daughters organization and leadership issues:

KD Connect Meetings – KD Connect Meetings are held 4-5 times a year and often feature a guest speaker. Each Circle is required to send a representative, but all members are welcome and encouraged to attend. KD Connect is also a great way to receive and distribute information about Major Projects and Circle Projects, get ideas for projects, speak with members of the KD Board of Directors or staff and learn about some of the challenges facing the organization or other Circles. Circles can also give updates from their Circles and present donation checks.

Circle Meeting and Tour at the Hospital- Circles are encouraged to hold one meeting a year at CHKD and tour the facility. Circle meetings and tours must be planned in advance through the KD office. The Education Chair on the KD Board will conduct at least one tour with each Circle each year. Hospital tours can be very motivating and a great reminder of the cause our organization promotes and exists to support.

Service on Major Project committees- Volunteering as a member of a Major Project committee is a great way to learn about events management, working with groups and fundraising. Serving on one of the five committees can also teach members more about The King's Daughters and its community contacts. Each Major Project Committee is made up of members of various Circles. All King's Daughters' Circle members are encouraged to become part of a major project committee. Current Major Projects include: Tour de Cuisine, RunWalk for the Kids, Holly Festival of Trees, and Holly Ball.

Guest Speakers and Trainers- Circle Leaders may schedule a guest speaker or educational program for any meeting each year in addition to the Circle meeting and tour at the hospital. The KD Office can facilitate finding speakers on any topic including KD history, CHKD Hospital Organization, Legislative Issues/updates, current health care topics, and more.

## **CIRCLE LEADERSHIP**

The following are recommended responsibilities for Circle leadership. Each Circle chooses its own structure and leadership positions as best suits each Circle. It is important to establish written job descriptions for each position personalized for your Circle. Job descriptions help clarify areas of responsibility and can be revisited whenever members want to change jobs, have difficulty fulfilling jobs or when the needs of a Circle change. Please note; Circle Leader, Circle Treasurer, & an Officer(s) to report volunteer hours, linens & gifts are mandatory positions. Other positions are highly recommended.

## **OFFICER TITLES AND JOB DESCRIPTIONS**

### **CIRCLE LEADER**

- Schedule, coordinate and preside at all Circle meetings
- Serve as primary point of contact between the Circle and the KD Board of Directors and the KD Office; oversee timely submission of all required reports and forms to the KD Office.
- Represent or appoint designee to represent Circle by attending all KD Connect Meetings, the KD Nominations Committee as assigned, and other committees as requested.
- Oversee Circle fundraising projects and encourage Circle member participation in KD Major Projects.
- Inform Circle of all information provided regarding The King's Daughters /CHKD
- Attend Leadership Academy when a meeting is called.

### **VICE/CO- LEADER/ASSISTANT LEADER**

- Preside at Circle meetings in absence of the Circle Leader
- Represent Circle at KD Connect and other meetings in the absence of the Circle Leader, or serve as the Circle Leader's designee
- Encourage Circle member participation in Circle Projects.

### **SECRETARY (RECORDING AND/OR CORRESPONDING)**

- Notify members of meetings and record attendance and minutes of Circle meetings
- Under the guidance of the Circle Leader, maintain an accurate Membership Roster. Assist the Circle Leader in submitting Roster and Membership Changes Form to the KD office in a timely manner throughout each year and at the end of each Fiscal Year. Submit list of new officers to the KD office following Circle elections.
- May assist with nominations process of Circle.
- May also include Gifts Chairman and Linens Chairman duties in this position.

### **TREASURER**

- Collect Circle member dues and submit dues payment to The KD office by June 15<sup>th</sup> each fiscal year.
- Oversee all financial transactions for the Circle (including writing checks), provide an Annual Financial Report to the Circle and ensure completion of annual audit of Circle Checking Account. A Circle Budget is also strongly suggested. (See appendix for example)
- Deposit funds raised from Circle projects into Circle Bank account in a timely fashion and send project donation(s) to KD office within 30 days of the completion of each project.
- Turn in project checks to KD office along with appropriate forms with all donations.
- Send only one type of donation on each check. Do not combine separate donations in one check.
- Be sure that all donation checks sent to the KD office are clearly marked in the “memo” for the Project the donation represents.
- Be familiar with the “Circle Finance Issues” listed on pages 17-19 of this handbook

### **CIRCLE VOLUNTEER CHAIRMAN**

- Maintain a working relationship with The King’s Daughters Vice President of Circles and the Volunteer Chair of each Major Project regarding current activities of The King’s Daughters that need volunteer support.
- Present current volunteer opportunities to Circle members and encourage members to take an active part in the hospital volunteer needs as well as Circle Project volunteer needs.
- Coordinate the Circle's responsibilities for any King’s Daughters project in which the Circle participates.
- Keep a current list of Circle projects completed by individuals and maintain monthly records of volunteer hours. Provide volunteer hours information for the Home Volunteer Hours Monthly Report Form and submit the form to The KD office each month.
- Make Circle Leader aware of any Circle members who do not fulfill requirements set forth in individual Circle By-laws.
- Review the preliminary Annual Volunteer Hours Report compiled and sent to you each June/July by The KD office. Circles are responsible for ensuring that information is correct before inclusion in The King’s Daughters’ Annual Report.

### **CIRCLE GIFTS CHAIRMAN**

- Maintain contact with the Department Secretary in the KD office regarding current needs of the hospital and keep Circle members informed of current hospital needs. The Membership Coordinator serves as the Liaison between Circle Members and the CHKD Office of Community Relations, Marketing and Development.
- Collect all finished items from Circle members and deliver to the KD Connect meetings or the KD office.
- Keep record of all items completed by the Circle for inclusion in report. Submit "Linens & Gifts Reporting Form" to KD office monthly or accompanying each donation.
- May also be combined with Linens Chairman position

### **CIRCLE LINENS CHAIRMAN**

- Maintain contact with the KD Department Secretary regarding current hospital needs and encourage Circle members to fulfill those needs by having instructions, materials, and patterns readily available at monthly meetings.
- Be familiar with all linen samples and instructions.
- Collect all finished items from Circle members and deliver to the KD Connect meetings or the KD office.
- Keep record of all items completed by the Circle for inclusion in report. Submit "Linens & Gifts Reporting Form" to KD office monthly or accompanying each donation.
- May also be combined with Gifts Chairman position

### **CIRCLE PROJECT CHAIRMAN**

- Provide suggestions for fund-raising ideas and look for unique projects for the Circle.
- Be familiar with the "Project Approval Process". Contact the KD Membership Coordinator or the Vice President of Circles/Membership if there are any questions.
- Submit the Project I Application Form, any vendor agreement or contract, sponsor form and Project II Completion Form (along with the proceeds) to the KD office for each project in a timely manner.
- Be sure all Project Print Materials are reviewed by the KD Office before distribution.
- Be in good communication with the KD Membership Coordinator regarding all stages of project planning and wrap-up.

### **CIRCLE CANISTER CHAIRMAN**

- Maintain contact with the Department Secretary of The King's Daughters.
- Keep an accurate record of all canisters placed by Circle members by submitting Canister Placement Forms to the KD office as needed.
- Keep all canisters in good condition. If they need to be replaced, contact the KD office.
- Keep an accurate record of monies collected. Give all monies to Circle Treasurer and request Treasurer to deposit in Circle checking account and write a check for canister funds, made payable to The King's Daughters. Mail Circle Check and Reporting Form to KD office monthly or as necessary.
- Review the Canister Placement Report compiled each year by the KD office in February. Circles are responsible for ensuring that placement information is updated each year.

### **CIRCLE LEGISLATIVE LIAISON**

A Circle Legislative Liaison works closely with the KD Development Operations Manager to educate and disseminate information to the Circle in regards to legislation that directly affects CHKD and/or its mission. Information will usually be in the form of an email and will have a "call to action" within the message. Legislative Liaisons are expected to attend a training session in the November/December months and attend or send a representative to KD Lobby Day in Richmond.

## **CIRCLE FINANCES**

### **FISCAL YEAR CLOSE-OUT AND ANNUAL REPORT**

The King's Daughters' Fiscal Year runs from July 1 to June 30. All final reports and donations for the fiscal year must be received by the KD office by June 15 to be recorded in that fiscal year. This includes Circle donations for the year and Membership Dues for the upcoming fiscal year.

Any excess funds in the checking account should be turned in to the KD office for the year-end donation to CHKD. This includes all monies not needed as seed money for an upcoming Circle Project.

The KD office staff members spend the months of June, July, and August closing the fiscal year and preparing the financial statements and year-end reports for the Annual Report. The Annual Report is published in September and distributed to the attendees at the Annual Recognition Celebration Meeting in October and via [www.kingsdaughters.org](http://www.kingsdaughters.org). The KD Development Operations Manager works with the CHKD Finance Department to file the financial statements with the IRS each year.

### **DUES**

The dues request and current rosters will be mailed to each Circle Leader by March 31 each year. Corrections and dues must be submitted to the KD office by June 15 of that year. The dues are (as of March 25, 2010):

Adult Circle Members	\$30	(Active and Inactive)
Honorary Circle Members	\$15	
65 years and older	\$15	

*Make one Circle Check payable to "The King's Daughters".*

In addition to the KD dues, Circles may collect an additional amount of dues to serve as seed money in the Circle's checking account for upcoming projects, items needed for Circle meetings, etc. This additional amount must be determined by majority vote and listed in the Circle by-laws.

### **CENTRALIZED CHECKING ACCOUNT SYSTEM**

1. All Circles will conduct banking transactions with a designated bank (Currently TowneBank) chosen by the KD Board of Directors to handle the Organization's banking.
2. Deposits and withdrawals can be made at any branch location of TowneBank.
3. Circle balances should be maintained and monitored to fund upcoming Circle projects. Circle proceeds from fund-raisers should be submitted immediately following the event (within 30 days of completion), with a Project II Completion form.
4. **ALL Bank inquiries other than writing checks and deposits MUST be handled through the KD office. This includes Check Orders, incorrect balances, missing statements, etc. Contact the Development Operations Manager with any inquiries regarding your account.**

### **CIRCLE CHECKING ACCOUNT AUDIT PROCEDURES**

The Treasurer coordinates an audit at the end of the fiscal year. She asks the former Treasurer to serve as the Chairman of the Audit committee. The Chairman then appoints two other members of the Circle to serve. The committee reviews the financial statements, completes the Circle Checking Account Yearly Audit Form, and submits completed form to the KD Office immediately.

### **CHECK WRITING POLICY FOR KING'S DAUGHTERS CIRCLES**

1. When sending a check to the KD office for Canisters, Circle Dues, Love Gifts, Circle Projects, and Major Fund-raising Projects, please make the check payable to "The King's Daughters" and notate on the memo what the donation is for. Submit with proper paperwork (Project II Completion Form, Canister Reporting Form, etc.)
2. When Circles send a check for a Memorial/Honorarium, Children's Miracle Network Telethon, or the Annual Giving Campaign, please make the check payable to Children's Hospital of The King's Daughters (or CHKD). Mail check/honor information directly to CHKD, Development Department. If you want your Circle to receive credit for this type of donation, contact the KD Development Operations Manager prior to drafting the check.
3. Any checks written by a Circle for \$3,000 or more will require two signatures on the check. (One **Circle Signature AND one Authorized KD Board Member Signature - Authorized KD Board Signors: President, Treasurer, and Secretary**)  
These large dollar checks should be submitted to the KD office one-week in advance of disbursement with corresponding invoices. This will allow for proper signatures to be obtained.
4. The Circle Treasurer should maintain all deposit receipts and canceled checks for accurate record keeping.
5. All questions concerning the Circle Bank Account should be directed to the KD Development Operations Manager. She will assist you with the bank on researching or any corrections that may be required.
6. No checks may be written from any KD Circle checking account as a donation to another non-profit organization.

## TAX INFORMATION

### Tax Deductible Donations

Under federal law, The King's Daughters is eligible to receive tax-deductible donations from individuals and corporations. People or businesses that make a donation to a KD Circle can deduct the amount of the donation from their income when filing their taxes. The federal government views this deduction as an incentive for corporations and individuals to support public charities. Donors should always be informed that their donations to The King's Daughters are tax-deductible and should always be provided with a receipt.

Gifts other than money that are given to The King's Daughters are also tax-deductible. The donor is obligated to compute the fair market value of the donated gift and then he or she claims that value when filing taxes. There is a sample thank you letter in the Appendix of your Circle Leader's Manual for donated goods or services. Always consult the KD Development Operations Manager with questions about receipts for donors.

### Receipts for Goods and Services Received by a Donor

When a donor receives a tangible good or service in return for his or her contribution, such as a dinner or a game of golf, the donor is only allowed to deduct that portion of the contribution beyond the value of the good or service received. For example, if the donor paid \$100 for a ticket to a dinner party, the value of the dinner would be listed as \$20 and the donor could deduct the remaining \$80 as a donation. This is also common in golf tournaments where the participants receive a lot of free gifts. The KD office has sample letters available. Please contact the Membership Coordinator if a Circle project may involve goods or services provided to a donor.

*The Norfolk City Union of The King's Daughters, Inc., trading as The King's Daughters is a 501(c)(3) organization and donors may deduct contributions (Tax ID number: 54-128-3946). Please consult your attorney, tax preparer or financial adviser to establish your level of deductibility. Internal Revenue Code places the responsibility for estimating the value of a donation upon the donor, rather than the agency receiving the gift. (IRS advises that "fair market value" is interpreted as that price which a buyer is willing to pay and a seller is willing to accept.)*

### Whistleblower Policy

A whistleblower policy, by IRS definition, is a policy that encourages staff and volunteers to come forward with credible information on illegal practices or violations of adopted policies of the organization and specifies that the organization will protect the individual from retaliation, and identifies those staff or board members or outside parties to whom such information can be reported.

The King's Daughters will follow the guidelines set forth by CHKD in regards to a whistleblower policy for our staff. Please review bullets number 4 and 5 for details. As far as the KD Membership is concerned, members can contact a board liaison via mail, phone, or email if they would like to report an ethical violation. If the person in question is a board liaison, the membership can contact the President of the KDs or the Chairman of the KD governance Committee. (See Board or Leaders Manual Appendix for full CHKD policy.)

## **SALES TAX**

If your Circle would like to sell items for a fundraiser such as logo cups, shirts, books, ornaments, etc., when setting the price for your item, you need to consider the sales tax. Per the sale and use tax laws in the state of Virginia, we must charge a retail sales tax when selling a tangible item.

Sales tax is currently 5% of the price of the item. See the example below. Keep this in mind when setting the price for your items. The KD office recommends building the sale tax within the cost of the item, for instance if you want to earn and even \$10 off the sale of your logo cups, charge \$10.50. The \$.50 is the sales tax and your Circle keeps the \$10.00 as profit.

Sales tax must be paid to the KD office via a check from your Circle Account made payable to The King's Daughters. Check should be submitted with a "Sales Tax Reporting Form" supplied by the KD office. See below for a schedule:

<b>Month Items Sold</b>	<b>Taxes Due to KD Office</b>
January	February 10
February	March 10
March	April 10
April	May 10
May	June 10
June	July 10
July	August 10
August	September 10
September	October 10
October	November 10
November	December 10
December	January 10

## RAFFLE REGULATIONS

### The King's Daughter's Policy on Individual Circle Raffles

**Before beginning the raffle process, contact the Development Operations Manager in the KD office.** Circles must notify The King's Daughters office of an upcoming raffle 90-120 days **prior to when they want to begin selling** tickets. For example, if the Circle wants to begin selling raffle tickets on September 15th, the KD office needs notification no later than June 15th.

To begin the raffle application process, **the Circle Treasurer or Circle Raffle Chair must meet with the Development Operations Manager and/or KD Board Treasurer** to gather the following information:

1. Raffle Narrative
  - Scope and Purpose of Raffle
  - Sales and Distribution
  - Drawing and Process of Prize Winners
2. Draft of Raffle Ticket (KD office can provide this if it is requested on the Project 1 Form)
3. House Rules
4. Letter of intent from raffle item donor(s) on donor(s) letterhead (if applicable).
5. A circle check for \$50 made payable to The King's Daughters for the raffle permit amendment fee.

## DESIGNATED GIFTS AND MEMORIALS POLICY

### Memorial Gifts

- Checks should be sent directly to the CHKD Community Relations Department. Contact The King's Daughters in advance to receive credit for this type of donation.
- Community Relations will send an acknowledgment to the donor and to the individual or family of the individual being honored/memorialized.
- Memorial Gifts sent directly to CHKD Community Relations Department will not be reflected on the KD Annual Report.

### Designated Gifts

- It is preferable that Circles do **NOT** designate gifts to particular programs at CHKD without initial conversation with the KD office. Approval of designated gifts will be given only under special circumstances. For questions, contact the KD Development Operations Manager.

### Wills and Estate Donations

- Any bequests received under wills which predate 1984 with The King's Daughters as the beneficiary shall be transferred and assigned to CHKD to fulfill the testamentary intent at time of execution of such wills.

## PROJECTS AND ACTIVITIES

### PROJECT APPROVAL PROCESS

Projects must be approved by The King's Daughters Board to prior to all advertising, soliciting of donors/support, and all print material distribution. This process helps prevent duplication of efforts and to reduce legal complications that may arise due to liability or contractual agreements. It also makes the KD office aware of a Circle's project in order to help publicize and support that project as well as present a unified organization to the public.

1. Once the Circle votes to do a project, A **Project I Application Form** should be submitted to The King's Daughters office. The form will be reviewed by the Membership Coordinator and the VP of Circles/Membership will submit the Project I Application Form for approval at the next monthly meeting of the KD Board of Directors. (Meetings are held the last Thursday of each month (except in July and November), and the 2<sup>nd</sup> Thursday in December.
2. Once your **Project 1 Application Form** is reviewed and approved by the KD Board of Directors, your project's information and print material (where applicable) will be added to the official KD website calendar. At your request, the KD Membership Coordinator can also set up online ticket purchasing and add event information to your Circle's web page. (Please allow 1-2 weeks processing time for all website updates.)
3. Circles planning to solicit funds, goods, or services must submit a complete list of all individuals/businesses they plan to ask to support their project to the KD Membership Coordinator. **NO SOLICITATIONS ARE TO BE MADE UNTIL THIS LIST HAS BEEN SUBMITTED AND APPROVED BY THE KD OFFICE STAFF. All Print Materials and solicitations should not be distributed until after project has been approved by the Board.**
4. Upon approval of Circle Project, the Circle's Project Chairman (as listed on the Project I Application Form) and Circle's Leader will each receive written notification from the KD office. Once approved, the Circle Project will get assistance from the KD Membership Coordinator or a Board member as requested.
5. Circles do not need to follow this process in order to participate in Major Projects, i.e. the Holly Festival of Trees, RunWalk for the Kids, KD Couture Fashion Show, Tour de Cuisine, Holly Ball, etc.

## **CORRESPONDENCE**

### **(Event flyers, invitations, request/thank you letters, tickets, etc.)**

It is important that The King's Daughters' brand name is presented consistently to our community; therefore The King's Daughters' staff is responsible for ensuring that all correspondence distributed by or on behalf of the organization is consistent. It is necessary to send all promotional/print materials (event flyers, invitations, e-vites, request and thank you letters, tickets, advertisements, etc.) to The King's Daughters Membership Coordinator before it is printed. **The KD office MUST review and approve all King's Daughters print material before it is printed and distributed.** This includes all printed material on which The King's Daughters/ CHKD name and logo will appear.

The King's Daughters staff will review the correspondence and save in the office files. Circle Leaders, Circle Project Chairs and others conducting official business of the organization can use the letterhead available from The King's Daughters office for approved items.

In the case of large mailings or mail merges, the office staff is available to assist Circles as necessary. Please contact the office in advance to arrange such mailings. Whenever office assistance is needed with correspondence, the staff prefers to receive the information via email or computer disk for the fastest processing time. Information that is typed and mailed or faxed is also appreciated, but may cause a longer turn-around time. The staff will be more than happy to work with you to get your correspondence sent in a timely and professional manner.

For information about using The King's Daughters' logo and/or the CHKD "blocks" logo, please consult with The King's Daughters Membership Coordinator.

Please allow 7-14 days processing time for all KD office staff requests. Before any print materials are approved or distributed, the Circle Project must be approved by the KD Board of Directors.

### **Circle Printing Expenses:**

Currently, the KD office will cover the printing expenses for Circle Projects including invitations, posters, flyers, save the dates, etc. When planning a project, be mindful that, although the cost of printing is not directly billed back to the Circle, the printing costs are paid out of the KD Operating Budget. If the requested printing cost for a project exceeds 15% of the projected revenue goals for that project, it will be reviewed by the KD office staff and may be subject to print limitations. At the conclusion of the project, the Circle will receive a "Project Thank You" letter that will give the estimated cost that the KD office spent on printing, supplies, etc for that project. Although the Circle is not required to reimburse this amount to the KD office, the Circle should keep a record of the cost of printing as it is an expense of doing the project.

## MAILINGS

The KD office will provide mailing service for Circle Projects to include (but not limited to) Invitations, save the dates, sponsor ask and sponsor thank you letters.

If you would like the KD office to mail items for you, the following guidelines need to be followed:

### **REGULAR (First Class) MAILINGS:**

- Mailings that do not have the same content, are not the same size, and are less than 200 pieces, will have to be mailed at the regular postage rate.
- Mailings will need to be coordinated with the Membership Coordinator for accuracy, etc. prior to preparation.
- The KD office will provide you with the proper mailing envelopes as you will need our return address (see below) on every envelope mailed from CHKD.
- All outgoing mail will include the statement "Address Service Requested" and "The King's Daughters' name in the return address section.

The King's Daughters  
Circle Name  
601 Children's Lane  
Norfolk VA 23507  
Return Service Requested

ATTN: JOHN DOE  
COMPANY NAME  
123 MAIN STREET  
NORFOLK VA 23507-1329

## MAILINGS (Continued)

### **BULK MAILINGS:**

- To receive the bulk mail rate, you must have at least 200 pieces of the same type of mail i.e. invitation, postcard, sponsor letter, etc.
- The KD office will provide you with the proper mailing envelopes as you will need our return address and the bulk mail rate stamp
- You must bring the mailing to the KD so we can mail it from the mail processing center. **DO NOT TAKE IT TO THE POST OFFICE.**
- **IF YOU DON'T FOLLOW THESE GUIDELINES, WE CANNOT MAIL YOUR ITEMS FOR THE BULK RATE.**
- Bulk mail must have a standard look (see below).
- All outgoing mail (bulk or regular) shall conform to the following U.S. Postal Service address requirements for automated mail processing.
- All outgoing mail will include the statement "Address Service Requested" and "The King's Daughters' name in the return address section.

Addresses are to be as follows:

1. All Capital Letters.
2. Block Lettering.
3. No Punctuation between City, State, & Zip Code.
4. Proper acceptable Fonts (See Example Below).

The King's Daughters Circle Name 601 Children's Lane Norfolk VA 23507 Return Service Requested	NON-PROFIT U.S. Postage PAID Norfolk, VA Permit No. 1800
ATTN: JOHN DOE COMPANY NAME 123 MAIN STREET NORFOLK VA 23507-1329	

## **CIRCLE CONTRACTS and VENDOR POLICY**

The King's Daughters office/Board of Directors must review all vendor requests and contracts to conduct business with the membership of The King's Daughters. All vendor requests and contracts to participate in KD fundraising events must be submitted to the KD office for review of quality assurance and risk management. The KD staff will consult with the appropriate KD Board Member as necessary.

ALL contracts must be reviewed and signed by a member of the KD Staff. All contracts are subject to review and approval of the CHKD legal department prior to being signed.

For Circle Projects where alcohol will be served and/or sold, the KD Office will apply for an ABC license. The Circle will be billed to reimburse the cost of the license once it is obtained and sent to the Circle. ABC license should then be prominently displayed at Circle event.

If you think that insurance/a certificate of insurance of any kind is required of your Circle for an upcoming Circle Project, please contact the KD Office. We can then determine what your needs are i.e. whether insurance is necessary, and if so what we can do to assist you as well as letting you know what you may need to acquire in order for us to request insurance/a certificate of insurance from CHKD's Legal/Risk Management Departments (in good time) prior to your event.

## DONATIONS AND CIRCLE PROJECT SPONSORS

### Steps to take When Soliciting Sponsors for a Circle Project

1. Make detailed plans for a sponsorship strategy for the Project. Brainstorm the various components of the Project, identifying which components need sponsorship. Determine the level and type of sponsorship needed for each piece.
2. Brainstorm a target list for each component of the event and/or each need that your project may have. Identify potential corporate sponsors, individual supporters and in-kind donors for each component. Consider the levels of recognition afforded to each donor or contributor in relation to the amount of money or the value of contributed services given to the event. Create a written policy for donor recognition at each level of sponsorship so that the donor appeals are consistent.
3. **Submit the Project I Form along with the Sponsor information to the KD Membership Coordinator.** The KD office will screen the Sponsor list for any prospective sponsors that may be involved in other KD or CHKD Projects. The office will then contact the Circle Project Sponsor Chair to discuss the Circle's fundraising plan and inform the Sponsor Chair of any conflicting development proposals. Project I form should be submitted and project approved by Board of Directors prior to any contact/requests made to potential sponsors of the project.
4. The KD Membership Coordinator will assist the Circle in developing the sponsorship letter and other project materials as requested by the Circle Leader or Circle Project Chairperson. If the Circle develops their own sponsorship letter(s), they must be reviewed by the KD Office prior to distribution.
5. The Circle Leader or Circle Project Chairperson will communicate regularly with the KD Membership Coordinator in order to develop proposals, arrange donor visits or make contacts; and will encourage and support the volunteer leadership, troubleshoot and develop sponsor proposals with the help of the KD Executive Director as necessary.
6. **The Executive Director of The King's Daughters may also be available as a resource to assist in obtaining sponsors for a Circle Project. The Executive Director will also serve as the donor advocate and ensure that proper efforts are made to cultivate each donor. Any solicitation from a Circle should be approved by the KD Executive Director prior to presenting a proposal to prospective sponsors and donors.**

## **PROJECT COMPLETION PROCESS**

1. A Project II Completion Form must be submitted to the KD office within 30 days after completion of the project. If money is raised through the project, a check in the amount of the donation should be submitted along with the Project II Completion Form to the KD office. This also is the tax form for the KD office.
2. Money raised from any project (bake sales, card parties, raffles, dances, major fund raising projects, etc.) in the name of The King's Daughters should be turned over to the KD office as soon as possible - within 30 days of the project. Funds can be presented at the KD Connect meeting *if* presented with the Project II Form within 30 days of the Project. If more than 30 days has passed, arrangements can be made with the Vice President of Circles to schedule a mock check presentation at the next KD Connect Meeting.
3. Please make all fund-raising proceeds checks payable to "The King's Daughters" and mail to: The King's Daughters, 2<sup>nd</sup> Floor \* 601 Children's Lane \* Norfolk, VA 23507. Be sure to specify in the "memo" section what project the donation is from.
4. Donation Checks and Project II Completion Forms are presented to the KD Board at each monthly meeting. After the KD Board meeting, a letter will be mailed to the Circle Project's chairperson and the Circle's Treasurer for financial record keeping.
5. Circles do not need to follow this process in order to participate in Major Projects, i.e. the Holly Festival of Trees, RunWalk for the Kids, KD Couture, Tour de Cuisine, Holly Ball, etc.

## CANISTER GUIDELINES

Objectives: To raise funds and increase visibility for The King's Daughters and CHKD.

Canister: Plexiglas with artwork to identify canister as fund-raiser for CHKD. Canisters must be numbered by the KD office prior to placement for proper tracking.

### Placement Suggestions (at the discretion of the business owner):

- Should be highly visible
- Near Register
- In location where people must come to register to make payment for purchase/service
- In location where cash is the most frequent mode of payment
- May need to be fixed to counter with double sided tape
- Record Canister number and report to the KD office (Use Canister Placement Form)

### Service

- Be regular - suggested minimum is every two weeks
- At a time convenient to the business' management (generally not at peak hours)
- Make sure management knows who you are and when you will be there.
- Come prepared to empty canister with bank bags and identification (The King's Daughters Membership Card)
- Thank merchants for their help and participation (both management and staff)

### Reporting

- Itemize collections by location and include canister number.
- Count coins and currency and write one check to The King's Daughters for all canister locations.
- Please do not bring cash to the KD office.

## CANISTER GUIDELINES - continued

### General Hints

- If a canister is not producing at least \$10.00 a week, consider moving it to another location within the store with the permission of the business owner or manager
- Full canisters tempt thieves. Empty Canisters do not invite contributions. Regular service is critical to increased revenues.
- Do not make it necessary for the merchant to telephone the KD office to request servicing. (This is how we have lost canister locations in the past.) If you cannot get to your canister location to collect monies in a timely fashion, request that a fellow Circle member make your collection(s) for you or contact the business to communicate your next pick up date with them.
- Pick it up when it is half full and always if there are dollar bills in it.
- Circle members can earn volunteer hours for servicing canisters. This project can easily out distance the contributions from other major projects at a far less expense.
- Approach a merchant with a canister in hand when looking to place a canister. Understand that once permission is granted to you to place the canister, it is up to the business owner/manager to ultimately decide the placement of the canister, but try to place the canister in a conspicuous place. (Don't forget new shopping centers, restaurants, etc.)
- Keep a record of all your canister locations.
- The KD office telephone number and address will be on the back of each Canister Insert.
- All money is to be given to the Circle Treasurer for deposit in the Circle checking account. The Circle Treasurer then should write one check for the total of the monies per reporting form. One Check should be submitted to KD office along with completed Canister Reporting Form. Please do not use a personal check to send in Canister money.
- **Do not empty another Circle's canister. Call the KD office if another Circle's canister needs attention.**
- Do not hesitate to place a canister anywhere throughout Hampton Roads, as there are no territories for specific Circles.

## **VOLUNTEER SERVICE**

Volunteer Service is an important part of being a King's Daughter. Volunteer hours are recorded by the KD office.

“Home” Service Volunteer Hours- “At-home hours” are under the authority of the Circle’s Volunteer Chairman or Leader. Home hours are reported to the Circle Volunteer Chairman or Circle Leader monthly and reported to the KD Office on the Volunteer Home Hours Reporting Form.

### Home hours are given for:

- Attending Circle Meetings
- Sewing or knitting articles
- Collecting donations from canisters
- Work in connection with any *The King’s Daughters* fund-raising project  
(This includes project committee meetings.)
- Anything done to promote CHKD or your Circle
- KD Connect Meeting attendance
- Serving as a Circle Officer: (Example – totals may vary by Circle)

Leader receive	2 hours per month
Vice Leader	1 hour per month
Secretary	1 hour per month
Treasurer	1 hour per month

**As of July 1, 2010; Credit for “home hours” is given for attending monthly circle meetings.**

Hospital Volunteer Hours- In-hospital service is under the supervision of the CHKD Volunteer Services Department (668-7195). Hospital hours are recorded by the Volunteer Services Office at CHKD. Hospital volunteer hours are not to be reported on the Monthly Volunteer Hours Report Form. At the end of each fiscal year CHKD’s Volunteer Services Department will give the KD office a listing of all Hospital Volunteer Hours completed by King’s Daughters. Those hours will then be entered into The King’s Daughters Membership Database for each member.

## **REPORTING “HOME” VOLUNTEER HOURS**

Send completed Volunteer Home Hours Report Form to the KD office immediately after each Circle meeting. Any absent members are to be contacted by Circle secretary, if possible, so

that their volunteer hours will still be included in the report.

1. Complete the entire form, including Circle name, as indicated. It is important to **PRINT NAMES** clearly on the form when filling it out.
2. Do not include non-member names and hours on the form. Non-members are not programmed into the KD database and they do not receive credit for home hours.
3. If this is the first time reporting hours for a new member, please write "New Member" by the name of the new member. **NEW MEMBERS MUST BE LISTED ON A MEMBERSHIP CHANGES FORM IN ORDER TO BE OFFICIALLY ENTERED IN THE MEMBERSHIP DATABASE AS A KING'S DAUGHTER.**

If you have any questions, please call the KD office at 668-7098.

## **LINENS AND GIFTS**

Linens are items made from the instructions and samples included in this manual. Patterns are also available from the Volunteer Services Office or the KD office. Beginning July 2010, Linens & Gifts will be separate awarded categories recorded for the fiscal year Annual Report.

The office runs a preliminary report for Circle Linens & Gifts and Volunteer Hours in June/July and gives Circles 2-3 weeks in July to review year-to-date totals before the Annual Report is printed.

### Linens Examples:

- Surgery Bears
- "Premie" Caps and Booties
- Baby Blankets/quilts
- Look-A-Like Dolls

### Gifts Examples

- Items from CHKD "Wish List" for patients' use.
- Magazines for waiting rooms

Linens and gifts are to be reported accompanying each donation, or monthly by the Circle Leader or the Circle Gifts/Linens Chair(s)

## **ADVOCACY/LEGISLATIVE ISSUES**

A growing area of service for The King's Daughters is in the role of advocates for children's health. From time to time throughout our history, members have been called upon to speak up for those without a voice or a vote. Children need representation on issues that affect them. King's Daughters have an authentic history as advocates for children, are involved daily in supporting a children's hospital, and most importantly, have a proven track record of getting things done; therefore, members of The King's Daughters are extremely influential children's health advocates.

The goal of The King's Daughters' advocacy role is to create a mechanism to promote policies that support CHS in its mission to provide quality care to the children in our communities. The King's Daughters develop a process for the membership to identify policy issues of importance then work as an organization to influence children's health policies at the local, state and national levels.

Each Circle is asked to provide a legislative liaison to serve as the primary contact for advocacy efforts. The KD Development Operations Manager coordinates all legislative and advocacy campaigns. No member of The King's Daughters can advocate on behalf of the organization or represent the policy of The King's Daughters without their approval.

The Development Operations Manager of The King's Daughters is the staff Liaison for advocacy activities.

## THE KING'S DAUGHTERS' OFFICE STRUCTURE

### THE ROLE OF THE KD OFFICE STAFF

The KD staff is responsible for enforcing KD policies, federal and state laws governing non-profits, contractual agreements and any other legal policies to which The King's Daughters or the Circles may be accountable. This includes ABC license requirements, raffle regulations, insurance coverage, Event Print Materials, etc.

The staff will oversee all correspondence to ensure consistent, professional and accurate presentation of information. Correspondence includes event flyers, invitations, tickets, request and thank you letters, information to other Circles, bulk mailings, etc. The KD staff must review all correspondence before allowing use of The King's Daughters letterhead or name and logo.

The KD office provides Circle Project publicity in *the Circular* (KD bi-monthly newsletter) and on the KD website. The office can assist Circles with a publicity plan for Circle projects when needed.

The office can assist with various print services "in-house" including: flyers, tickets, posters, event programs, brochures, signage, etc. The staff may also provide assistance with layout design and content. We ask that you allow 7-10 days turnaround time for office staff requests. The office may advise use of outside printer when necessary.

### THE KD OFFICE STAFF:

#### Department Secretary

- Serves as first point of contact via phone and walk-ins for KD office staff.
- Coordinates meetings at CHKD, Circle Tours, etc.
- Processes Project Application & Completion Process and prepares communications to Circles.
- Serves as Staff Liaison for Circle canisters, linens and gifts and volunteer hours reporting
- Handles all KD Database updates

\*Includes all Membership, Major Project Sponsors and Patrons updates

### **Membership Coordinator**

- Serve as Staff Liaison for all Circle Projects, inquiries, and questions
- Oversees “Project Approval & Completion Processes”
- Assists Circle Project chairs/committee with project planning as needed
  - Creates and prints Circle print materials where needed
  - Is the first point of contact when submitting Circle print materials to office to be edited
  - Is the first point of contact when submitting contracts, insurance requests, ABC licenses, etc.
- Works with VP of Circles/Membership throughout the year
- Prepares Annual Report with Development Operations Manager
- Updates KD Website Calendar (bi-weekly), KD Eblasts (as needed), Circle web pages (as needed), and policy manual updates (annually)

### **Development Operations Manager**

- Serves as Staff Liaison for all Circle bank inquiries/questions (outside of normal deposits and withdrawals)
- Assists Circles in developing procedures, forms, and budgets to facilitate more accurate financial record keeping
- Oversees the KD financials and donations
- Serves as a liaison between The King’s Daughters and CHKD’s finance department
- Develops/creates the bi-monthly KD newsletter *the Circular*
- Prepares Annual Report with Membership Coordinator
- Oversees daily operations of the KD office

### **Executive Director**

- Staff Liaison for Major Projects, Special Projects, and Sponsors (for all projects)
- Serves as liaison between KD Events and the CHKD Public Relations Staff.
- Serves as Liaison between KD and CHKD Legal Department
- Serves as liaison between KD President, Executive Committee, and Board of Directors
- Serves as point of contact to Circle Projects seeking marketing/PR assistance on individual projects
- Oversees all KD staff
- Serves as community contact for The King’s Daughters

## **THE KING'S DAUGHTERS BOARD OF DIRECTORS**

The Board of Directors is the policy-making body for the organization. The Board members have experience in leadership in other areas of the organization, and can be a wealth of knowledge on a variety of issues such as project coordination, Circle leadership, community contacts or conflict management within a Circle.

The Board meets monthly (with the exception of July and November) on the last Thursday to review financial statements, discuss upcoming Circle projects for approval, respond to problems, make new policies or guidelines as needed, and convene committees to investigate important issues. They also receive updates from Children's Health System, the KD staff, and CHKD Public Relations. The Vice Presidents of Circles, Public Relations, and Development give reports, along with other selected Board Chairmen (see the KD Board roster for listing of Chairmen).

The Executive Committee consists of the President, President-Elect, Vice President of Development, Vice President of Circles/Membership, Treasurer, and Secretary. The Executive Committee meets monthly, one week prior to the full Board meeting. The Executive Committee determines the agenda for the upcoming Board meeting and deals with urgent issues if necessary.

Each Board member is assigned to be the Liaison for several Circles. As Liaison, the Board member communicates with that Circle monthly, solicits updates when needed, attends Circle meetings or projects when possible, and helps that Circle with any problems. The Junior Circle Chairman is the liaison for all of the Junior Circles/Clubs.

## **CHILDREN'S HEALTH SYSTEM**

Children's Health System, Inc. (CHS) is a networked organization in which partner hospitals, physicians and community services provide children and families throughout the region with uniform, comprehensive services at the most cost-effective levels.

The cornerstone of CHS is Children's Hospital of The King's Daughters. CHS grew from CHKD as it adapted to the changing environment of children's health care. Today, as members of CHS's founding organization; King's Daughters are considered "Class A" members of CHS. For this reason, CHS holds its annual meeting of "Class A" members during The King's Daughters/CHS Annual Meeting in June.

Members of the CHS Board of Directors are considered "Class B" members. Of the 10-25 members of the CHS Board, five are King's Daughters, and the President of The King's Daughters serves as an ex-officio member. At least three Board members are physicians. The CHS Board meets monthly.

## **CIRCLE INFORMATION: A SUMMARY**

1. **Membership Policy:**

The King's Daughters have an open membership policy and welcomes anyone who is in accord with its purposes as stated in the By-laws of the organization and who has paid the required annual dues. The Bylaws of The King's Daughters, Inc. takes precedence over Circle Bylaws.

2. **Circle Membership Requirements:**

Each Circle has its own specific membership requirements, which differ from Circle to Circle. Every member is, however, expected to attend regular meetings of the Circle, pay dues, and support the mission of The King's Daughters through volunteer efforts.

3. **Dues:**

A Circle may set dues for its own use in addition to The King's Daughters dues that are submitted to the office annually. The amount of KD dues are \$30 for Adult (active and inactive) members, and \$15 for Honorary members and members who are 65 years or older. Circle Membership Rosters and report requests are mailed to Circle Leaders and Treasurers in March and only one copy of the Roster along with one dues check must be returned to the KD office on/or before June 15. Dues are used to cover the cost of membership materials, mailings, and the *Circular*.

4. **Newsletter:**

*The Circular* is the bi-monthly newsletter of the organization. It is published by The King's Daughters and is distributed to all members, sponsors, and other members of the community. *The Circular* covers a wide variety of information such as Circle activities, fund-raising events, and educational news. The KD office welcomes items for KD Kudos, Circle news and any photographs of Circle projects. For articles to be included in *the Circular*, they must be turned in to the KD office by the article due date(s). Issues of *the circular* are also available on the KD website.

5. **Circle Meetings:**

Circles are encouraged to have a planned program for each meeting and to meet in and tour the hospital once a year. Programs, speakers and hospital tours can be arranged with the help of the KD Office Secretary.

6. **KD Connect Meetings:**

KD Connect Meetings are held several times a year, usually on the first Tuesday of the designated month. The KD Annual Recognition Celebration Meeting, (generally held in October) the Election of Officers/Joint Annual Meeting with Children's Health System in June, and the Leaders & Treasurers Orientation in September, are also considered to be KD Connect Meetings.

It is important that each Circle be represented at every KD Connect Meeting. The Leader or a Circle KD Connect Representative must attend to vote on KD issues and prospective programs and to report the actions and announcements to their Circle members at their next meeting.

7. **Circle Projects:**

Circle Projects must be approved by The King's Daughters Board of Directors. The complete process is described in detail on pages 15-19. The Circle "Project Approval Process" is designed to keep the KD Board of Directors informed of the project, prevent conflicts with other Circle Projects, Major Projects or initiatives from CHKD's Office of Development, and ensure compliance to all KD policies, state regulations or laws governing non-profit organizations.

8. **Confidentiality:**

Lists of membership, committees, and the Board of Directors provided to members are for the work within The King's Daughters organization only. **Under no circumstances are the names and addresses to be passed to outside firms, organizations, or individuals.** They are not to be used by members for any outside purposes.

9. **Volunteer Service:**

Volunteer service is an important part of being a King's Daughter. There are two types of volunteer service reported to the KD office: hospital hours and home hours. Hospital hours are arranged through the Volunteer Services Office of CHKD. The Director of Volunteer Services provides orientation and places the volunteer in the hospital. Home hours are reported by each member to her Circle Volunteer Chairman for volunteering to sew, organize or work on projects; service canisters, etc. (See pages 22-23) The Circle Volunteer Chairman should report home hours to the KD office monthly.

10. **Circle By-laws:**

Example Circle By-laws for use in forming Circle By-laws are included in the Circle Leader's Manual. Contact your Circle Leader for more information or for a copy.